
By

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SUPERVISOR; Dr A B MADZIVIRE
DECLARATION

I Jonathan Romberayi Nyamajiwa declare that this dissertation is the result of my own work except to the extent indicated in the Acknowledgements, References and by comments included in the body of the report. The Dissertation is submitted in partial fulfillment of the Master of Business Administration Degree at the Graduate School of Management, University Of Zimbabwe. It has not been submitted before in part or in full for any other degree or examination to this or any other university.

_____________________________       ________________
Student signature       Date

_____________________________       __________________
Supervisor signature     Name       Date
DEDICATION

My dedication goes to my one and only wife Memory, for all the patience, kind words and encouragement to squeeze my hyperactive schedule in order for me to complete this study. Credit is due to you for helping the minutes to add up and produce a result. God richly bless you.

To my sons and daughter, Macdonald, Reginald and Larrissa, you were my inspiration throughout this project. I cherish your patience, concern and unwavering support. May the Lord abundantly bless you.
ACKNOWLEDGEMENTS

Firstly, to God Almighty and my Lord Jesus Christ, for the life, energy, wisdom and zeal to see this project through, all honour, glory and credit goes to you.

Secondly, my deep appreciation and gratitude to all those who assisted me, for the personal guidance, long hours, patience, encouragement and invaluable inputs, all of which made this project a reality. Only God can reward you adequately.

Thirdly, to all the partners and staff members who completed questionnaires, made time available to be interviewed, and for their willingness to share their journeys with me. I am eternally grateful.

Lastly, to my research supervisor Dr. A B Madzivire for his guidance, encouragement and respect for the research process. You availed yourself at the most opportune time despite your busy schedule. I thank you.
ABSTRACT

The research sought to explore how Mawere and Sibanda legal practitioners incorporate growth factors or strategies. The focus of the study included the analysis of the adoption of those strategies, the attitude of the partners towards growth factors and the underlying logic of those growth factors or strategies. A qualitative approach was chosen in order to explore the growth strategies at Mawere and Sibanda legal practitioners.

A case study was carried out, in which questionnaires were sent to nine employees. It was found that the firm makes use of strategies for growth, often combining the planning approach of strategy formulation. This firm made use of formal planning and pre-decision analysis. However, it was found that the firm has growth and there is positive attitude towards growth although there is no high level of flexibility to adapt to changing conditions or new opportunities as strategies are reviewed annually.

This means the strategies are rigid plans as they point to pre-determined course of actions. Due to the small size of the law firm, it was found that the firm is highly dependent on the external environment to formulate strategies, and also on its access to financial, human and social resources. The firm should therefore consider looking beyond its capabilities so as to sustain growth and conduct a regular environmental scanning and taking corrective action.

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<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>BCG</td>
<td>Boston Consulting Group</td>
</tr>
<tr>
<td>C Corp</td>
<td>Corporation</td>
</tr>
<tr>
<td>GNU</td>
<td>Government of National Unity</td>
</tr>
<tr>
<td>LCC</td>
<td>Limited Liability Company</td>
</tr>
<tr>
<td>SMEs</td>
<td>Small and Medium Enterprises</td>
</tr>
<tr>
<td>USA</td>
<td>United States of America</td>
</tr>
<tr>
<td>WTO</td>
<td>World Trade Organisationn</td>
</tr>
<tr>
<td>ZIMRA</td>
<td>Zimbabwe Revenue Authority</td>
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CHAPTER 1

INTRODUCTION

1.0 Preamble

The survival rate of small businesses is quite small, and the proportion of those surviving that go on to success and long term sustainability is even smaller. It would appear that Colin’s (2001) research has much to say about what it takes to build an exceptional company and sustain it over the long term. His view was to try and identify what it was that enabled some companies to be continuously successful through negative and positive external conditions. This research seeks to establish the sustainability and growth strategies of partnerships in legal practice in Zimbabwe with a focus on Mawere and Sibanda Legal Practitioners in Harare. These are classified under small and medium enterprises (SMEs). In view of the survival threatening nature of the operating environment in Zimbabwe, the research seeks to proffer further the valuable insights into the sustainability and growth strategies available for adoption by the legal practitioners for their viability and sustainability in business. It also seeks to establish contributing factors in long term success and growth.

1.1 Background

Starting up is one thing – actually surviving the changes that accompany rapid growth provides different challenges and can require very different skills. The abbreviation "SME" occurs commonly in the European Union and in international organizations, such as the World Bank, the United Nations, and the World Trade Organisation (WTO). The term "small and medium businesses" or "SMBs" is predominantly used in the United States of America (USA). The current WTO definition categorizes companies with fewer than 10 employees as "micro", those with fewer than 50 employees as "small", and those with fewer than 250 as "medium". In the United States, by contrast, the Small Business Administration
sets small business criteria based on industry, ownership structure, revenue, and number of employees, and is typically capped at 500.

Law firms fall into this category as well. Although from a government perspective, the recognition of SMEs is considered as the dominant part of the economic matrix but it is yet to fully happen. Historically, the sector has been referred to by the term “informal sector”, and was represented initially as a department in the President's Office, prior to being awarded full Ministry status relatively recently. Even after this recognition was awarded, the Ministry's emphasis has been more on micro-enterprises, with the proper SME sector as defined internationally seeming to fall into no-man's land. The SMEs are becoming as important as large firms in the creation of gross and net new jobs in the country as a result of the high unemployment levels in the country in the new economic order. As small business entities, they are very flexible and move fast to adapt to any environment. In this study legal practitioners both solo and group or partnerships operating in Harare shall therefore fall under SMEs.

1.1.1 The Legal Profession

According to Hagan J. and F. Kay 1995 (346), the importance of the legal profession in today’s society is unquestionable. He believes that lawyers are often powerful players in social, economic and political circles and as women and minorities become an increasing part of this profession, their ability to obtain public and private influence is increasing. He views lawyers as very often key players in designing and activating the institutional mechanisms through which property is transferred, economic exchange is planned and enforced, injuries are compensated, crime is punished, marriages are dissolved and disputes are resolved. He avers that the ideologies and incentives of the lawyers engaged in these functions directly influence the lived experience of Zimbabweans, including whether they feel fairly treated by legal institutions (p. 346)

He however further states that, perhaps more important than the influence of lawyers is the central role they play maintaining social stability. More so the
persuasive power of law as a tool to change or eliminate certain or nonproductive behavior must, in part, be attributable to the respect and acquiescence afforded to the law and lawyers by those subject to it hence, the development of law and its practice as a noble profession rather than as a trade or occupation.

1.1.2 The legal system in Zimbabwe

Zimbabwe employs a dual system of law that is the traditional law and the Roman Dutch Law. The traditional law is mainly applied by the traditional chiefs, who are the custodians of the traditional law. The conventional law is the Roman Dutch Law. However, both laws are accepted and the decision arrived at based on each of these systems is legally binding. Zimbabwe has a relatively vibrant legal sector providing essential services with more than a thousand registered firms. Legal service providers range from individual (sole) practitioners to group practices.

There has been a significant increase in the number of group practices in Zimbabwe since 2004. In previous years, before the economic downturn, which is from around 2000, legal service providers in the private sector enjoyed success in their businesses and sole (solo) practitioners was part of the thriving business approach to this sector. The years to follow saw a drastic downturn of the economy which led to the dramatic crisis experienced from the years 2004 to 2008. This period saw the collapse of virtually most of the businesses as inflation and brain drain, among other issues, raked havoc on the economy. The legal sector was not spared either although Mawere and Sibanda being studied here somehow survived the storm. In particular some sole practitioners closed their firms and left for greener pastures and the remaining few kept on struggling. The elections held in 2008 brought in a government of national unity in 2009 which ushered a new economic environment. This new dispensation gave rise to a new business environment which brought hope and expectations of economic growth. Although some businesses are on the road to recovery, with some sectors reaching around 50% to 80% capacity utilization, the current economic
environment has impacted on the operations of the legal practitioners in Zimbabwe. The Government of National Unity (GNU), ushered in a new dispensation of the multicurrency system. This has given rise to further challenges on the legal practitioners, which include high operational overheads, liquidity crunch, unemployment as well as new practices from newly qualified lawyers who prefer to start their own business as compared to working under others.

1.1.2 Environmental analysis

PESTL, (Political, Economic, Social, Technological, Legal and Environmental factors), is a business measurement tool often used within a strategic analysis Strengths, Weaknesses, Opportunities and Challenges (SWOC) which are used to assess the market for a business or organizational unit strategic plan. The unstable macro-economic fundamentals and adverse socio-political conditions that affected the country since 2004 have not spared the operations of the legal practitioners in Harare. According to Thompson and Strickland (2003), studying and interpreting the impacts of social, political and economic events help in an effort to spot budding trends and conditions that could become driving forces for business. The external environment in which the legal firms are operating in is analyzed below.
Table 1.1; PESTL Analysis

<table>
<thead>
<tr>
<th>POLITICAL – LEGAL FACTORS</th>
<th>ECONOMIC FACTORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>- GNU gives political comfort as there is relative stability.</td>
<td>- Low commodity prices</td>
</tr>
<tr>
<td>- Imposition of tariffs.</td>
<td>- No long term finances</td>
</tr>
<tr>
<td>- Weak entry/registration barriers</td>
<td>- Less salaries and high unemployment</td>
</tr>
<tr>
<td>- Uncertainty which comes with violent general elections in Zimbabwe. No one is prepared to invest in this environment.</td>
<td>- No meaningful international lines of credit</td>
</tr>
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<td></td>
<td>- Liquidity constraints</td>
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<table>
<thead>
<tr>
<th>SOCIAL FACTORS</th>
<th>TECHNOLOGICAL FACTORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Deteriorating social structures like education and health</td>
<td>- Good infrastructure</td>
</tr>
<tr>
<td>- High brain drain</td>
<td>- Poor technological development in the industry.</td>
</tr>
<tr>
<td>- High HIV prevalent rate</td>
<td>- Over reliance on imports</td>
</tr>
</tbody>
</table>

Source: Mintzberg (2007)

**Macro-environmental analysis (PESTL) of Zimbabwe**

The changes that occur in domestic, regional, international and global business environments are characterized by periods of discontinuous and large scale changes (Nyandoro and Matanhire, 2002). Only by continuous revisiting of processes will organizations be able to keep aligned with their environment and survive. Therefore there is need to continuously scan the environment, as stated by Mullins (1993), “organizations must adapt or die.” PESTL analysis helps companies to come up with new strategies that address current environmental factors. Political, legal, economic, societal, technological and cultural factors were used to scan the macro-environment.
**Political/Legal environment**

Businesses are affected by the political environment in a country because at times they might suffer a loss. Government actions can result to change in the political environment at all levels, from the central government level to the local authority level. Therefore, businesses must be fully prepared for the fallouts in government politics. The apparent divisions in the Zimbabwe’s inclusive government do not auger well for a stable business environment," according to the recent Kingdom Financial Holdings Limited (2011) report. "Conflicting government policies or stances on policies not only confuse the business community but also stall the current economic recovery process. A good example would be the indigenisation law whose implementation has raised more uncertainty."

"The uncertainty over the timing of the elections, combined with the mixed policy messages coming from the current inclusive government negates the business environment and is weighing heavily on the country’s ability to attract much-needed foreign investment. The 2011 rankings (World Bank) indicated that the major decline in ranking was on the enforcement of contracts where Zimbabwe slid 29 places to 110."

There are however factors on how political environment affect a business, either negatively or positively depending on the current situation of a country. Here are the four main factors perceived to affect legal practices in Zimbabwe.

**1.1.2.1 Impact on the Country’s Economy**

The political environment existing in a country primarily affects the economic environment. As a result, the economic environment also affects the business organization’s performance. In Zimbabwe, a considerable number of differences can be seen in the two main political parties the MDC and Zanu PF and Democratic policies. The two parties have been opposing each other on matters of policy. This often has implications for government spending and taxes, which
may in turn affect the stable economy and business of a country. With higher level of spending in the government body, it may stimulate the economy as well.

1.1.2.2 Change in Government Regulation

Additionally, the change in government regulation is another known factor that affects business. With the constant change in rules and regulations, this can relatively have an effect in all businesses. In Zimbabwe the indigenization policy that require all foreign firms to hold only 49% control in their companies has had an effect of affecting the inflow of incomes in businesses.

1.1.2.3 Political Stability

Apart from it, a lack in political stability may in particular affect businesses that operate internationally. In any country, a hostile takeover may overthrow a government that could also affect the business. This can lead to looting and rioting as the businesses in turn will become general disorders of the society. These may all disrupt the operation of a business, such disruption has occurred in Sri Lanka which went through a civil war. In Syria and Egypt, they have been subjected to disturbances as their citizens agitate for their own rights. Law firms thrive in a very stable environment. This kind of disturbances if they occur here, may affect political stability thereby affecting the current business environment as well.

Economic Environment

The Economic outlook.
The uncertainties surrounding the pre-election political and regulatory environment, the associated high risk profile and the concomitant negative investor sentiments has maintained a misty business environment, characterized by the extensive capacity under-utilization. The economic environment is characterized by high interest rate. This has made borrowing in the country very expensive. The country still does not have its own currency since February 2009 when the use of multi-currency was introduced.
The Minister of Finance, in his 2012 Budget presented in November 2011, stated that the prevailing economic environment has kept inflation rate below 5%. However, the market is highly illiquid, with lower levels of disposable income, affecting the purchasing power of clients. The Zimbabwean economy is also characterized by lower levels of investment. For instance, the capacity utilization in the industrial sector is below 60% (STERP, 2009). The banking sector lacks adequate capital to advance to prospective customers and hence it requires well-calculated investments. The tax rate is very high. According to the Zimbabwe Revenue Authority (ZIMRA) the corporate taxation rate is 30% (www.zimra.co.zw, accessed on 09/12/11). This high tax rate discourages potential investors.

Law firms have been greatly affected by the above scenario mainly because of the low disposable incomes of the clients and hence low profitability and growth.

Social Environment

Zimbabwe Statistics (ZIMSTATS) (2010) estimated the unemployment rate is estimated to be 85% in the year 2010-2011. The scourge of HIV/AIDS has not spared the skilled labour. The levels of corruption practices continue to increase having a bearing on the crime rate. The turbulent economic environment resulted in disintegration of families as a result of spouses leaving for greener pastures in the Diaspora. The high corruption and criminal levels in the country has seen an increase in litigation cases handled by law firms in Zimbabwe.

Technological Environment

According to the Minister of Finance, in his 2012 Budget presented in November 2011, Zimbabwe has a better infrastructure compared to other countries in the region besides South Africa. However, the country continues to lag behind technologically. This has caused unsustainable high production costs resulting in loosing cost and quality competitiveness. Law firms are yet to fully embrace and adopt the use of high technology in their operations since most of them are not yet digitalized. Law firms in Zimbabwe are using emails, phones and faxes for
communication but have not yet embraced Voice over internet protocol (VOIP) and video conferencing technologies available.

**Legal Factors**

The major concern about Zimbabwe is the rule of law. Many believe that all institutions including police, army, parastatals and courts have been politicized. Laws continue to be changed more frequently with the most recent one being the Indigenization Act which requires at least 51% local ownership on businesses. The operations of law firms in Zimbabwe are governed and monitored by the Law Society of Zimbabwe.

**1.1.3 Mawere and Sibanda Legal Practitioners**

Founded in 2001, Mawere and Sibanda Legal Practitioners is a full service law firm whose main thrust is in corporate law, with offices in Harare’s central business district at 10th Floor, Chiyedza House, Corner First Street and Kwame Nkrumah Avenue, Harare. The firm’s areas of business in on international trade, banking, finance and insurance law, commercial and corporate law, administrative and labour law, conveyancing and intellectual property law, civil litigation and alternative dispute resolution.

It appreciates the implications of globalization on its clients and has been positioned as a player by developing close relationships with law firms in various parts of the world in order to provide and coordinate a cost effective legal service across different jurisdictions. The founders of the firm also founded Makuyana Legal Practice in Botswana, the beginning of its expansion into the region and the continent. The firm is divided into departments of the various facets of law, which are headed by partners who specialize in those particular areas of law. As a result of the partners’ extensive experience they are usually involved in all departments to ensure the proper and constant supervision of the junior lawyers.
The firm’s Vision
The firm’s overriding vision is embodied in the following commitments;

(i) To understand the clients’ business, commercial and legal needs
(ii) To develop long term mutually beneficial relationships with clients and other business associates
(iii) Compliance with the highest ethical, moral and professional standards
(iv) To keep abreast of technological developments.
(v) To provide an efficient, quality and cost effective legal services to clients.

Mission Statement
The firm’s mission is to provide a high quality, creative, and result-oriented legal team to individuals and businesses, and serve as a primary resource and partner in all aspects of clients’ business growth and development.

1.3.1 SWOT Analysis of Mawere and Sibanda
According to Pearce II and Robinson, Jr (2005), SWOT is an acronym for internal strengths and weaknesses of an organization and environmental opportunities and threats facing an organization. Thompson and Strickland (2003), asserts that SWOT analysis provides a good overview of whether a firm’s business position is fundamentally healthy or unhealthy. Hill and Jones (2004) contend that its central purpose is to identify the strategies that will create an organization-specific business model that will best align, fit or match an organization’s resources and capabilities to the demands of the environment in which it operates.

A SWOT analysis is a powerful diagnostic tool to assess Mawere and Sibanda law firm and its environment. Whereas the firm has little or no influence over the external environment, it has full control of the internal environment; it can change the internal factors in reaction to changes in the external environment (Mawere and Sibanda Strategic Plan Document, 2011-2012). The internal strengths of the
firm are the source of its competitive advantage. The intention of the SWOT analysis is to enable Mawere and Sibanda to build on its strengths, minimize its weaknesses, and take advantage of identified opportunities and counter possible threats. The SWOT analysis was carried out in a consultative manner and the results of this environmental scan are summarized below:

**Table 1.2: SWOT Analysis**

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• good corporate brand,</td>
<td>• slow growth rate,</td>
</tr>
<tr>
<td>• loyal clients,</td>
<td>• slow adaptability to market conditions</td>
</tr>
<tr>
<td>• high net worth,</td>
<td>• poor brand awareness</td>
</tr>
<tr>
<td>• large market share,</td>
<td></td>
</tr>
<tr>
<td>• good reputation,</td>
<td></td>
</tr>
<tr>
<td>• wide experience by all our senior lawyers</td>
<td></td>
</tr>
<tr>
<td>• well trained Professional Assistants</td>
<td></td>
</tr>
<tr>
<td>• High staff retention</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• growing market share,</td>
<td>• increase in competition due to the influx of</td>
</tr>
<tr>
<td>• unexploited business in the region</td>
<td>law firms being established on a daily basis.</td>
</tr>
<tr>
<td>• changes in the society beneficial to the firm. expansion of business into mining sector,</td>
<td>• The current social, political and economic</td>
</tr>
<tr>
<td>• new investment opportunities that arose as a result of relatively stable environment experienced in the past two years in Zimbabwe.</td>
<td>environment pose a threat in that political posturing by politicians bring some level of uncertainty and unpredictability that leads to business stagnation.</td>
</tr>
</tbody>
</table>

*Source: Mawere and Sibanda Law firm strategy document 2011-2012*
**Strengths**

- The strength of Mawere and Sibanda lies in the good corporate brand locally and regionally. This makes it easy for the firm to attract and retain key customers. Lawyers have great expertise in the core services a law firm can produce, material and intellectual legal services. With years of legal experience available in most firms, there is rarely shortage of expertise. The firm combines experienced lawyers with new recruits coming in from college with latest information that will help create new synergies and the right information with the view to win cases. This makes it easy for the clients to access services on a wide range of areas from the same law firm. Some of the firm’s strengths are that the firm has a large market share, good reputation, well trained Professional Assistants and high staff retention. This has led to the building of an organizational culture peculiar to the firm where the firm is seen as one big family.

**Weaknesses**

Pearce II and Robinson Jr. (2000) defined a weakness as a limitation or deficiency in one or more resources or competencies relative to competitors that impedes a firm’s effective performance. Thompson and Strickland (2003) indicated that threats and weaknesses affect the company’s profitability and competitive well-being. Although, lawyers know the law, they have poor business skills because they do not have the time to run the business. Management and finance modules are not part of the law modules at school hence lawyers learn them the hard way. (Mawere and Sibanda Strategic Plan Document, 2011-2012). These issues among others have affected the competitiveness of Mawere and Sibanda which is a business weakness.

**Opportunities**

An opportunity is a major favorable situation in a firm’s environment (Pearce II and Robinson Jr., 2005). Thompson and Strickland (2005) avers that opportunities shape a company’s strategy. There are a lot of
opportunities available to Mawere and Sibanda. Advancement in technology has opened up new arenas in property rights, management of information together with related laws, law of criminal and other areas. These are all legal-prone topics needing guidance and expertise so as to avoid problems in the future. The Law firm can now make a name for itself in this area and make use of it as the business opportunities that can reward long-term revenues. These include customer relationship management; access to capital, broadening the product range and huge and untapped market for legal services. These make the business outlook promising.

Threats/Challenges

Pearce II and Robinson Jr. (2005) stated that, a threat is a major unfavorable situation in a firm’s environment. They went on to say that threats are major impediments to a firm’s desired position. There are a considerable number of potentially devastating threats to Mawere and Sibanda Law firm. Cutthroat competition among competing law firms continues to grow in the law industry.

According to Thompson and Strickland (2005) good SWOT analysis usually take all if not the rest of the above elements of this law firm. Accordingly, the law firm’s greatest assets are its lawyers and partners but these can also be the firm’s greatest weakness if they fail to support and complement each other in decision making.

1.2 Statement of the Problem
Most legal firms in Zimbabwe appear to be performing well. The question now is for how long they are going to sustain their current performance and whether they are going to continue growing. It is against this background that this study is premised to proffer valuable insights on survival and growth strategies for partnerships in the law fraternity in Zimbabwe in a dollarized economy for their survival and growth in business.
1.3 The Main Research Objective
The overall objective of this study is to establish and identify suitable models of the survival strategies for the growth, viability and sustainability of the law firm business practices in Zimbabwe.

The Specific Objectives
The specific objectives of this study are to:

i. Identify the key survival and growth strategies that are appropriate for Mawere and Sibanda legal Practitioners.

ii. Establish the challenges faced by firm as a partnership in its business operations and growth.

iii. To establish the best practice the firm should adopt in order to achieving growth.

iv. Assess the extent to which the practice has been established as a partnership or group as an alternative approach to sole practice.

v. Determine the best sustainable ways in which the partnership can adopt for its business growth.

1.4 The Main Research Question

i. Which key survival and growth strategies are appropriate for Mawere and Sibanda as a partnership entity?

ii. What are the challenges faced by the partnership as one of the law practices in Zimbabwe?

iii. What is the best practice the firm uses in order to achieve growth?

iv. To what extent has the practice been established as a group or partnership as an alternative approach to sole practice?

v. What are the best sustainable ways in which the partnership can adopt for business growth?
1.5 Research Proposition
The research proposes that the adoption of partnerships approach in Zimbabwe by law practices lead to efficient administration and business expansion opportunities in order to achieve growth.

1.6 Justification Of The Study
The study will provide insight into the advantages and disadvantages in the adoption of either sole practice or group practice as sustainable business approaches. The study will also provide Mawere and Sibanda Legal Practitioners with adequate knowledge on the valuable sustainable and growth strategies that will, enable well informed decision making. The firm will also benefit from the recommendations which are meant to enhance effectiveness, efficiency in the operations of the law firm, through cost reductions, maximization of profits as well as the improvement of management and quality of their products. The provision of new insights and recommendations through this research will also benefit the academic fraternity as well as practitioners in the legal fraternity for the development of a roadmap towards improving business practices within the sector. There has been little or no literature on the area of the merits and demerits of sole and partnerships in law practice in Zimbabwe and thus this study will fill the literature gap. This will also work as resource material for academics, consultants and researchers in strategy formulation and implementation.

1.7 Scope Of The Research
The research seeks to investigate the survival and growth strategies for legal practitioners in particular Mawere and Sibanda Legal Practitioners in a dollarized economy. The study will cover the period from January 2009 and December 2012. The research shall be carried out in Harare since this is where the firm and most of the legal practitioners are located and thus it is easier for the researcher to access the required information. This is also in keeping with the cost and other logistical constraints underpinning the conduct of this study. The respondents of the study shall be staff and management from Mawere and Sibanda Legal Practitioners, selected law firms and representatives from the Law Society of Zimbabwe in Harare.
1.8 Assumptions Of The Study
The study assumes that:

(i) It will receive maximum cooperation and support from the legal practitioners.
(ii) It will be objective in data collection, analysis, presentation and discussion of the study findings.
(iii) The respondents will provide accurate information to the best of their knowledge.

1.9 Dissertation Structure
The following is the outline of the study:

**Chapter 1:** This chapter contains the background of the study, background of the Zimbabwean law delivery system, problem statement, research questions, research objectives, research proposition, scope of the research, significance of the research, limitations of the study and structure of the dissertation.

**Chapter 2:** - The chapter reviews the available literature on the survival strategies for legal practitioners, constraints and findings of previous studies in this field. The aim of the literature review is to demonstrate a clear and sound theoretical underpinning of the study and to show the importance or necessity of the research topic.

**Chapter 3:** - Covers the methodology applied during the study. Justification of the methods and instruments used are detailed here.

**Chapter 4:** - Details the results of the study and an analysis of the same is done with the aid of statistical tools. The study findings are also discussed in this chapter.

**Chapter 5:** - This will focus on conclusion and recommendations arising from the analysis of the study findings. Areas of further research are also included in this chapter.
CHAPTER 2

LITERATURE REVIEW

2.0 Introduction
This chapter reviews both theoretical and empirical theories underpinning organizational growth. Issues concerning strategies of corporate growth, strategies of sustaining that growth, corporate planning, internal and external forces affecting survival and growth are discussed. In addition, the chapter makes a critique on the literature review in the area of corporate growth. To this end, issues pertaining to viability and sustainability of SMEs in particular law firm’s strategies of corporate growth, strategies of corporate planning, internal and external forces affecting survival and growth are discussed.

2.1 Types of Legal Delivery Systems
Kay (2003), contends that among the private practice business entities are sole proprietor, partnership, Corporation (S Corp), C Corporation (C Corp), and limited liability company (LLC). ("Sole proprietorship" is included as a basis for comparison with the other models and because proprietorships may evolve into group practices.)

2.1.1 Sole Proprietorship
Collins and Porras (2004) describe the proprietorship as a simple structure that is inexpensive to form; it usually is owned by a single person. They, believe that the owner who operates the business, is personally liable for all business debts, can freely transfer all or part of the business, and can report profit or loss on personal income tax returns. In a sole proprietorship, the owner is the business. They further state that with a sole proprietor, the profits or losses in the business are treated as if they are profits and losses of the owner. Kays (2003) seems to agree with Collins and Porras (2004) that he advantages of this type of business are less paperwork and lower start-up costs and that most businesses will
outgrow being a sole proprietor, and when one is not willing to practice anymore they should have an exit plan on what to do with their practice.

Their belief is that a **sole trader** (proprietor) business exists when, even though there may be a number of employees, there is only one **owner**.

![Figure 2.1 Advantages and disadvantages of forming a sole proprietorship.](Source Bourne (2011)]

### 2.1.2 General Partnerships

According to Abingdon (2011) partnerships are also unincorporated businesses with unlimited liability. He avers that they are traditionally associated with professions such as accountants and lawyers, where capital outlay is small and the minimum number of partners is two and the maximum is (normally) 20. He further contends that partners often draw up a written agreement expressing the rights and duties of individual partners with reference to:
Figure 2.2 Advantages and disadvantages of forming a Partnership.  
(Source Bourne (2011))

Dine and Koutsias (2009) point out that partnership is inexpensive to form; managerial duties are shared among the partners, and each partner is personally liable for partnership debts. The say partnerships do not pay taxes, but must file an informational return; individual partners reporting their share of profits and losses on their personal return and short-term partnerships also are known as joint ventures. They state that the individual partners are taxed based on their percentage of ownership.” So, for example, if three people are in a partnership, each owning one third of the business, if the partnership makes $30, each partner pays taxes. They further state that a drawback to this business entity is that each partner is 100% responsible for the actions of the others which mean one has to strive to be a better and good partner who is trustworthy.

2.1.3 Survival – The Prerequisites

A key point of this study is that long-term survival is not something that can be taken for granted Bausman (2002). Barnard (1938) elucidates that legal professionals position themselves for survival in an unstable economy and a number of prominent or distinct trends have always emerged in the legal industry. He contends that these trends usually help law firms as well as organizations to become not only efficient but productive and competitive in the market. Barnard (1938) further contends that the other trends result from changing demographics, attitudes and work styles. He says some law firms have

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Drawbacks</th>
</tr>
</thead>
<tbody>
<tr>
<td>specialisation can take place (each partner can specialise in a different business function)</td>
<td>decision-making may take longer (the new partner must be consulted)</td>
</tr>
<tr>
<td>additional skills may also be introduced by the new partner</td>
<td>if/when the new partner dies or leaves, a new partnership must be created</td>
</tr>
<tr>
<td>more capital is available (an extra owner is an extra investor)</td>
<td>the profit must be shared between the partners</td>
</tr>
<tr>
<td>expansion is therefore easier</td>
<td>control of the business must also be shared</td>
</tr>
</tbody>
</table>
the potential for a long life, but many do not. Firstly, the need to have the law firm sustainable and transferable strategic resources. Second, the law firm must have the necessary culture and structures for effective crisis planning. Third, the company must combine the resources with the crisis planning to diversify into related businesses when environmental effects cause the existing business to fail Collins and Porras (2004).

2.1.4 Survival through the Preservation of Strategic Resources

According to Holmes and Watts (2005), for long-term survival, one needs to have something in the law firm that actually can survive for many years to come. They say this is what is called ‘strategic resources’. These strategic resources are referred to as the factors that set an entity apart and that have an intrinsic value that is worthy of preservation. They believe that the resources can be anything from physical assets, such as a copper mine (for a mining company), to a specific competence, such as a particularly clever way to perform a service that can be passed on within the organization (for a consulting firm) Mintzberg (2007).

The concept of sustainable competitive advantage focuses on the ability to maintain competitiveness within a given industry, with the aim to have a high profitability, preferably higher than the competitors Mintzberg (2007). This perspective is dynamic in the sense that it deals with a changing market: new competitors enter the market, old competitors exit, new products and technologies are introduced, there are shifts in demand, etc. But the perspective is static in the sense that it deals with a given industry Mintzberg (2007). The basic differences between the two perspectives are listed in the table below.
Table 2.1 Differences Between Corporate Strategy And Corporate Survival

<table>
<thead>
<tr>
<th>Perspective</th>
<th>Competitive strategy</th>
<th>Corporate survival</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industry centred perspective</td>
<td>Company centred perspective: company in relation to competitors within the same industry</td>
<td>Company centred perspective: company seen in relation to its own past and future</td>
</tr>
<tr>
<td>Goal</td>
<td>Profitability, competitive strength</td>
<td>Longevity</td>
</tr>
<tr>
<td>Challenges</td>
<td>Ongoing competition: new competitors, new products, market shifts</td>
<td>Occasional revolutions: fundamental changes in the company environment</td>
</tr>
<tr>
<td>Success factor</td>
<td>Sustainable competitive advantages</td>
<td>Sustainable, transferable strategic resources</td>
</tr>
<tr>
<td>Planning range</td>
<td>Product life cycle</td>
<td>Industry life cycle</td>
</tr>
</tbody>
</table>

Source: Andrews (1980)

Apparently, long-term corporate survival is a fundamentally different matter than short-term competitiveness. Or, to put it simply, a 100-year strategy is not a sequence of 20 five-year strategies.

2.2 Corporate Growth

In their pursuit of growth, business organisations undertake varying strategies. These strategies can be classified either as internal or external, Thompson and Strickland (2003). According to Kotler (2000), internal growth is when a company harnesses its resources to carry out its business activities such as expansion by adding a new product line or increasing production capacity in anticipation of increased market demand or focusing a niche in the market or opening totally new markets. To enhance corporate growth, Kotler (2000) identified the following four businesses strategies which can be pursued singly or in combination:
This research therefore adopts the strategic entrepreneurship concept from the perspective of the firm, by looking at the ways of adapting relevant strategies since this is necessary to exploit some capabilities and resources of the said firm, but also to create sustainable sources of value. Furthermore, this thinking, further promotes the identification of the path ensuring that the workforce must stay readily focused on their targets.

The figure 2.3 below illustrates strategic entrepreneurship of a growth oriented small businesses. The diagram depicts factors that influence growth in the entrepreneurial firms and how these elements, together with vital strategic thinking as well as strategic management of resources, are directed to the final objective, which results in wealth creation and growth. Thus, in this context, strategies can be seen as mediators to achieving predetermined goals.

![Figure 2.3: The Entrepreneur’s Perspective as Growth Is The Firm’s Objective. Source: Ireland et al. (2003) and Wiklund et al. (2009).](image)

### 2.2.1 Intensive Growth

This entails corporate management identifying opportunities to enhance growth within the company’s current business. Ansoff (1957) proposed a useful tool, the product-market expansion grid (as shown in Table 2.2 below) for identifying new intensive growth opportunities. With the tool, a company has to consider whether to increase market share with its existing products in the current markets, thus
market penetration. Further, it has to consider whether to establish new markets for its existing products – market-development strategy. Also, it can consider whether to develop new products of particular interest to its current markets - product development strategy. Finally, opportunities can be reviewed to develop new products for new markets – diversification strategy.

Table 2.2: Three Intensive Growth Strategies: Ansoff’s Product-Market Expansion Grid

<table>
<thead>
<tr>
<th>Current Products</th>
<th>New Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Markets</td>
<td>1. Market - penetration strategy</td>
</tr>
<tr>
<td>New Markets</td>
<td>2. Market-development Strategy</td>
</tr>
<tr>
<td></td>
<td>3. Product-development strategy</td>
</tr>
</tbody>
</table>

Source: Ansoff (1957:114)

2.2.2 Integrative Growth

According to Ansoff (1957), business sales and profits can be increased through backward, forward or horizontal integration within an industry. Backward integration occurs when an organization takes control of its supplies. Forward integration is whereby a business entity takes control of the distribution channels. The motive behind these two approaches is to enhance the value chain efficiency. With horizontal integration, a business entity acquires competitors so as to reduce competition and benefit from economies of scale (Ansoff, 1957).

2.2.3 Diversification Growth

Diversification growth exploits opportunities which are outside and unrelated, to the current business. However, they must be attractive and having opportunities. Diversification usually takes three forms (Kotler, 2003). Concentric diversification occurs when a company seeks new products that have technological and marketing synergies with existing product lines. The second form is horizontal diversification strategy, whereby the business searches for new products that
appeal to its current customers, even though the new products are technologically unrelated to its current product line. Finally, there is conglomerate diversification strategy, which seeks new businesses unrelated to the company’s technology, products or markets. Peteraf (1993) and Wernefelt (1989) add their weight to the diversification strategy. They argue that diversification is the logical process at the corporate strategy level in the desire to earn economic rents on potentially multiple-use resources which are in excess of the needs of core activities.

2.3 Resource Based Review (RBV)
Management gurus like Grant (1991) and McKinsey (1997), have written a lot on corporate growth. However, the most notable among them is Penrose’s (1959). The work focuses on processes through which firms grow and these are:

• Firms can be viewed as bundles of resources in an administrative coordination. The heterogeneity of services from resources gives each firm its uniqueness.

• Always, firms have excess resources due to resource indivisibilities and knowledge creation. Excess resources can provide services at marginal cost. They motivate entrepreneurs to apply them to new activities, promoting growth and diversification.

• The external environment is an image in the mind of the entrepreneur. Activities of firms are controlled by their productive opportunities.

• There are limits to the growth of the firm, but not its size. Firm-specific management resources are the most important and can control the amount of new managerial resources that can be absorbed, thus limiting the rate of growth of firms.

Penrose (1959) has an immense influence on corporate growth and has further provided fundamentals for the development of the Resource-Based View (RBV) theory of the firm.
According to Connor (2002) the resource-based theory stresses the importance of a firm-specific resources and capabilities for sustainable competitive advantage and growth. It argues that strategic success can be found through the acquisition, development and deployment over time of resources and skills that are either unique in themselves or in the way that they are combined with other assets. In other words, it is the acumen and experience of managers and their ability to create unique advantages in the market place which are difficult, if not practically impossible, for other firms to emulate or compete, hence an advantage. The theory lays the foundation for value creation and competitive advantage.

However, Wernefelt (1984) and Mahoney and Pandian (1992) argue that the resource-based view assumes that resources are heterogeneously distributed across firms and that resource differences persist over time. Conor (2002) argues that the RBV broadly views the firm’s resource endowment as the core of strategy options rather than constant repositioning of a firm in the face of shifts in the external environment. The resources of the firm will provide the basis for its survival and success overtime as external conditions in the environment change. Thus, the firm’s performance is a function of how ably managers build their businesses around resources that are valuable, rare, and inimitable and lack substitute (Barney, 1991; Conor and Prahalad, 1996).

Scholars have linked resource-based view to dynamic markets and emphasized the ‘dynamic capabilities’ by which managers integrate, build, and restructure internal and external competencies to mitigate the fast changing environment (Teece, Pisano and Shuen, 1997). McKiernan (1997) reinforces this fact by stating that the RBV approach to strategic management decision-making is on the strategic capability of the firm rather than attempting to constantly ensure a perfect environmental fit. The decision makers are the architects of their environments.
2.4 Core Competencies
Hamel and Prahalad (1994) spearheaded and popularised the notion of core competence, which assists managers to think strategically in terms of resources and capabilities of the businesses. Thompson and Strickland (2003), defines core competence as a ‘competitively important internal activity that a company performs better than other competitively important internal activity’.

Hamel and Prahalad (1994), further state that core competencies are built through a process of continuous improvement and enhancement constituting the focus for corporate strategy. Thompson and Strickland (2003) stresses the fact that a firm’s ‘core competence resides in its people and in its intellectual capital, is not in assets on the balance sheet’. Hence it is vital for a firm to have a core competence as a strategy, as it is the source of competitive advantage

The management of core competencies is principal to strategic challenges facing a firm given their important relationship to superior profits (Winter, 2000). Once created, core competencies cannot be simply stockpiled for use when needed. Instead, these core competencies require constant use to maintain corporate fitness (Teece, 1990). To maintain corporate fitness, firms require not only investment in existing competences, but also the acquisition and development of new ones. As a result, one of the firm’s key factors in maintaining corporate competitive advantage involves striking a real balance between the development of new competencies and the improvement of existing ones (Penrose, 1959; Rubin, 1973; Wernerfelt, 1984). Winter (2000) argues that whatever this balance between the development of new competencies and the improvement of existing ones, investment in future capabilities must always continue.

Despite the immense contribution of the resource-based view, especially as regards the firm’s capabilities, competitive advantage and growth, it has its own limitations. For instance, some of the key concepts, such as resources, capabilities, core competencies and strategic assets have not been agreed upon by scholars. Also the means with which resources and capabilities really
contribute to competitive advantage is still vague and ambiguous. It has thus, been criticized for its lack of sufficient empirical concrete evidence regarding cause and effect relationship among variables. According to Mckinsey article cited in Coyne (1997), core competence is clearly an important concept, but for most, it is like a mirage: Something that from a distance appears to offer hope in a hostile environment, but that turns to sand when approached.

2.5 Frameworks For Growth
Mckinsey et al (1999), provides three essential frameworks to assist corporate survival and growth. These are:

2.5.1 Three Horizons
The concept emphasizes the importance for active management of three distinct stages in continuous business creation so that the leader’s attention to manage their core business is balanced with efforts to develop new businesses. If continual growth is the goal, the pace of replenishment must be faster than the pace of decline. Building and managing a continuous pipeline of business creation is the key challenge of sustainable corporate survival and growth.

2.5.2 Seven Degrees of Freedom
It provides a systematic approach for identifying growth opportunities in existing and new customers, new products and services, new delivery approaches, new markets, new industry structure and new competitive fields. Through systematic address of each degree of freedom, managers can in turn ponder broadly about growth opportunities in their business.

2.5.3 Staircases to Growth
The approach suggests that successful growers embark on a series of calculated steps, neither big nor bold steps, to achieve their aspirations. However, each step takes them a little closer to their ultimate goal, making profits in its own right and adds capabilities that prepare them for more opportunities.
2.5.4 Core Business
Bain et al (2001) stress that successful growth starts with a clear definition of a company’s core business. Many businesses fail to deliver value to their customers and shareholders because they wander too far from their core business. Core business involves some of these elements: most potentially profitable franchise customers; most differentiated and strategic capabilities; most crucial product offerings to mention a few. They further suggest that most successful growers expand their strong, core business in predictable, repeatable ways into related markets where they can excel.

2.6 Innovation And Hidden Assets
Slywotzky and Wise (2003) focus on ‘demand innovation’ and ‘hidden assets’ as the two chief drivers of corporate growth. Demand innovation is about creating new growth by offering customers economic benefits beyond the functionality of the traditional products. It also focuses on using a product position as a starting point from which to do new things for customers in solving their main problems and improving their overall performance. Such opportunities arise in the form of after sell service. This could also take the form of installation, maintenance, training or simply a courtesy call on loyal customers and its intended to assist customers improve their cost structure; reduce waste, complexity and risk.

Transforming the opportunities into profits needs ‘hidden assets’. These are intangible capabilities and advantages. Hall (1992) identified the importance of such hidden assets as know-how, product reputation, culture, networks, customer relationships, and information that companies have built in the course of doing business and which would assist towards the overall success of a firm. Once created, hidden assets can be used severally at little or no cost and can help create strong competitive barriers as they are difficult and expensive to replicate. Collis (1994) places a great importance on management as the key drivers who should exploit the hidden assets. It should have the ability or vision to recognize market changes and opportunities and, thus take advantage of the hidden or intangible assets in the firm.
2.7 Questions For Growth
Existing literature on corporate growth, is very insightful, however it does not fully cater for some key issues managers should consider when developing a robust growth strategy. Ohmae (1982) and Markides (2000) emphasize the importance of asking the right questions and thinking through the issues in a creative way. It is more important to ask the right questions than finding the solution.

Firms can not compete in every business or market due to their limited resources and competitive threats from more focused competitors. Thus, firms have to make clear trade-off regarding which businesses and geographic markets they will focus and which markets to ignore. Once the business domain and market has been established, a firm should define its target customers, since it can not sell to everyone. The key is to find an attractive segment which permits the firm to maximize the impact of its unique capabilities relative to its competitors (Markides, 2000).

In today’s global village, no company is an island. Hence, forging partnership and alliances is vital. A partnership may provide the missing link for instance, market access, product line, technology, brand name or capital. Partnership may range from simple distribution agreements to formal joint ventures. However, as Ernst (2003) argues, about 40 – 60% of cross border alliances do not succeed. Of those that succeed, usually one partner buys the other. Therefore, he emphasizes the need to carefully choose strategic partners based on strategic compatibility, resource complementarity, cultural fit, mutual commitment and trust.

2.8 Constraints Of Corporate Growth
Sytsma (1997) defines a constraint as anything in an organization that limits it from progressing or achieving its goal. Thus in each organisation the appropriate goal has to be defined. For most businesses the goal is to make money today and in the future. The constraints can be either internal or external. Internal constraints tend to be endogenous while the external ones are exogenous.
2.8.1 Internal Constraints

Internal constraints differ from one business organization to the other. Interestingly, they might even differ from one department to the other in the same organization. Internal constraints, in most cases cannot be divorced from the abilities and performance of management. Consequently such issues like the organization’s vision, mission, set objectives, survival strategies, marketing, human resources and company operations demand an evaluation of their performance (Sytsma, 1997).

In analysing internal constraints in an organization, and using them as a basis of formulating survival strategy on resource allocation, companies may use the Boston Consulting Group (BCG) model (Kotler, 2000). The BCG is an essential analytic tool to understand, manage and evaluate a diversified firm’s portfolio of activities or products. It is a tool to determine what priorities should be given in the product portfolio of business units. The matrix classifies products on the basis of two dimensions. First, it is based on the product’s market share relative to that of its competitors. This is aimed at measuring the comparative advantages evidenced by market dominance. The second classification is based on the market growth rate – an environmental assessment.

Strategic resources are thus allocated based on the BCG model. Thus, in short, the BCG enables companies to remain focused on their objectives on product development, marketing to mention a few. Figure 2.2 below illustrates the BCG Growth Share Matrix.
2.8.1.1 Cash Cow
It is a business unit or product that has a high market share in a mature, slow growing industry. The cash cows generate high cash in excess of their needs and are most profitable. The cash generated can be invested elsewhere. Cash cows require low investments.

2.8.1.2 Star
These are products resulting from successful Question Marks or Problem Child. The products enjoy a large market share and are in a fast growing industry. This is an equivalent of the growth stage of the Product Life Cycle. The products are the firm’s best long-run opportunities for growth and profitability. Given their high relative market share and a high industry growth rate, the BCG advocates that the products should benefit from substantial investment to either maintain or strengthen their dominant position.

2.8.1.3 Question Marks (Problem Child)
This is the introductory stage of the product life cycle. The products have a negative cash flow, a low relative market share. In most cases, the firm needs
high investment for these products and yet their cash generation is low. The fundamental issue is that no one wants to keep a problem child unless the prospects in the child are bright. Consequently, the firm has to make a fundamental decision on whether to keep or let go the problem child.

2.8.1.4 Dogs
These are products in the decline stage of their life. They may generate modest cash flows. They have a low relative market position and compete in a slow or no market growth industry. However, at their best, dogs are cash cows. They are products which have lost market share to competitors and operating in static

The main strength of the BCG is that it establishes a linkage between the strategic positioning of a firm and its financial resources (Mullender, 2004). However, Mullender also points at the limitations of the model. There is no clear definition of what constitutes a ‘market’. Market boundaries are often difficult to fix. Further, the BCG matrix is sensitive to choice of the methods of measuring market share and growth rate. Market growth is just only one factor in industry attractiveness. Relative market share is also just one factor in competitive advantage. The BCG matrix overlooks many other factors in these two important determinants of profitability. In addition, the matrix assumes that each business unit is independent of the others.

2.9 Strategies for sustainability and growth
The following are business strategies for the survival, sustainability and growth of enterprises as noted by Drucker (2005). Firstly, businesses ought to engage in strategic planning; there is a need to see beyond the immediacy of the international economic turbulence, and plan based on the identification of as many future scenarios as possible. Such planning will validate the adoption of:

1) Cost cutting strategies in the short term to weather the current storm.
2) Building contingency planning into an organization’s culture.
3) The identification of and expansion into new markets, regionally and internationally.
4) The development of innovative / niche products.
5) Protecting the organization's core assets.

**Reduce Costs** – Drucker (2005) points out that it is critical that firms are able to identify areas of inefficiencies and aim toward taking the requisite strides toward streamlining their operations for optimal production and reduce wastage of time, energy and off course, costs. Many businesses opt to cut staff and institute wage reductions / freezes. While this is an option, it should be understood that businesses have a responsibility to their employees. Drucker (2005) therefore recommends efforts to derive the right balance between reducing labour costs, increasing productivity and by extension, efficiency. Given the international recessionary environment, opportunities are available for obtaining cheaper inputs, and therefore reducing overall production costs.

**Build Contingency Planning Into An Organization’s Culture** – According to Fatoki (2006) contingency planning entails the identification of as many as possible future scenarios which an organization may face and an effort to determine what the response to each scenario would be. This is especially relevant during turbulent times. Specific “What if” questions must be asked, such as, “What if demand suddenly changes dramatically?” or “What if global events disrupt the supply chain?” or “What if energy prices suddenly increase by 20% in a few days, and 50% in a week or two? How could that affect business? How could it affect an organization’s supply and demand”. Drucker (2005) postulates that firms should think outside the box and brainstorm the possibilities and assess the market conditions realistically.

**Seek To Expand Into New Markets** – In terms of the extra-regional markets, the focus must not be solely on the developed nations, but also on emerging, growing and unsaturated markets. Emerging markets are highly viable and have made significant strides over the last few years (Roberts (2006). According to Cox (2007) investing into trade with other nations is key to being able to acquire the extra dollar required to remain viable during the turbulent and
recovery times. This is critical in the case of nations with which trade agreements are forged. Nations must capitalize on the provisions of the Economic Partnership Agreement, such as the funding for projects to bolster competitiveness through up-to-date technologies, research and practices in operations.

**Develop New Products; Identify Niches** – Driver et al (2001) notes that as firms attempt to source new feasible market options for them to expand, a proper assessment must be done on their product offerings and the destination markets. They add that questions must be asked of whether there is a demand for the product in this market or is it already saturated. Organisations must also examine whether the product can be tailored to the market so that the consumer is able to derive an added value from the product which competitors are unable to provide. A “one size fits all” approach to products for all markets may not be practical at times. A focus on advanced research and innovation is vital in ensuring that the organisation’s product offerings are distinguishable, and therefore possess a competitive edge. Firms should put resources and time toward better and advanced technologies, invest in research and development to benchmark with competitors especially in developed regions.

**Protecting The Organization’s Core Assets** - Businesses must focus on the most critical components of the overall organization (Proctor, 2000). Preserving core human resources to a business is crucial especially in a firm in which the loss of a key employee could lead to the stagnation of the company. The temptation is often to divert attention to the areas which are most hurt in a turbulent economic environment. Langerak (2001) points out that this temptation should be avoided, because it may lead to insufficient attention being paid to what is most critical to the business. Thus, any reductions / cutbacks should begin by examining the more “peripheral” aspects of the organization, and strategically reducing these areas. Furthermore Fifteen (2004) notes that if
protecting the core means reducing the price of output that is core to the organization to preserve market share, then such action should be taken.

2.12 Corporate Governance

Corporate Governance is of fundamental importance in analysing corporate growth in today’s global village. However, it should be noted that the principles of good corporate governance are neither prescriptive nor mandatory (Agere, 2000). ‘The proper governance of companies will become as crucial to the world economy as the proper governance of countries’, World Bank President, James Wolfenson (1999). This statement aptly summarizes the importance of corporate governance in today’s global competitive economy. Competition helps companies focus on efficiency, reduce price distortions, lower risk of investments, promotes greater accountability and transparency in business decisions and promotes better corporate governance (Shyam and Leechor, 1999).

King II Report (2002) defines corporate governance as the system by which corporations are directed, controlled and held to account. It is the manner in which the power of and power over, a corporation is exercised in the stewardship of its assets and resources so as to increase and sustain shareholders value as well as satisfying the needs and interests of all stakeholders. In other words, it is the relationship between managers, the Board, shareholders and other stakeholders.

In pursuance of good corporate governance, companies should observe the core pillars and principles of corporate governance. The core pillars are Transparency, Accountability, Responsibility, Fairness, Independence, Social Responsibility and Discipline (the King II Report, 2002). These pillars revolve around attitudes, ethics, practices and values of the environment the business operates in. Globalization demands have made it inevitable that society questions how corporations are run. Without efficient companies, a country will not create wealth or employment. Without investment, companies will stagnate and collapse. If
business enterprises do not prosper, there will be no economic growth, no employment, no taxes paid. Invariably any country needs well-governed and managed businesses that can attract investments, create jobs, wealth and remain viable, sustainable and competitive in the global market.

Investors seek good corporate governance so as to minimize risk and enhance investment securities. Good corporate governance is a conduit for attracting investors. It also gives assurances that the investments will be secure and efficiently managed, in a transparent and accountable manner (African Development Bank, 2000). This is the music both domestic and foreign investors want to hear. The lack of Corporate Governance has enabled bribery, crony capitalism and corruption to flourish, suppressing sound and reasonable economic decisions. In short, good corporate governance is a prerequisite for socio-economic development and invariably a pre-requisite for corporate survival and growth.
2.13 Best Practice In Achieving Growth


(a). Profile clients to identify cross-selling opportunities- trends of clients, market demands and prospects is an excellent tool in helping to evaluate and focus a firm’s resources and time on the best opportunities.

(b). Assess competitive situation with existing clients -Not only does the trends of clients and prospects contain valuable information about the litigation history of clients and prospects, it can also help a firm gain insight into historical trends in a company’s representation.

2.13.2. Grow New Business With Prospective Clients

(a) Identify prospects within a key practice area – a strategic market analysis is an excellent tool to help firms identify top prospective clients currently involved in new practice areas and ventures of their choice.

(b) .Evaluate prospective clients by “Weak Link” Analysis- The accounting firms profile is an excellent tool for a firm to use to review the client lists and practice area makeup of competing firms

(c) Target your firm’s seminar marketing efforts- Another useful application of the strategic market analysis is to identify target invitation lists for firm seminars. A firm can rely heavily on seminar marketing to promote its practice.

(d) Build business through targeted referral networking- Not only are accounting firm strategic profiles an excellent tool to help a firm evaluate the competition but they also offer opportunity to evaluate potential firms to add to the firm’s own referral network. In an effort to take advantage of the customer interest, a firm can build a referral network, which would enable it to pass clients not in its area of practice to select local firms who in return would pass back to the firm clients in its practice.
2.13.3. Acquire New Clients Through Lateral Recruitment And Merger/Acquisition

(a) Build Business through lateral recruitment – The firm can build its client list by focusing on recruitment of top lateral partners who would bring a book of business to the firm. The firm can start its effort by identifying at least ten key partners located in a handful of firms throughout the city who appeared to fit the firm’s culture and had the experience to support its growing practice.

(b) Build business through firm or practice area acquisition

2.13.4. Enhance The Proposal And Pitch Process

(a) Prepare for high-impact client meetings- During client meetings, a firm can learn a great deal about each of its client’s needs, how they had changed over time and potential areas for expansion with each client. Clients want their needs to be met directly and they will be impressed by the research that the firm had performed and, as a result, the firm can experience growth with top tier clients in the future.

(b) Differentiating the firm from competitors - a firm must invest considerable time in developing tenders that articulate its experience and its position relative to the competing firms and other firms in the market area. It can run a profile test on itself as well as the rival firms to demonstrate how well suited it is to meet the needs of the client in comparison to the competition.

(c) Create client focused presentations and proposals
2.13.5. Strategic Planning—Assess Opportunities By Market And Practice Areas

(a) Perform a Market Review - As a firm begins to build its strategic plan it is critically important to gain a complete view of the key players and trends in the practice areas of focus. Reports are an excellent tool to help a firm to do so. Firms with the largest market share should be identified. The firm needs to identify the primary competitors against which it will position its firm during the process. The firm can also identify competitors that are the most likely targets in support of the firm’s acquisition and lateral recruitment efforts.

(b) Identify practice area and market trends

(c) Strategy & satellite office performance

2.13.6. Share Client Information Throughout The Firm

(a) Post client information on an intranet or portal - Several firms leverages critical client information on their intranets. This best practice helps firms share critical information while maximizing the ongoing investment in the firm’s intranet technology.

(b) Share information through distribution lists- The firm’s ability to designate specific individuals on the firm’s email distribution list enables the firm to share critical information with key people who are responsible and accountable for the client relationship.

2.13.7. Marketing Budget Best Practices

(a) Align the budget to real opportunity - a business should allocate its resources the best opportunity of the firm

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Summary
This chapter has reviewed literature on corporate growth. Literature on core competencies, constraints to corporate growth, and corporate governance was also reviewed in this chapter. The next chapter will provide a critical analysis of the research methodology. A justification of the methodology is also elaborated in the next chapter.
CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction
This chapter looks at the techniques and methodologies adopted in collecting data and the results of the study are presented in the next chapter. The chapter also discusses the research methodology used to acquire the data to be analyzed. Also included are issues regarding research bias, reliability and validity of the research findings. As such, the chapter seeks to reflect upon the underlying assumptions about the research methodology employed during the research. The literature on research methodology to support the researcher’s choice of methods is used wherever deemed necessary. The section also describes the various research instruments used throughout the research and also highlights the rationale behind choosing each one of those instruments.

3.1 Research Philosophy
Kumar (2005) elucidates that when a research is conducted certain process needs to be followed: that the research is undertaken within a framework of a set of philosophies and that the research uses procedures, methods and techniques that have been tested for their validity and reliability. It should be noted that there are two main types of researches; the positivism and the phenomenology approaches. The positivist paradigm argues that one should be able to explain phenomena in terms of what causes the behavior observed. The cause and effect of the relationships underpin the positivist methodology (Kumar 2005). Furthermore, positivism prefers ‘working with an observable social reality and that the end product of such research can be law-like generalizations similar to those produced by the physical and natural scientists’ (Bless and Higson-Smith, 1995). As noted by Saunders et.al (1997) in this paradigm, the researcher is independent of and neither affects nor is affected by the subject of the research. This research study adopted the interpretive approach that clearly goes along with the research constructs as it is the researcher’s intention to understand the
human interaction within the formulation of strategy. Saunders et al (2011) avers that interpretivism dictates that it is necessary for the researcher to understand the differences between humans in their role as social actors. This emphasizes the difference between conducting research among people rather than objects such as trucks and computers. The study focused on people interactions relating to growth strategies and how they impact on productivity. The Eastbridge Business Institute (2010) highlights that interpretivism has the following rich characteristics,

- It’s Knowledge is constructed by human beings,
- It analyzes the phenomena in terms of issues,

Researchers cannot be wholly dispassionate – they are involved and will influence situations to a certain extent, flexibility may be required to allow the emphasis of the research to change, qualitative data are preferred, and it generates rich data which is as important as the ability to generalize.

3.2 Research Design
One of the ultimate goals of a researcher is to design a study that has strong internal and external validity and reliability, a comprehensive multi-perspective view (Boyd, 2000), and procedures to decrease potential biases within the research (Mitchell, 1986; Shih, 1998).

The research design is however described by Leedy (1993:125) as, “the visualization of the data and problems associated with the employment of those data in the entire research project. It is the common sense and the clear thinking necessary for the management of the entire research endeavor”.

In order to achieve the objectives of this study, the research used more qualitative research methodology than quantitative one. McMillan and Schumacher (1993) define qualitative research as primarily an inductive process of organizing data into categories and identifying patterns (relationships) among categories. Qualitative research design implies that data and meaning emerge organically from the research context and it is predicated on underlying assumptions and perspectives. Wiersma (1995) posits that under a qualitative research design phenomena are viewed in its entirety or holistically. The
researcher’s role is to record what he or she observes and/or collects from subjects’ in their natural environment. In addition, qualitative rather than quantitative approaches allow researchers to work closely with participants within an organisation and collect information pertaining to their personal thoughts and experiences (Bonomo, 1985). It provides a different approach to studying complex phenomena and for some cases it is viewed as the most adequate method to be used (Blumberg et al., 2008). Qualitative research involves the utilization of data that is qualitative in nature, such as interviews, documentation and participant observation, in order to study and provide the answers (Myers, 1997).

The reason for the selection of a qualitative research method is founded in its characteristics and the type of phenomenon that is under study. It should be noted that qualitative research is a method that is better suited for studies when quantifiable data is not available or is harder to acquire. Often qualitative research takes the form of a case study which is a method for conducting research that involves an in-depth study of an organisation, a particular phenomena (Blumberg et al., 2008). In this study the “phenomenon” to be studied is company growth strategies and their impact on the core business of the law firm. Although growth strategies are not so much a direct observable occurrence (phenomenon), their development and market progress can be defined in terms of qualitative measurements.

3.3 Research Strategy
Yin (2003) posits some guidelines that help determine which research strategy is more appropriate for the research problem under study. These research strategies may also include, inter-alia, experiments, surveys, archival analysis, elements of history, and case studies. From the aforementioned strategies, an alternative may be chosen based on not only the form of the research and the control requirement over behavioural events but also whether there is a contemporary focus on current events.
The different alternatives which are based on the conditions to be fulfilled are as shown below.

**Table 3.1 Research Strategies**

<table>
<thead>
<tr>
<th>Research strategy</th>
<th>Form of research question</th>
<th>Requires control over behavioural events</th>
<th>Focuses on contemporary events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experiment</td>
<td>How, why</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Survey</td>
<td>Who, What, Where, How many, How much</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Archival Analysis</td>
<td>Who, What, Where, How many, How much</td>
<td>No</td>
<td>Yes/No</td>
</tr>
<tr>
<td>History</td>
<td>How, Why</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Case Study</td>
<td>How, Why</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Source: Yin (2003)**

The main aim is to have a full understanding of the phenomena being studied and therefore have detailed information about research strategies to be taken. Thus, this research study concentrated in answering how law firms can adopt growth strategies which are sustainable. The question of growth strategies does not involve behavioural events but rather deals with current events. Besides, the researcher did not affect the way in which the participants took particular strategies. Accordingly, the researcher chose a case study as an appropriate research strategy of this study.

Saunders et.al (2003) postulates that case studies are the best way of carrying out a qualitative research. A case study usually involves a small number of people, or institutions (Creswell, 1997). Usually, the case is defined in detail and the research problem is solved and analysed from different angles. In this study, the case study enabled the researcher to have rich contextual facts and see the problem deeply (Saunders et al, 2003).
Yin (2003) notes that there are two ways of conducting a case study, which include analyzing a single case and states that a single case study is suitable when the case is revelatory.

For this assignment, a single case study is chosen as it will focus on only Mawere and Sibanda Legal Practitioners and its growth strategies. In terms of generalisations of the findings, the qualitative approach often presents very different quality standards than the ones in the quantitative approach. The main goal of the research is to have insights and inspiration for law firms in their implementations of growth strategies.

In a case study, a single person, program, event, process, institution, organization, social group or phenomenon is investigated within a specified time frame, using a combination of appropriate data collection devices (Creswell, 1994). As noted by Meyers (1997), case studies are routinely employed in business and law. Case study method is a qualitative research analysis pertaining to an organization (Bhattacharyya, 2003). Where quantitative details about an organization are available, case studies provide certain insights to operational details of research questions scientifically. According to Bhattacharyya (2003), normally case study method of research focuses on organization or competing organizations (for benchmarking) unless it is a cross organizational study to authenticate any management practices or approve or disapprove any hypotheses framed by a researcher to establish certain theories.

3.4 Population
According to Gratton and Jones (2010), population refers to everyone who shares those characteristics defined by the researcher as relevant to the investigation. Fraenkel and Wallen (1996) summarize a population as the entire group the researcher is interested in. In order to make any generalizations about a population, a sample, that is meant to be representative of the population, is often studied. For Zikmund (2003), a population is any complete group of people,
companies, hospitals, stores, college students or the like that share some set of characteristics. Fraenkel and Wallen (1996) divide the population into two categories, the target and the study populations.

For the purposes of this study, the target population consisted of all staff employees and partners of Mawere and Sibanda Legal Practitioners in Harare central business district. The target population was derived from the law firm under study. It should also be noted that the population for this research was defined and expressed in terms of growth strategies for small enterprises. Both the target population and sample size are summarised below:

### Table 3.2 Target Population Distribution

<table>
<thead>
<tr>
<th>Participants</th>
<th>Population size</th>
<th>Sample size</th>
<th>% to total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing partner</td>
<td>1</td>
<td>1</td>
<td>6.25%</td>
</tr>
<tr>
<td>Senior Partners</td>
<td>3</td>
<td>3</td>
<td>18.75%</td>
</tr>
<tr>
<td>Other Lawyers and support staff</td>
<td>12</td>
<td>12</td>
<td>75%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>16</strong></td>
<td><strong>16</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

**Source: Own Study**

#### 3.4.1 Sample Size

A total sample of 16 respondents was required to enable collection of data for this study from a target population of 16. These were chosen from the law firm under study. Permission was sought from the partners to have the research done in their respective departments. The sample represented about 85% of the target population. According to Cooper and Schindler (2001) any calculated sample size exceeding 5% of the target population offers adequate precision. As noted by Zikmund (2003), sample size has a direct influence over the accuracy of the
research findings. Therefore a sample representing 85% of the population was considered appropriate as it is well above 5% margin. Approximately 12 questionnaires were prepared and circulated to employees for Mawere and Sibanda legal practitioners. A total of 10 responses were received. Of these, two (2) responses had to be discarded due to invalid or incomplete data entries. Thus, the sample comprising of a total of 9 respondents was used for analysis. In depth interview were conducted with top managerial staff involved in strategic decision making.

3.5 Sampling Procedure
Sampling methods provide a range of methods that enable to reduce the amount of data to be collected by considering only data from subgroups rather than all possible cases and elements (Saunders et al., 2003). Cooper and Schindler (2001) suggest that the members of a sample are selected either on a probability basis or by non-probability means. Probability sampling is based on the concept of random selection- a controlled procedure that assures that each population element is given a known nonzero chance of selection. In contrast, non probability sampling is arbitrary and subjective. Each member does not have a known non zero chance of being included, allowing interviewers to chose sample members.

The study used judgmental sampling as a method to select samples. Group of people who have knowledge about particular problem were selected as sample element. Sometimes it is referred as a purposive sample because it involves a specific purpose (Sidat, 2008). According to Zikmund (2003), with purposive sampling, an experienced individual selects the sample based upon some appropriate characteristics of the sample member. According to Hair et.al, (2003) judgment sampling is more convenience and low cost involvement. As such, key informants were selected by means of purposive sampling. Preference was given on account of their reputation and experience in business strategy. This approach was chosen because it was deemed to be effective in highlighting key trends as well as being economical in terms of financial costs and time.
3.6 Type of Data
The research used two types of data which are primary and the secondary. The secondary data are data that already have been collected for purposes other than the problem at hand (Malhotra and Birks 2003). In contrast, primary data are originated by a researcher for the specific purpose of addressing the problem at hand. These data are collected by the researchers individually and the procedure of their collection is more expensive and time consuming compared to the secondary ones (Sekaran, 2003). One of the best methods to collect the primary data is the questionnaire, which is the chosen method for this particular study. It is the best instrument since it is the less expensive and the less time consuming. In this research both primary and secondary data sources was used. The secondary data was collected from the financial statements from the selected banks by the sample and the primary data was obtained by questionnaire. Questionnaires and interview guides were prepared in order to collect primary data. The researcher used the collected data for analysis.

3.7 Data Collection Techniques and Research Instruments

Interviews
Saunders et al (2003) defines an In-depth interviewing as a qualitative research method which involves conducting individual interviews with a small number of respondents to explore their perspectives on a particular idea or situation. Participants were asked about their experiences and expectations related to growth strategies. Accordingly, in-depth interviews were useful in extracting detailed information about a person’s thoughts. As noted by Saunders et.al (2003), interviews provide contextual bases for other data, and hence they offer a complete picture of what happens in the program and why. The primary advantage of in-depth interviews is that they provide much more detailed information than what is available through other data collection methods, such as surveys (Yin 2003). Furthermore, they also provide a more relaxed atmosphere in which to collect information—people may feel more comfortable having a conversation with you about their program as opposed to filling out a
survey. In addition, interviews can be used with respondents who wouldn’t be able to provide information in another format – bedridden, illiterate, etc.

**Survey Questionnaire**

In this research, a survey was also used as a data collection method from selected employees. The survey research strategy was employed for its support for semi-structured research, in this case the use of questionnaires; hence minimizing systematic error and reducing subjectivity. The survey questionnaire consisted of two parts. The first section focused on the respondent’s demographic information. The demographic variables included: gender, age, level of education and work status.

Open-ended questions were included to allow respondents to express their views independently. The advantages of these questions were that they allowed more freedom of response, were easier to construct and permitted follow-up by the interviewer. However, the disadvantages were that the responses tended to be inconsistent in length and content across respondents, which made them susceptible to misinterpretation and were more difficult to process, (Fowler, 1984).

The questionnaire was used largely due to its applicability to a case study research design (Labovitz and Hagedorn, 1976). Furthermore, the questionnaire permits respondents time to consider their responses carefully without interference from an interviewer. Secondly, questionnaires can be administered to large numbers of people simultaneously (Fraenkel and Wallen, 2003). Thirdly, in terms of uniformity, respondents receive identical set of questions. With closed form questions, responses are standardized, which can assist in interpreting from large numbers of respondents. Fourthly, questionnaires can address a large number of issues and questions of concern in a relatively efficient way, with the possibility of a high response rate. Furthermore, questionnaires permit
anonymity. It is normally argued that anonymity increases the rate of response and may increase the likelihood that responses reflect genuinely held opinions.

The questionnaire was designed to answer the research questions highlighted in Chapter 1. Questions aimed to get an overview of the respondent's views on growth strategies and success factors and thereby, collect data about behaviour of customers. They also aimed to determine business drivers and critical success factors needed to make a purchase decision. It was expected that the participants would answer all the questions in the questionnaire.

Validity was the key issue and that was the reason the pre-testing of the instruments was conducted. Before conducting the main survey, pilot study was done to validate the instrument. Bryman and Bell (2007) recommends conducting of a pilot test for self administered questionnaires before it is administered to the sample population. They further suggest that a pilot test would make sure that the questionnaire as a whole functions well. Zikmund (2003) observes that a pre-testing study provides an opportunity for the researcher to determine whether the respondents had any difficulty understanding the questionnaire. The pre-test afforded an opportunity to check whether there are any ambiguous or biased questions (Zikmund, 2003).

The pre-testing study was sent to 5 respondents, 3 females and 2 males, who were selected on a convenience basis. The respondents were asked to comment on the length of the instrument, the format, general understanding of the words used, and wording of the scales. All feedback was recorded and adjustments made to the questionnaire. The second batch was sent with all adjustments reflected, and an observation was made to judge the level at which the respondents interacted with the questionnaire. Results of pilot test led to further refinement of the questionnaire. The definition and description of growth strategies were communicated to respondents to improve the accuracy of responses. Items selected for the constructs were mostly adapted from prior studies in order to ensure content validity. A 5-point Likert scale with anchors
ranging from strongly disagree to strongly agree were used for some questions. According to Zikmund (2003), using a Likert scale allows the respondents to indicate their attitudes by checking how strongly they agree or disagree with the constructed statements.

In the current instance questionnaires were designed for respondents with mostly close-ended questions to allow for standardized responses and to also make the compilation and data analysis of these responses easier (Milne 2008; User-Research 2007). Open ended questions were used to probe more information and perceptions.

**Research Instruments**

Participant observation and in-depth interviewing are major types of qualitative research methods (Bogdan and Biklen, 1994). Due to the limited amount of time that is available for the research, the choice was made to perform in-depth interviews to acquire data. Since the research questions are clearly defined, the study is more focused on gathering information with the intent to answer the questions. The interviews are the main source from which information is gathered from the organizations and are of a semi-structured nature allowing the participant to explain his own story and move on to subtopics while not straying too far from the general research questions. The instrument that is used in the semi-structured interviews is an interview guide that contains several key questions that are essential in the process of answering the main research questions.

The study used judgment sampling as a method to select samples. Group of people who have knowledge about particular problem can be selected as sample element. Sometimes it is referred to as a purposive sample because it involves a specific purpose (Sidat, 2008). According to Hair et al., 2003 (as cited in Sidat, 2008) judgment sampling is more convenience and low cost involvement.
3.10 Ethical Considerations
The research was in line with ethical guidelines in that permission was sought from the partners to conduct the research on the firm. Participation by respondents was voluntary and confidential. The respondents were free to participate or not to. No incentives or gifts were given to participants. The responses were kept as confidential as possible and no names were asked for the respondents to avoid intimidation of clients. No name or identification was required from the clients.

3.11 Reliability And Validity
According to Davies (2011), reliability refers to the degree by which independent researchers studying the same topic within the same prescribed working framework come up with similar results. Reliability is therefore the degree of consistence that is demonstrated by the procedure employed in a study to give reliable estimates, Davies (2011:142). To ensure the reliability of the instruments used, questionnaires and interview schedules were piloted and adjusted before they were administered to respondents.

In this study the researcher aimed to ensure reliability by obtaining data for the research objectives through self administered questionnaires and verified through interviews where clarity and additional information is needed. By doing so the findings were corroborated from various sources (Cano, 2009).

3.12 Data Processing, Analysis And Presentation
Neuman (2006) elucidates that there is usually no standard format in the data analysis in qualitative research. Once the fieldwork has been completed, the results were analyzed in a more opinion based than statistical methods. The data was converted into a format that will answer the research questions, (Zikmund, 1997).

(Miles and Hurberman, 2004) suggest that processing usually consisted of questionnaire coding, data entry and data cleaning. They think that the idea was to try and collate the data into a manageable form and construct a narrative around it. Examples were used in the narrative whilst keeping things concise and
interesting. Some numerical data were shown but the researcher only tried to judge trends and not analyze every last piece of data.

The obtained data from the research was analyzed through use of data displays. In data analysis and interpretation, frequencies, percentages and mean were used. The information was presented using tables, graphs and charts to enable easy comparison and clear projection of the situation. Thus the collection of data entails deciding on the meaning that can be attributed to the words and what the implications are to that effect and how it does in relation to the topic under investigation (Miles and Huberman, 2004). The data was thus analyzed by going through all the questions and establishing common themes, patterns and relationships (Miles and Huberman, 2004). All the information gathered was analyzed against proposition cited in the literature review and the appropriate inferences were made. These findings are laid out in chapter four, together with their detailed discussion.

3.13 Limitations of The Research

There was limited time since the research was done on a part time basis and preparations will be done after work and during weekends. Furthermore, accessibility of some of the respondents was also a challenge in this study since some of them could always be busy and constantly be out of office. As far as the design of questionnaire is concerned, due to the lack of experience, it was difficult to ensure that the questionnaires were effectively designed. There might be some misunderstandings in the questions or in the structure of the questionnaire. Another limitation can be the inadequate time in order to conduct the research and to analyse the findings. A research in order to be successful needs a lot of time so as to have a lot of findings and to draw a lot of conclusions. Moreover, the small number of responses of 10 was another important limitation because it led to insufficient information gathered and consequently to ambiguous findings and conclusions.
3.14 Chapter Summary
This section has highlighted the research methodology and design which will be employed in seeking to answer the research questions. The research was based on the survey study of risk management in the country. Data collection was done through questionnaires and interviews designed to capture the respondents’ opinions. A fairly representative sample of 85% of the population was selected for the purposes of the study. Sample elements were selected using non-probability techniques which the researcher regarded as the most effective sampling method for the study. The next chapter presented data findings and analysis.
CHAPTER FOUR
DATA PRESENTATION AND ANALYSIS

4.1 Introduction
This chapter presents the research findings and discussion and these are discussed in relation to growth strategies. The major focus of this chapter is data presentation, analysis and interpretation of findings on sustainable growth strategies for Mawere and Sibanda Legal Practitioners. It reveals the demographic profile of survey results as well as aggregate information about the survey responses.

4.2 Response rate
Fowler, (1984) describes the response rate as the final data which include all sample members and it is calculated as the number of people who complete the questionnaires or interviews and successfully returns them divided by the total number of people in the entire sample including those who refused to participate. The total number of questionnaires administered was 12 for the sample under study. Of the 12 questionnaires prepared and circulated, a total of 9 responses were received. The response rate of 75% was considered adequate to proceed with the analysis and draw conclusions. This is in line with Saunders et al (1997) a benchmark for response rate of questionnaire is given at between 50% and 92%. Bryman and Bell (2003) also concur that a range of response rates of 30 – 94 per cent is rated acceptable. The response rate in this study was high because the researcher self-administered the questionnaires and this proved to be more favourable than emailed questionnaires ones since the researcher was present to respond to unclear questions to the respondents (Saunders, Lewis and Thornhill, 2004).
Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Number of questionnaires sent</th>
<th>Number of questionnaires received</th>
<th>Response rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>9</td>
<td>75%</td>
</tr>
</tbody>
</table>

4.3 Length in the Organisation

The study reveals that the majority of the respondents (66.67%) have served in the law firm for more than five years. Three respondents indicated that they had between 1-5 years working at the organisation whilst four workers and two employees had 6-10 and above ten years respectively. This is an indication that the information gathered is from experienced people who have seen the company practices for a long time. Thus the results obtained from the study can be relied upon. At the same time, this also shows that there is sign of continuity within the law firm. Figure 4.1 below summarises the length of stay of employees at Mawere and Sibanda Legal Practitioners.
4.4 Level of Education
The study findings reveal that majority (45%) of the respondents were post graduates, 22% had college diplomas and 33% were undergraduates. This shows that most of the respondents attained a modest level of education and accordingly were in a position to understand the concept understudy. This is corroborated by studies by Batra and Tan (2003) which revealed that educated workers are productive, and they have more learning and innovative abilities. Hall (1995) suggested that the level of education and the attendance of management training courses is also an important aspect in terms of small firm survival. Law firms which have more capable workers are likely to be more efficient (Hewitt and Wield, 1992). Thus, a law firm efficiency is also dependent upon the abilities and know-how of the human capital of its employees. Education has also been identified by Lucas (1993) as an important determinant of law firm growth. Higher levels of educational attainment usually lead to a more skilled and productive workforce thereby producing more efficiently a higher standard of services, which in turn forms the basis for faster growth. Graph 4.2 illustrates the variety of qualifications across the sample at Mawere and Sibanda legal practitioners.
4.5 Use of Any Growth Strategies
The researcher wanted to ascertain if the law firm made use any growth strategies in their strategic decision making. The findings revealed that the majority of the respondents (6) confirmed that they had knowledge of company growth strategy. However, 33% of the respondents did not believe that the law firm do have a growth strategy. Based on the findings, the law firm have at least some form of planning for growth that is written down. The findings are summarised below:

Figure 4.3 Knowledge Of Company Growth Strategy.
Source: Own Research

The above findings corroborates the findings by Ireland et al., (2003) which reveal that young, small businesses use growth strategies in identifying opportunities as compared to larger, well established firms. Additionally, studies by Steffens et al., (2009) show that young, small businesses are effective in developing sustainable growth strategies from opportunities. As such, the findings are in line with Hitt et al. (2001) studies which claim that entrepreneurs think strategically, making it easy to develop and maintain sustainable competitive advantages.
4.6 Do You Have Laid Down Strategic Objectives To Achieve Growth

The researcher asked if there were laid down strategic objectives to accomplish for the law firm. The findings showed that the respondents believed that there are laid down policies to achieve growth for the company. In fact, all the respondents unanimously agreed that there were laid down objectives to achieve. These findings are illustrated below:

The findings are summarised below:

**Figure 4.4 company’s potential for growth**

Source: Own Research

The findings fit into studies by Hill et.al (2003) that analyzed the results of twenty-six law firms and came to the conclusion that strategic planning on sustainable growth strategies has a positive impact on company performance. Another study by Kuratko and Audretsch (2009) of strategic planning in 656 firms found that having formal written growth strategies form part of a good strategy formulation process, particularly in an unstable environment. For strategic to work, it is important that top-level managers plan not just in the context of the current competitive environment but also in the context of the future competitive environment.

From the findings, it can be deduced that the firm with laid down strategies will be able to, to analyze the environmental conditions in which the small companies develop their work. Studies by Chandler (2008) of small firms show that laid down strategies improves not only organizational focus but it also helps define measurements of success (and failure). In addition, laid down strategies helps in translating strategies into programs, and services and therefore easy to implement and, monitor and evaluate the success or failure of chosen strategies. In addition, findings by Karami, (2007) shows that a written clear strategy is very vital for smaller firms to further improve their performance.
4.7 Flexibility of Business Growth Strategies
According to the research findings, all the respondents believed that the current business strategies used by Mawere and Sibanda legal practitioners were not that flexible. In fact, the findings did show that the respondents unanimously believed that the business strategies were not flexible enough. These findings are illustrated below:

4.5 Flexibility of Business Strategies Source: Own Research

From the findings, it can be ascertained that at Mawere and Sibanda legal practitioners there is no reflexive planning processes that involve contemplating possible futures that are nevertheless anchored in the present. The law firm therefore uses deterministic techniques such as single-line forecasting. Strategic planning for the firm assumes that the future is inherently predictable and that no unforeseen contingencies occur. However, the findings are in contrast with the findings by Hamel and Prahalad (2003) who note that planning should show more flexibility so as to position the firm within an existing competitive environment.
4.7 Can the Firm Achieve Growth
According to the findings, the majority (67%) of the respondents believed that there is potential of growth for the organisation whilst the remainder (33%) of those surveyed believed that the firm can achieve growth. These findings are illustrated below:

![Bar Chart](image)

**Figure 4.6 Potential for Growth of the Firm**

Source, own research

From the research results, it can be deduced that the firm do have the necessary resources for it to grow. The findings corroborate the researches by Amit and Shoemaker (1993), which revealed that a firm with the necessary resources has the potential to grow. As such, it can be inferred from the findings that Mawere and Sibanda has the capabilities to be a big company if relevant growth strategies are formulated and implemented correctly. According to Peteraf (1993), firm resources can be converted into final services by using a wide range of other firm’s assets and bonding mechanisms, such as technology, management information systems, incentive systems and trust between management and labour.
4.8 Are Decisions On Growth Strategy Based On Laid Down Policy
Using a Likert scale respondents were asked if the law firm had laid down policy for growth strategy. The majority of the respondents (4) strongly agreed, whilst three agreed. One respondents disagreed and the other was neutral with the view that there are laid down policies on corporate strategy for growth. The results entails that there are laid down growth strategies policies. These findings are summarised in figure 4.7 below:

![Strategy Decision Based On Laid Down Policy](source, own research)

From the findings, it can be inferred the company do have laid down policy in terms of planning. However, the variability of the responses by the employees might indicate a lack of communication within the company.

4.9 Attitudes of the partners towards growth
The respondents pointed out that the attitude of respondents towards growth is positive. About 90% of the respondents pointed out that there is positive attitudes of the partners towards growth. The other 10 % thought that the partners do
have a negative attitude toward growth of the company. These findings are summarised below.

**Figure 4.8 Partner's attitude towards Growth**

*Source, own research*

From the findings, it can be deduced that managerial commitment from the top is vital to the success of the business. Without it, company’s goals may not be realised as there may be loss of focus on how to achieve those goals. Therefore, it helps to give focus to the often scattered energy of tactics, and bring power to goals and the larger business vision. The partners’ attitude towards growth is high, meaning that the owners of Mawere and Sibanda emphasize growth as an important goal of the firm. This is also in line with the researches by Leopoulos (2006) which notes that management’s negative attitude towards growth can negatively influence an enterprise.

The attitude towards growth which is positive usually has a bigger influence in the growth strategies development of the law firm. This is so because the partners usually have major degree of control in making vital decisions in the firm. For example, the partners also have very positive attitude towards growth and, the spread of their enthusiasm to the rest of the firm creating a team that is
dedicated to growth. According to Wiklund et al. (2003) and Deakins and Freel (2003) findings link the owner’s growth attitude and the future path of the business. Again according to Wiklund et al. (2003), if the partners do not feel disposed from the law firm expansion; their attitude will also enhance the growth of the law firm.

4.10 Characteristics Of The Business Environment Of The Firm
The environment of a firm usually influences its growth opportunities, due to the severe constraints of managerial choice to specific environment. As such, the researcher wanted to find out how the respondents view the operating environment of Mawere and Sibanda. Respondents were asked to choose from the provided alternatives which included dynamic, hostile, heterogeneous and stable. The findings revealed that the majority (56%) thought that the operating environment was dynamic and the remainder (44%) believed that the environment was hostile. Neither of the respondents believed that the operating environment of the firms were stable and heterogeneous. These findings are summarised graphically below:

![Figure 4.9 Business Environment](source, own research)
From the findings, it can be implied that the operating environment of Mawere and Sibanda is characterized by continuous for demand change, volatility and certain turbulence. Researches by Pelham (1999) do show that under this type of environment clients have changing needs, and there are very good opportunities to create innovations by the firm, associated with higher growth. Findings from different studies (Wiklund et al., 2009), also confirms that dynamism on growth of firms have positive impact on orientation to pursue new opportunities. Small firms, have very high level of flexibility and ability to adapt to innovations for growth creation (Pelham, 1999).

4.11 Company’s Internal and External Resources. Respondents were asked about the firm’s capabilities to grow using available internal and external resources. The main reason was to find out if the law firm was ready to explore new strategies as well as innovative projects when resources are available to it. The researcher wanted to find out if Mawere and Sibanda legal practitioners do have the necessary human, social and financial resources. A specific role in each of firm’s growth represents challenges for the firm when it is constrained as in the findings summarised below:

![Figure 4.10 Availability Resources For The Growth Of The Company](source, own research)
The findings show that the majority employees believe that the law firm do have internal and external resources for growth. This is in line with the studies by Rogerson (2001) which identified a number of external and internal factors that influence company expansion and success. Growth strategies gurus McGrath and King, (1996) also concur that the most fundamental element that has a positive impact on a company’s growth is the depth of human capital. The importance of human capital as a critical internal resource was also confirmed in a study conducted on African enterprises where it was determined that successful entrepreneurs had adequate trained employees (Watt, 2007). It can, therefore, be argued that labour and skills levels are important internal that contribute enterprise growth (Berry et al., 2002).

4.12 Growth of Business as a Partnership Business Rather Than As a Sole Proprietorship

The researcher wanted to find out if the partnership will grow better if it is a partnership or as a proprietorship. Seventy (77%) respondents believed that the law firm will grow better as a business partnership rather than as a sole proprietorship. The remainder (33%) believed that sole proprietorship is appropriate for the law firm. The findings are summarised below:
The research findings, are in line with researches by Carney (2005) as well as Habbershon and Williams (1999) which suggest that a sole partnership is important in influencing the delegation of decision making. Also, studies by Tagiuri and Davis (1996) also propose a partnership since it is feasible due to the partner’s centralised decision making and this would enable for a quicker, more efficient and decision making process. In the same line, Bartholomeusz and Tanewski (2006) elucidate that partnerships are important for control for decision making among top members.

4.13 Responsibility of Firm’s Survival Strategy Formulation
The study also revealed the initiative source of the company’s survival strategies. According to the findings, 78% of the respondents believed that survival growth strategies are the responsibility of the partners whilst 22% of the responses believed that it is the responsibility of the employees. Important to note is that no respondents believed that survival strategies is a companywide responsibility. The findings are summarised below:
From the findings it can be implied that the role of strategy formulation of the firm is solely in the hands of the partners. Therefore, important strategic decisions for the company are made by the owner-managers and hence no delegation of authority. Consequently, all important decisions are made by the partners. This is also in line with researches by Drucker (2001) which shows that all important decisions in small businesses are made by the partners.

4.14 Methods Of Achieving Success And Growth Present At The Firm
This section sought to establish if the respondents were aware of the present methods for achieving growth for the law firm and the findings are presented in the figure below:

![Figure 4.13 Firm Success Indicators](image)

**Source, own research**

Most 78% of the respondents agreed that innovation is a necessary ingredient for growth of the organisation. About 22% of the respondents thought that intellectual capital is important for growth, 11% of the respondents thought that company efficiency and value based pricing are important for growth. The results entails that the majority at Mawere and Sibanda believe that constant innovation of services will propel the firm into expansion. This is in line with Keller (2005) studies which show that being first in service innovation gives a company
the competitive edge and being the leader comes from being first. As a result it is much easier to get into the mind of clients first than try to convince people you have a better product or service than the one that did get there first. This also fits into Google Golden Rules which encourages creativity and innovation is seen as a key strategic priority due to its potential to create sustainable competitive advantage. Studies by Barsh, Capozzi, and Davidson (2008), also confirm that senior executives perceive innovation as one of their drivers for improving company success. In short, innovation builds enterprise-level competitive advantage. However, innovative strategies, like new products, often result in lower cost to the consumer; if not imitated by competitors, they can offer an opportunity to make higher returns to the pioneer.

**4.15 Best Practice Of The Firm Is Successful In Achieving Growth:**
This section sought to establish if the employee was aware of the best possible practices and the results are presented in Figure 4.14 below:

![Pie chart showing ingredients for successful growth](image)

**Figure 4.14 Ingredients For Business Success**
Source, own research

From the findings 60% of the respondents believed that innovation was successful for firm growth. The other respondents (20%) believe that intellectual
capital growth is important for growth. Value based pricing (10%) was also seen as important for the growth of the firm whilst about 10% of the respondents thought that company efficiency is of great importance for growth. The above findings are in line with studies by Kumar (2000) which indicates that those organizations using innovation strategies are more profitable and successful than those that do not.

4.16. Review Of The Growth Strategies
The study also sought to find out how often the partners review their strategic plans. The findings show that 67% believed that this is done yearly, whilst 33% believed that this is done semi-annually. However, no one believed that growth strategies are reviewed monthly and quarterly. The findings are summarised below:

![Figure 4.15 Review Of Growth Strategies](image)

**Source, own research**

From the findings, it can be inferred that the partners do have the ability to plan. This goes in line with the researches by Megginson et al (2003) who posits that the partners' ability to plan is imperative for future growth and survival of the business. The fact that the respondents (67%) indicated that the partners do evaluations and they do this yearly while others believe in is semi-annually
provides evidence of their ability to plan. Studies by Watson (2004) in small scale companies reveal that lack of planning skills and training is an important cause of company failure. However, the fact that the majority noted that the plans are reviewed annually implies that they are not making accurate assessments of their environment.

4.17 The Firm’s Growth Prospects
According to the findings most (78%) of the respondents agreed reviewing current policy will inevitably lead to successful growth prospects whilst 22% believed that market positioning is important for company growth. The findings are summarised below:

Figure 4.16 Advantages of sound sustainable growth strategies
Source, own research

The findings do reveal that constant reviewing of current policy and market positioning are of great importance for sound sustainable growth strategies. This is in line with Mintzberg and Waters, (1985) which show that reviewing current policy and frequent market positioning has been advocated in innovative, entrepreneurial contexts, or where environments are unpredictable and unstable.
4.18 Advantages of Sound Sustainable Growth Strategies

According to the study findings, most (33%) of the respondents believed that profit maximization, and 25% believed that client attraction were important for sustainable business growth. In addition, 11% of the respondents believed that economies of scale and good corporate image were important for sustainable growth of the company. The results show that profit maximization and client attraction are of great importance for growth of the company. The results are summarised below:

![Firm's Growth Prospects](image)

**Figure 4.17 The Firm’s Growth Prospects**

Source, own research

From the findings, it can be implied that attracting clients and profit maximisation are important in the growth of the organisation. This is in line with studies by Mascarenas et al., (2002) which claim that growth requires both profit maximisation and client attraction. According to Watts et al. (1998) the most suitable growth strategic alternatives for a small firm are those concerning profit maximisation and market development. Smallbone et al. (1995) also share the same view that high growth can best be achieved by identifying new clients for existing services or by developing new services for existing customers. In this way law firms can develop from having an established core activity into more complex businesses.
4.19 Chapter Summary
This chapter was initiated by analyzing the samples which were under consideration. The demographics of the data samples, distribution of questionnaire and the final response were presented in a table and a graphical format. The responses obtained for each respondent was then illustrated. The composition of the respondents was then briefly introduced. A detailed illustration of responses according to the different variables was given, with supporting statistical analysis. Finally all findings were presented in a summarized format and the discussions of these findings would be presented in the next chapter
CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
The chapter’s aim is to provide a summary on the overall conclusion with regards to these research findings. The initial section discusses the findings relating them to each of the research objectives or questions. The final section on the contributions of this assignment to the field of research closes the chapter.

5.2 Conclusions

5.2.1 Identify the key survival and growth factors or strategies that are appropriate for Mawere and Sibanda Legal Practitioners.

The research concludes that the growth factors or strategies appropriate for the law firm were identified as;

(a) Ansof’s product –market expansion which includes intensive growth, Integrative growth, and diversification growth.

(b) The Resource based View which views the firm as the bundle of resources in an administrative coordination where the heterogeneity of services from resources was found to give the firm its uniqueness.

(c) Core competences which the firm has always used as its internal capabilities of the business. This has made the firm to perform better than other

(d) It however emerged that Intellectual capital growth, effectiveness; value based pricing and innovation were the ingredients for successfully achieving growth.

The research further identifies survival strategies as the preservation of strategic resources, cost cutting in the short term, building contingency planning,
innovative product development for the survival, sustainability and growth of the firm.

5.2.2 Establish the challenges faced by the firm as a partnership in its business operations and growth.

The research concluded that most of the challenges the firm faces are more external to the firm than internal although both affect the firm’s willingness and ability to grow. Due to the firm’s size the research showed that the firm over rely mostly on its external environment for strategy formulation, access to capital and human and social resources. Some of the internal challenges are firm’s entrepreneurial orientation and the partner’s attitude towards the firm’s growth which appeared to be responsible for stifling the emergence of their strategies for growth. It emerged that it was evidently difficult to control such growth macro factors as political, economic, technological, social, legal as these are naturally beyond the firm’s control. These challenges may be a result of the operating environment of Mawere and Sibanda which is characterized by continuous demand change, volatility and certain turbulence. Further, the findings also highlights that the current strategies are not constantly reviewed as this is done annually by the partners as reviewing of current strategies and market positioning is of immense significance for the growth of the firm. Innovation was successful for firm growth and expansion of the company.

5.1.1 To establish the best practices the firm should adopt in order to achieve growth.

The study concludes that the following were the best practice established in achieving growth by Mawere and Sibanda Legal Practitioners;

(a) Protect and grow the business with existing clients-where cross-selling opportunities are identified to profile clients and assessing competitive situation with existing clients.
(b) To grow the business with new and prospective clients by identifying prospects within the key practice area, evaluating prospective clients and building the business through targeted referral networking.

(c) Enhancing the proposal and pitch process by preparing for the high impact meetings and differentiating the law firm from its competitors as well as creating client focused presentations and proposals.

5.1.2 Assess the extent to which the practice has been established as a partnership or group as an alternative approach to sole practice.

The research found that the law firm will grow better as a partnership rather than as a sole proprietorship since the findings show that partnerships are less risky as risks is encountered by the law firms every day as an inevitable part of its business practice. The company’s survival strategies are the responsibility of the partners severally in a partnership where as in sole proprietorship it is a sole responsibility. This however can be inferred that the partners do have the ability to plan as a group, which plans are not being reviewed frequently which is why the plans are usually reviewed annually which is not viable considering that the firm operates in a dynamic environment.

5.1.3 Determine the best sustainable ways which the partnership can adopt for its business growth.

The research showed that there is potential for growth of the law firm under the current operating environment. Interestingly, the study also found that the partners do have positive attitude towards growth which is one of the best sustainable way for business growth. Also from the findings it can also be deduced that the firm’s commitment from the top is vital to the success of the business. Without it, company’s goals may not be realized as there may be loss of focus on how to achieve those goals. Therefore, the firm should give focus to
the often scattered energy of tactics, and bring power to goals and the larger business vision.

5.3 Validation of the research proposition
The research confirms the proposition that the adoption of partnership approach by legal practices as opposed to sole proprietorship in Zimbabwe leads to efficient administration and business expansion opportunities to achieve growth were effective and vital. This proposition is confirmed by the fact that it is an inevitable part of the legal profession that lawyers or law firms face the greatest risks. It is almost impossible to entirely eliminate this risk, but by severally adopting appropriate management of the risk policies and procedures where the firm can review its structure so as incorporate other for risk sharing and control enhances the survival and the growth of the firm.

5.3 Recommendations
The following recommendations are made both to the partners who are also the policy makers of the firm that;

1. For the firm to be able to identify the appropriate key survival and growth factors or strategies, there is need for constant scanning of both internal and external environment so as to keep up with both customer needs and expectations. There is also the need for innovative strategies in the law firm for it to survive the dynamic environment it is operating under. Innovative strategies will help the firm in increasing new services and or products. This would include constant training of staff so that they remain in touch with current developments in the business environment.

2. In order to assess the extent to which the establishment of the practice as a partnership as an alternative approach rather than as a sole practice, it is recommended that, the law firm should review it’s structure to encourage specialization by each partner in a different business function, allow the introduction of additional skills by a new partner there by availing
more capital by an extra owner. This thus making the expansion of the firm easier. It also reduces the risk encountered by the law firm every day as an inevitable part of the practice. It is almost impossible to entirely eliminate all the risks, but by severally adopting appropriate management of the risk policies and procedures where the firm can control risk to some extent. This can be viewed as simultaneously enhancing the quality of service to the firm’s clients. Thus therefore assist in improving the firm’s profitability

3. For the purposes of determining the best sustainable ways the partnership can adopt for its growth it is recommended that the firm should consider looking beyond their own capabilities, and take external co-operations as a strategic growth possibility. The partners are encouraged to understand the financial management significance and discourage partners over reliance on the accountant’s role. The partners must also understand the importance of marketing management and stop over reliance on key customers. The partners must therefore develop very strong relationship with customers and continually and regularly conduct surveys to test customer satisfaction with the view to assess the true state of it’s relationship with them.

4. To address the challenges faced by the firm as a partnership business if necessary, it is recommended to review and adjust the compensation structure of the firm to enable it to appropriately focus on collegial goals in order to discourage individuals to go on and start their own practices. The culture of “eat what you kill” culture does very little to foster the desired collective goals. This encourages a system that places the interests of every individual lawyer over the firm’s interests there by creating significant risk which lowers the acceptance of quality clients.
5. In order to establish the best practice, the partners should involve the whole entire firm in the formulation of the firm’s strategies and attend management courses so as to enhance self knowledge and skills in managing their business. Authority must also be delegated in making important decisions so as to groom and prepare someone for any future responsibility and preparation for succession planning. The firm should review it’s strategic plans frequently. This will help it in making the strategic plans relevant in a changing and dynamic environment. The firm should use a high level of flexibility to adapt to changing conditions or new opportunities. This means that strategies do not need to be rigid plans that point to pre-determined course of actions should be flexible. As such, the partners should constantly review their strategies so as to stay in touch with current trends.

5.4 Further Research

This research offers more insights into growth factors and strategies in small businesses based on a specific law firm. Further research can be conducted in different directions by looking at other firms in specific environments in Harare, Zimbabwe. Thus, the findings might not be applicable to firms within the small and medium enterprises. The research supports the view that there is a need for greater research emphasis on the growth strategy and processes in other law firms.
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Appendix A

Research Introductory letter

GRADUATE SCHOOL OF MANAGEMENT
UNIVERSITY OF ZIMBABWE


My name is Jonathan Romberayi Nyamajiwa, a Masters of Business Administration Student with the Graduate School of Management, University of Zimbabwe. I am currently conducting a dissertation research study on the above topic.

I would appreciate if you could spare some time to complete this questionnaire. There is no right or wrong answer and it is your factual response that matters. All the information and views that you give will be treated in strict confidence. Thank you in advance for your time and assistance.

Yours Faithfully

Jonathan Romberayi Nyamajiwa
0773 234 268
Appendix B

QUESTIONNAIRE FOR STAFF EMPLOYEES

A. DEMOGRAPHICS
1. Position in the organization? ____________________________

2. Length with the organization
   a) Less than 1 year   [ ]
   b) 1-5 years    [ ]
   c) 6-10 years    [ ]
   d) Above 10 years   [ ]

3. Level of education
   a) Secondary school   [ ]
   b) High School    [ ]
   c) University or higher   [ ]

B. STRATEGY FROM THE COMPANY’S PERSPECTIVE

4. What is your view towards strategy?

___________________________________________________
___________________________________________________
___________________________________________________
___________________________________________________

5. Does your company make use of strategies?

<table>
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<th>Yes</th>
<th>No</th>
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- If yes to the above do you :
  i. hold meetings to discuss strategic issues?
ii. do you write down plans?

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<th>Yes</th>
<th>No</th>
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6. Do you have set objectives to achieve?

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<tr>
<th>Yes</th>
<th>No</th>
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- If yes to the above, does the company review strategies vs. objectives?

7. Are the business growth strategies flexible?

<table>
<thead>
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<th>Yes</th>
<th>No</th>
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8. In your opinion, how can the firm achieve growth?

________________________________________________________________________
________________________________________________________________________

9. What are the growth strategies employed by the firm?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

10. How does the company go about developing new products/services?
11. How does the company expand its markets?

12. On a Likert scale rank if decisions on strategy are based on laid down policy

<table>
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<tr>
<th></th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
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13. What is the main goal of the owner-manager with the firm in terms of focus on survival of the firm, maintenance of lifestyle or achieve growth.

14. Which growth strategies are appropriate for partnerships in law practice for their business continuity?

15. What is the attitude of the manager toward growth?

<table>
<thead>
<tr>
<th>Positive</th>
<th>Negative</th>
</tr>
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</table>

16. In your opinion, does the manager’s attitude toward growth affect the firm’s growth strategies?

| Yes | No |

17. If yes to the above, how?
18. To what extent can the firm be described as having an entrepreneurial orientation?

19. Does the management have an appetite for risky projects?

Yes [ ] No [ ]

20. Does the law firm emphasis on innovation, and introduction of new product/services before competitors.

Yes [ ] No [ ]

21. In your opinion, does the entrepreneurial orientation of the firm affect its growth strategies?

Yes [ ] No [ ]

- If yes, how?

22. How can you characterize the environment of the firm in your particular industry, market or location?

Dynamic [ ]
Hostile [ ]
Heterogeneous [ ]
Stable [ ]

23. In your opinion, does this environment affect the growth strategies of the firm?
If yes, how?
_________________________________________________
_________________________________________________
_________________________________________________

24 Do you believe the firm has the adequate internal resources to grow? Such as human capital, intra-organizational networks

Yes [ ] No [ ]

25 Do you believe the firm has the adequate external resources to grow? Such as financial capital, inter-organizational networks

Yes [ ] No [ ]

26 In your opinion, do internal and external resources affect the growth strategies of the firm?

Yes [ ] No [ ]

If yes, how?
_________________________________________________
_________________________________________________
_________________________________________________

27 What are the best sustainable ways in which partnerships in law practice can be adopted for maximum benefits and business growth?

28 If you have any additional comments, please share them with me

End of Questionnaire