Promoting Business Continuity Management (BCM) Implementation by Small and Medium-Sized Enterprises (SMEs) in Sub-Saharan Africa: Implications and Challenges

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Abstract
Business organisations, including small and medium-sized enterprises (SMEs), operations can be disrupted; and such interruption can be either minor or major. Such interruption, if not well managed, may shorten the life of the organisation. SMEs are critical in the development of a nation because they stimulate economy growth and development. BCM provides a framework that assist organisations to identify and manage events which can obstruct the firm's operations to ensure its survival and meet its obligations. SMEs operate in a global dynamic and complex business environment; hence, the need for SMEs to embrace business continuity management (BCM) to maximise their strengths and opportunities. The study examined BCM in the context of SMEs. Secondary data, consisting of the literature and previous relevant studies, was used mainly for the study to deduce benefits of BCM to SMEs, and challenges of implementation of BCM by SMEs in Sub Saharan countries, using Nigeria as a reference point. The study advocates the adoption of BCM by SMEs in Sub Saharan Africa countries to promote proactive response and establish a framework for managing incidents capable of disrupting business to ensure less severely disaster and quick recovery. It emphasised that BCM plays important role in building SMEs resilience to ensure their survivability and profitability. The implication for practice is that the importance and benefits of BCM cannot be over emphasised in SMEs; adoption of BCM effectively reduce SMEs business disruption, and BCM costs are justified by benefits accruable to SMEs in Nigeria. The findings are consistent with recent studies which revealed that businesses that have adopted BCM affirmed that BCM improves business resilience, helps protect their reputation, meets customer requirements, and assist organisation to recover from disruption more quickly than would otherwise have been the case (CMI, 2013; Theunissen and Lawton-Misra, 2016). Regardless of the size and nature of a business, BCM is beneficial to SMEs; hence, BCM is a worthwhile investment for SMEs.

Keywords: Business continuity management, Risk management, SMEs, Sub-Saharan Africa

1. Introduction

Businesses are exposed to uncertainties and risks which can interrupt their activities and operations. Hence, the necessity for effective business continuity management and organisational resilience. Basically, organisational risk management involves identification, evaluation, and managing risks associated with an organisation operation (Skipper & Kwon, 2007; Lowe, 2010). Business organisations, including small and medium-sized enterprises (SMEs), can be disrupted; and such interruption can be either minor or major. Such interruption, if not well managed, may shorten the life of the organisation. SMEs operate in a global dynamic and complex business environment; hence, the need for SMEs in Sub Saharan

Africa to embrace business continuity management (BCM) to maximise their strengths and opportunities (Blythe, 2009; Herbane, 2010; Ghandour & Benwell, 2012). BCM provides a framework for managing incidents capable of disrupting organisations, small and medium-sized enterprises (SMEs), operations (Marinos, 2010). SMEs are critical in the development of a country as they stimulate economy growth and development. The statement of Charles Darwin (1809 - 1882) is, therefore, relevant in the study: “It is not the strongest or most intelligent that survive, it is the most adaptable to change”.

The study emphasises that BCM plays important role in building SMEs resilience to ensure their survivability and profitability. A successful BCM program is measured by organisational resilience (Marcos, 2008; Crossley, 2009; Leflar & Siegel, 2013). Moreover, organisational resilience is broader than business continuity planning. This is because business continuity management focuses mainly on speedy recovery of organisation operations after a disaster or an untoward event (Elliott, Swartz & Herbane, 2010; Hiles, 2011; Sawalha, 2013); while, organisational resilience covers wider scope of an organisation activities and market operations, including supply and distribution chains, investors, brands, and customers (Everly, 2011; Leflar & Siegel, 2013; Franken, Goffin, Szwejczewski & Kutsch, 2014). The study explores BCM in the context of SMEs in Sub Saharan Africa, using Nigeria as a reference point. The paper is divided into five sections. Section one introduces the study. The second section highlights scope, objectives and significance of the study. Section three describes the methodology. The section four focuses on literature review. The last section outlines the study conclusions and recommendations.

2. Aim, Objectives and Significance of Study

The study advocates the adoption of BCM by SMEs in Sub Saharan Africa, using Nigeria as a reference point, to promote proactive response and establish a framework for managing incidents capable of disrupting business to ensure less severely disaster and quick recovery. Specifically, objectives of the study include:

a) To explain meaning, importance and drivers of BCM;
b) To explore the benefits of BCM to SMEs;
c) To justify introduction and adoption of BCM by SMEs in Sub Saharan Africa, using Nigeria as a reference point; and
d) To highlight challenges of implementing BCM by SMEs.

Business continuity is still not widely understood by SMEs owners and managers in African countries. This is because SMEs owners and managers in Sub-Saharan Africa, including Nigeria, have limited or no knowledge of Business continuity (Moh & Wong, 2015). Sub-Saharan Africa consists of all African countries that are fully or partially located south of the Saharan including: Angola, Botswana, Cameroon, Ghana, Kenya, Liberia, Nigeria, Senegal Tanzania, Togo. The literature reveals that there is dearth of literature on BCM in African countries. As a matter of fact, the first Africa Resilience Survey was carried out in 2016 by EY (Theunissen & Lawton-Misra, 2016). The study covered three areas: governance, BCM and investment. The study revealed that the level of awareness of BCM across different sectors and industries in Africa is low; though, there is a growing awareness and appreciation of BCM (Theunissen & Lawton-Misra, 2016). Hence, the study is significant as it seeks to promote adoption and implementation of BCM by SMEs in Sub Saharan Africa countries, using Nigeria as a reference point. This is beneficial because BCM enables SMEs to take advantage of high risk opportunities, thereby enhancing their survival and profitability. Moreover, majority of SMEs in Nigeria die within few years of formation due to market and business risks (Obi, 2013;

Fadun, 2016). Smit and Watkins (2012) emphasised that failure of SMEs can be attributed to lack of management skills, including risk management skills which is an integral of BCM. Virdi (2005) also noted that about half of SMEs have no risk management procedures in place and about a fifth of larger businesses also do not have risk management procedures. SMEs can be better equipped to maximise their opportunities by engaging suitable BCM plans or strategies to manage incidents capable of disrupting their businesses to ensure less severely disaster and quick recovery (Hiles, 2011; Azende, 2012; Ghandour & Benwell, 2012; Hsu, Ono, Okabe & Yoshiga, 2013; Sawalha, 2013). The study is therefore significant as it advocates adoption of BCM by SMEs in Sub Saharan countries to provide a framework for organisations to identify and manage events which can obstruct the firm's operations to enhance their survivability and resilience. Consequently, the study contributes to knowledge by broadening the scope of the literature regarding understanding and implementation of BCM by business enterprises in Sub Saharan Africa.

3. Methodology

Secondary data, consisting of the literature and previous relevant studies, is used mainly for the study. The approach is appropriate for the study because there is limited or no literature on BCM in Sub Saharan Africa countries. As a matter of fact, there are very few firms that offer BCM consulting services in Sub Saharan Africa countries, including Nigeria. This is possibly may be one of the reasons why businesses owners and managers in in Sub Saharan Africa countries have limited or no knowledge of BCM (Moh & Wong, 2015). The literature was explored to deduce benefits of BCM to SMEs, and challenges of implementation of BCM by SMEs in in Sub Saharan Africa countries. The significance of the fact secured from the literature is deemed sufficient to establish the research rationale; and to highlight the importance and benefits of BCM to business enterprises in Sub Saharan Africa countries.

4. Literature Review

4.1 Conceptualizing Small and Medium Scale Enterprises

SMEs play paramount role in the development of Sub Saharan Africa countries because they stimulate economy growth and development. Globally, the importance of SMEs cannot be overemphasised as they are life-blood of the economy thereby inducing employment and growth. Moreover, it provides essential products and services to larger organisations. For instance, the UK government having deciphered the importance of SMEs; the government has launched 'Business Continuity Guide' to ensure SMEs quick recovery and survival following disasters or problems (UK Cabinet Office, 2013). The essence of the Business Continuity Guide is to minimise emergencies risk thereby enabling SMEs to effectively support their local communities to cope with disasters.

According to OECD (2004), the primary purpose of development of SMEs in developing nations is to improve trade and industrialisation. Globally, definitions of SME vary from country to country based the role SMEs play in the economy, policies and programs designed by governmental institution or agency empowered to develop SME. Hence, a small business in developed countries like Japan, Germany and United States of America (USA), may be a medium or large-scaled business in a developing economy like Nigeria. The definition of SME also varies overtime from agencies or developing institutions to another, based on policy focus. Senderovitz (2009) stated that criteria for definition of SME include: number of full time employees; amount of sales turnover; and value of total assets in the form. Similarly, the European Commission (EU) asserts that the number of employees and turnover or balance sheet total are the two main determining factors whether a firm is an SME (EU, 2014).

Notwithstanding variation in definitions of SMEs from country to country, SME is often defined based on certain criteria including: turnover, number of employees, profit, capital employed, available finance, market share and relative size within the industry. The definition can be based on either some quantitative or qualitative variables. Quantitative definitions mainly express the size of enterprises, mainly in monetary terms such as turnover, asset value, profit, as well as quantitative index like number of employees. For example, the European Union (EU) described SME as any enterprise employing less than 250 employees, and went further to break down the SME into micro (less than 10 employees, small (from 10 to 49 employees) and medium (between 50 to 249 employees) (EU, 2016). A closer look at description of SME in Nigeria overtime revealed that there is no clear definition of SME in Nigeria. The implication is that the definition of SME varies overtime in Nigeria depending on government policy focus. For instance, the Nigerian National Council of Industry (2003) categorised enterprises based on three criteria as shown in Table 1:

Table 1: Categorisation of Enterprises in Nigeria

Size	**No. of Employees**	**Total cost including working capital, but excluding land**
Micro	1-10	Less than 1 Million
Small	11-35	1 Million - less than 40Million
Medium	36-100	40 Million - less than 200Million
Large	101 and above	200 Million and Above

Source: National Council of Industry (2003)

Meanwhile, the Central Bank of Nigeria (2005) engaged asset base criterion to describe SME in Nigeria. Specifically, the CBN in its 2005 guideline on Small and Medium Enterprise Investment Scheme (SMEIS) described SME as any enterprise with a maximum asset base of 200million naira (excluding land and working capital) with no lower or upper limit of staff. A broader definition in the CBN (2005) archives classified enterprises into four categories (Micro/Cottage Industry; Small-Scale Industry; Medium Scale Industry; and Large Scale) based on labour size or total cost, including working capital but excluding cost of land. The CBN in N200b SME credit guarantee scheme also defined SME's as 'an enterprise that has asset base (excluding land) of between N5million - N500 million and labour force of between 11 and 300' (CBN, 2010:2). Definitions of micro, small and medium enterprises based on the National Council of Industry (2003) categorisation are adopted for the study - as shown in Table 1 above. In view of the National Council of Industry (2003) categorisation of Nigeria enterprises: enterprises that have between one and ten (1 - 10) employees with less than N1 Million total cost including working capital (excluding land) are micro enterprises; those enterprises with between eleven and thirty-five (11 - 35) employees and total cost including working capital (excluding land) of between 1 Million - less than 40 Million are small enterprises; those enterprises with between thirty-six and one hundred (36 - 100) employees and total cost including working capital (excluding land) of between 40 Million - less than 200 Million are medium enterprises; and those enterprises with between one hundred and one and above (101 and above) employees and total cost including working capital (excluding land) of between 200 Million and above are large enterprises.

4.2 Importance of SMEs to National Economy

SMEs are important to national economy because they can contribute to economy growth by creating employment, promoting innovation and sustainability of the nation's economy development (BVCA, 2011; Stockwood, 2011; Lucas, 2014). SMEs operate in a complex and dynamic global business environment; hence, the need for SMEs to adoption BCM (Mitroff &

Anagnos, 2001; Herbane, 2010; Ghandour & Benwell, 2012). BCM enables SMEs to take advantage of high risk opportunities. SMEs have the potential to impact the nation's income distribution; tax revenue; resources allocation and utilisation; employment creation; and gross domestic product (Fatoki & Odeyemi, 2010; Quadric & Jahur, 2011; Kraja & Osmani, 2013). The practical implication of the importance of SMEs to national economy emphasises need for SMEs in Nigeria to adapt relevant BCM standards and best practices based on their organisational cultures.

4.3 Risk Management and BCM

Businesses have always been exposed to events capable of disrupting their operations; hence, the need to effectively management organisational risk exposures. Risk management focuses on identification, measurement, controlling, financing, and transferring of risks which threaten an organisation (Skipper & Kwon, 2007; Lowe, 2010). BCM complements organisational risk management framework. Organisation operations can be disrupted by several incidents. BCM provides a framework for managing incidents capable of disrupting organisations, including SMEs operations. SMEs are critical in the development of a country as they stimulate economy growth and development. Frequent SMEs business disasters include: fire, flooding, computer/telecoms failure, key equipment failure, people issues such as illness/resignations/maternity leave, denial of access to the premises, product defects, bomb/terrorism threat, legal/regulatory action, and utilities failure. It is necessary for SMEs owners and managers to understand disruptions that would be disastrous to the running of their business when developing business continuity plan. Risks faces by SME should be identify and ranked in order of likelihood and importance. Having identified risks faced by SME, the risks can be managed generally by: transfer to insurance company; reduction by less centralisation and more resilience; elimination by changing procedures; acceptance of risk if the impact is relatively small; and manage residual risks which cannot be transfer, reduced, eliminate and eliminate (Marinos, 2010; BSI Group, 2013; Moh & Wong, 2015).

4.4 BCM: Meaning, Importance and Drivers

BCM has been defined by Business Continuity Institute (BCI) (2010:2) as "a holistic management process that identifies potential impacts that threaten an organisation and provides a framework for building resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value creating activities". Tama (2012:1) also defined BCM as "a holistic process to ensure uninterrupted availability of all key business resources required to support critical business activities, whether manual or IT-enabled, in the event of business disruption". BCM provides a framework that assist organisations to identify and manage events which can obstruct the firm's operations so as to ensure its survival and meet its obligations (Elliott *et al.*, 2010; Tama, 2012). Business operations can be obstructed by factors within (internal) and/or outside (external) an organisation (Mitroff & Anagnos, 2001; Czinkota, Ronkainen & Moffett, 2011; Jones & George, 2013). Factors which may obstruct an organisation operations include: terrorism, flood, workers unrest, product contamination, breakdown of information and technology (IT) facilities, earthquake and other natural disasters.

BCM is important to organisations, including SMEs, because it promotes the need for organisational proactive through adoption of effective BCM to ensure less severely disaster and quick recovery (Elis, 2007; Pitt, 2010; BSI Group, 2013). The benefits of BCM vary from organisation to organisation depending on focus of the BCM programme. The benefits of BCM, among others, include: identification and appraisal of business operations; enhancing levels of resilience and recovery capability; maintenance of production, service and profitability; promoting reputation and brand management; enhancing investors' confidence and share value; Maintenance of regulator confidence; promoting regulator's confidence; greater evidence of risk management practices; improving risk profile and competitive advantage; and highlighting the impact of disruption and priorities of recovery (Fatoki & Odeyemi, 2010; Lucas, 2014). Notwithstanding that several SMEs are yet to adopt BCM; recent survey indicated that there has been improvement in term of BCM adoption by businesses (CMI, 2013). It is beneficial for SMEs to adopt and integrate BCM into organisational strategy planning. The consequence of not integrating BCM into an organisation is more severe particularly where organisation activities are centralised - i.e. its inventory, vital equipment, data storage and telecommunications located in the same building or physical location. For instance, the implication is that severe weather and natural disasters can disrupt SMEs. Integration of BCM into organisation strategic planning promotes a holistic approach to a firm's decision-making process; ensures that all levels of staff are involve in organisational goal setting; and facilitates clearer understanding of organisational objectives and roles (Hiles, 2011; Kraja & Osmani, 2013).

4.5 SMEs and BCM

The United Kingdom (UK) government has recognised BCM as a key factor for ensuring healthy businesses capable of competing effectively in the global business environment (Chartered Management Institute, 2011; 2013). Hence, the UK government launched 'Business Continuity Guide' in September 2012 to ensure quick recovery and survival businesses after disasters or problems (UK Cabinet Office, 2012). These further emphasised the importance of BCM in organisations regardless of size, sector and nature of business operations. It is also necessary for the Nigeria government to promote BCM by developing and publishing BCM Guide to ensure quick recovery and survival businesses after disasters or problems. This can minimise the risk from emergencies thereby enabling SMEs to effectively support their local communities to cope with disasters. Organisations, including SMEs, operate in a complex and dynamic global business environment; hence, the need for SMEs to adoption BCM (Mitroff & Anagnos, 2001; Herbane, 2010; Ghandour & Benwell, 2012).

While being optimistic that the Nigeria government would formulate policies to promote BCM; it is beneficial for SMEs in Nigeria to embrace and implement BCM to ensure survival of their businesses. More so as recent study has shown that BCM has assist to reduce the level of disruption in firms that have adopted BCM (CMI, 2013). There are several factors that influence adoption of BCM by organisations. These factors can be described as drivers of BCM, including: size, nature of business and operations, sector, and government legislations, risk financing priorities, existing risk management practices, available Information and technology facilities; globalisation; stakeholder interest, supply chain complexities, corporate governance, and reputation and brand protections (Elis, 2007; Adkins, Thornton & Blake, 2009; Herbane, 2010; Hiles, 2011; Chuang & King, 2013; CMI, 2013).

4.6 Introduction and Adoption of BCM by SMEs

The section explores steps SME owners and managers can follow to develop their own BCM plans. The impact of disasters on business can be substantial, regardless of organisation or company's size. This implies that SME without a good BCM plan face several disruptive consequences including loss of customers, reputational damage, financial loss and potentially going out of business (BSI Group, 2015). It is worthwhile to emphasise that introduction of BCM is not about drafting or developing a business continuity plan on paper. Adoption of

BCM is a decision making by a business owner to protect his/her company from various disasters and accidents thereby enhancing the company's ability to survive by carrying out planned continuity strategies. Consider a simple example of an enterprise or a business being managed by an experienced entrepreneur or experienced business administrator. Notwithstanding the manager's business management experiences, there is no 100% guarantee of being able to avoid a loss or disaster. Then, what is the disaster (or worst-case) scenario for a loss? In this case, it would be a situation in which the company survival is threaten and cease to exist or incur a severe damage that causes permanent disability or disrupt and keeps the company from returning to pre-disaster state. Hence, the primary point of introduction of BCM by SMEs is to address the question: What is the disaster scenario for my company in a disaster? The company would be severely impacted if critical resources sustain devastating damage that would force the firm to give up on recovery (death scenario); or the company might sustain severe damage that would cause an extensive disruption in its business. Consequently, the company might lose important customers and be forced to scale down its operations (permanent disability scenario). These are the worst-case scenarios that the company should avoid at all costs. However, if the company is fortunate and only sustain minor loss, the business would be able to recover within a short period time and continue normal operations. The better scenario for the company is to keep damage sustained to a minimum level to ensure that the business would be able to resume operations at a normal or higher level of functionality within a short period. This is the company's survival scenario. The implication for practice is that BCM enhances SMEs ability to achieve its survival scenario. According to Hsu et al (2103), some warm-up questions SME owner and managers who intend to develop their own BCM should start with include: (1) What is the company's disaster scenario that might lead to bankruptcy? (2) How soon does the company should recover to survive from a disaster-related disruption? (3) What are the critical resources whose availability determines the life or death of the company? And (4) Within 5 to 10 years, what kinds of disasters and accidents are most likely to impact the company which might potentially triggering a worst-case scenario?

Furthermore, a BCM program should conform with international standard, including ISO22301 for Business Continuity Management. ISO22301 for Business Continuity Management is a BCM international standard which specifies requirements for setting up and managing an effective Business Continuity Management System (BSI Group, 2012). A major unexpected incident can cripple any business; but using business continuity standards can at least provide reassurance to SME and its customers to ensure that in the event of a disaster, the company's essential business operations can continue (BSI Group, 2014). There are several steps involved in development and adoption of BCM program by an organisation. Based on International Standard ISO22301 for Business Continuity Management, the ten (10) steps recommended by Hsu et al. (2013) is ideal for introduction and adoption of BCM by SMEs in Nigeria. The ten (10) steps are shown in Table 2:

Table 2: 10 Steps for introduction and adoption of BCM by SMEs

Step 1	Determine BCM purpose, scope, and team
Step 2	Prioritized Activities (PA) and Recovery Time Objectives (RTO)
Step 3	What do you need to resume key activities?
Step 4	Risk assessment – Know your disaster scenarios
Step 5	Do not forget pre-disaster protection and mitigation
Step 6	Emergency response
Step 7	BC strategies for early resumption
Step 8	Be financially prepared

Step 9	Exercises make your plan functional
Step 10	Ongoing review and improvement

Source: Hsu et al. (2013)

To ensure that steps for introduction and adoption of BCM by SMEs are effectively executed, a good BCM framework should be engaged by SMEs. BCM framework is discussed in the next section.

4.7 BCM Framework

Ideally, BCM practice should be a solution. Solution comes with high challenges. When SME starts BCM planning, it is necessary to create a solid foundation (or framework) for the company's BCM program by addressing these three elements. These three elements are key when SME is establishing or embarking on a business continuity planning project, which are: (1) purpose of the project - reason for introducing BCM; (2) scope of BCM project - parts of the business BCM will be introduce; and (3) team - identify the person who will lead and manage BCM activities (Moh & Wong, 2015). It is beneficial to briefly discuss the BCM frameworks. This is explained below.

First, the purpose of introducing BCM should clearly be articulated (Moh & Wong, 2015). The primary purpose of BCM is to protect an organisation's business operations from disasters and accidents. Having a clear purpose is essential in determining the priorities of the company's key products and/or services to select appropriate business continuity strategies. The first priority is to protect people, including employees and visitors to the company's premises. The second is to protect the business, ensuring that you will be able to fulfil the company's contractual obligations to your customers and users, fulfil corporate social responsibilities, and contribute to local community and economy (Moh & Wong, 2015). It will help the company to secure employment for employees and protect their livelihoods. Second, scope of BCM project should be clearly stated. The scope of BCM project would indicate parts of the business BCM would be introduced. It is possible to limit the scope to key departments. The BCM scope can also be based on business needs and specific circumstances; but, it is necessary to include core departments that are critical to your company's survival. Lastly, the company should appoint a BCM leader who will champion initiative in company-wide BCM activities (Moh & Wong, 2015). BCM consists of company-wide activities that require active participation and cooperation from relevant departments. Hence, BCM leader should be nominated to undertake BCM initiative leadership role in the organisation. Support staff should also be selected, if required based on the company size, to work with the BCM leader as the BCM Team. The management should ensure that require resources are provided for the BCM Team to operate, including a budget that the BCM leader and team can be used to carry out their duties. The SME owner or the top management should demonstrate a visible commitment to BCM activities. BCM activities should be properly document because verbal instructions alone are not enough to get successful BCM results.

4.8 Challenges of Implementing BCM by SMEs

SMEs operations may be disrupted anytime; hence the need to integrate BCM into their operations. The earlier discussions indicated the BCM is beneficial to SMEs. Regardless of the size and nature of the business, SMEs need to adopt BCM to minimise business disruption. CMI (2013) shows that businesses that adopted BCM affirm that it effectively reduces disruption, and BCM costs are justified by the benefits to the organisation. SMEs are confronted with BCM implementation challenges from various angles, including: regulation and legislation, historical legacies and strategic planning (Elliot *et al*., 2010; Tama, 2012). Moreover, there are several challenges facing SMEs regarding BCM implementation. These challenges include: inadequate understanding of data recovery following disaster; adoption of unsuitable BCM implementation approach; and lack of commitment on the part of senior management (Rudrajeet, Hakan & Heikki, 2011; Tama, 2012; Chuang & King, 2013).

Moh & Wong (2015) highlighted obstacles to implementation of BCM by SMEs, including: lack of understanding of business continuity management; BCM professionals do not share the message outside large corporations; misconceptions about the importance of BCM; BCM process bottled necked due to overshadowed and complicated methodology; and too expensive to implement. Lack of understanding and misconceptions about the importance of BCM may be in form of underestimation of impact; inappropriate scenario assumptions; time and manpower resource affordability; living outside disruptions comfort zone; and lack of sense of urgency (Moh & Wong, 2015). Pitt and Goyal (2004) emphasised that the adequacy of a BCM program largely depends on its ability to address potential occurrences and events to which a business is exposed. Business continuity program should cover events or occurrences which may disrupt a business. Consequently, BCM plan should cover occurrence of potential events, including: failure of equipment; power supply outage or disruption; telecommunication facility breakdown or obstruction; failure or obstruction of database; human error – strike or sabotage; fire damage; internet and hacking attacks; terrorist attack; social unrest; and natural disasters e.g. hurricane, earthquake and flood. In this regard, BS25999 Business Continuity Management (BCM) Standard (BSI Group, 2007) highlights the framework for developing, implementing and maintaining effective BCM system. Furthermore, the new international standard for BCM systems (BS ISO 22301:2012) establishes requirements for developing and managing effective BCM systems in an organisation. It emphasises the need for a business to identify, understand, establish, measure and guarantee BCM system to combat business interruption.

5. Conclusion and Recommendations

5.1 Conclusion

The study has shown that businesses have always been exposed to events capable of disrupting their operations; hence, the need for SMEs to embrace BCM to enhance their survivability and profitability. The purpose of the study was to examine BCM in the context of SMEs. The study has defined BCM; explained SMEs and BCM; explored evolution and drivers of BCM; highlighted importance and benefits of BCM; and outlined challenges of implementing BCM by SMEs. It also showed that BCM is a worthwhile investment for SMEs. In this regard, there are several drivers and factors that influence the adoption of BCM. This include: characteristics of an organisation; the sector within which an organisation operates; and cultural attitude of the organisation's top management. The implication is that the importance and benefits of BCM cannot be over emphasised in SMEs; adoption of BCM effectively reduce SMEs business disruption, and BCM costs are justified by benefits accruable to SMEs in Nigeria. The findings are consistent with recent studies which revealed that businesses that have adopted BCM affirmed that BCM improves business resilience, helps protect their reputation, meets customer requirements, and assist organisation to recover from disruption more quickly than would otherwise have been the case (CMI, 2013; Theunissen & Lawton-Misra, 2016). Regardless of the size and nature of a business, SMEs need to adopt BCM to minimise business disruption. The implication for practice is that BCM is beneficial to SMEs; hence, BCM is a worthwhile investment for SMEs.

5.2 Recommendations

Based on findings of the study, the following recommendations are put forward:
1. Government of Sub Saharan Africa countries should formulate policies to encourage enterprises to promote BCM in the region.
2. There are very few firms that offer BCM consulting services in Sub Saharan Africa countries. To this effect, efforts geared toward collaborative partnership should be formulated to increase the number of BCM consulting firms in the region.
3. SMEs in Sub Saharan Africa countries should develop the culture of articulate their risk appetite and implementing suitable BCM plans for their business.
4. Further study on BCM may be undertaken to measure the extent and level of acceptance of BCM by SMEs in African and/or in different African countries.

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