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SURVEY RESEARCH

Navigating the Business Environment

A Survey of Strategic Challenges and Governance Frameworks in Tanzania (2000–2026)

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ABSTRACT

The strategic and governance landscape for enterprises in Tanzania has undergone significant transformation, influenced by regional integration, technological change, and evolving regulatory demands. A comprehensive, contemporary analysis of the persistent and emerging challenges faced by firms is required to inform both managerial practice and policy. This study aims to systematically identify and analyse the principal strategic challenges and the efficacy of prevailing governance frameworks for businesses operating within the country. It seeks to evaluate perceived shifts in the operating environment and assess the alignment of corporate governance practices with these challenges. A cross-sectional survey was administered to a stratified random sample of 450 senior managers and board members from registered small, medium, and large enterprises across multiple sectors. Data were collected using a structured questionnaire, with analysis conducted through descriptive statistics and thematic analysis of open-ended responses. Infrastructure limitations and bureaucratic inefficiencies were cited as the most pervasive strategic obstacles by 78% of respondents. A key theme was the reported inadequacy of traditional governance models in mitigating risks associated with informal sector competition and rapid digitalisation. Perceptions of regulatory uncertainty showed a significant positive correlation with conservative strategic postures. The findings indicate a pronounced disconnect between established governance mechanisms and the dynamic realities of the business environment. Strategic resilience is currently hampered by systemic external constraints more than by internal managerial capabilities. Policymakers should prioritise regulatory coherence and public-private dialogue on infrastructure development. Firms are advised to adopt adaptive governance structures that incorporate greater stakeholder engagement and scenario planning for digital disruption. Strategic management, corporate governance, business environment, survey, Tanzania, emerging markets This paper provides a novel, empirically-grounded typology of firm-level strategic challenges and evaluates their interaction with formal governance frameworks, offering a integrated perspective for behavioural business research in an African context.

Keywords: *Strategic management, Corporate governance, East African Community, Business environment, Survey research, Institutional theory, Tanzania*

Article Highlights

- Infrastructure and bureaucracy cited as top strategic

Core Finding

Strategic resilience is hampered more by systemic external

<p>obstacles by 78% of surveyed senior managers.</p> <ul style="list-style-type: none">• Traditional governance models reported inadequate for informal competition and digital disruption.• Regulatory uncertainty correlates with conservative, risk-averse strategic postures.• Study calls for adaptive governance with greater stakeholder engagement and scenario planning.	<p>constraints than by internal managerial capabilities, indicating a critical need for policy intervention alongside corporate adaptation.</p> <p><i>This survey-based analysis offers an integrated perspective on firm-level challenges and governance in an emerging African market.</i></p>
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ABSTRACT-ONLY PUBLICATION

This is an abstract-only publication. The complete research paper with full methodology, results, discussion, and references is available upon request.

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