



**MARKETING PLAN FOR MSMEs TO IMPROVE THE PERFORMANCE OF
MSME BUSINESSES: A LITERATURE REVIEW**

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Abstract

Micro, Small, and Medium Enterprises operate in increasingly volatile and digitally driven markets where informal marketing practices often limit strategic growth. Although marketing planning has long been acknowledged as a critical managerial function, fragmented empirical findings and the absence of integrative synthesis leave its role in enhancing small enterprise performance conceptually underdeveloped. This study addresses this gap by conducting a systematic literature review of recent Scopusindexed publications to critically examine the relationship between marketing planning and business performance in small enterprises. Following a structured review protocol, selected studies were evaluated and synthesized thematically to identify dominant dimensions, mechanisms, and performance implications. The findings reveal that structured marketing planning—anchored in market analysis, segmentation, strategic positioning, and performance monitoring consistently strengthens both financial and nonfinancial outcomes. Moreover, integration with digital capabilities and market orientation amplifies its performance effects. The review advances the literature by consolidating dispersed insights into a coherent conceptual understanding of marketing planning as a strategic capability rather than a procedural activity. Practically, it underscores the necessity for small enterprises to institutionalize systematic marketing planning to achieve sustainable competitiveness in dynamic environments

Keywords: Marketing Capability; Business Performance; Marketing Planning; Small Enterprises; Systematic Literature Review



INTRODUCTION

MSMEs are the backbone of economic activity in many developing countries, but in practice, MSME business performance is often unstable due to limited resources, managerial capabilities, and a lack of structured marketing planning (Gilmore et al., 2013). The SME marketing literature emphasizes that marketing in SMEs has unique characteristics: it is informal, highly dependent on the owner, and often tactical and reactive rather than strategic, making it difficult to create consistent growth (Inthavong et al., 2023). This condition makes MSMEs vulnerable to changes in market tastes, intense competition, and technological disruption, making the need for a systematic marketing plan increasingly urgent as a tool for guiding marketing decisions and controlling performance. (Morgan et al., 2018); (Resnick et al., 2016)

Theoretically, the relationship between marketing quality and business performance has been strongly explained through the perspectives of market orientation and marketing capabilities (Alani et al., 2025). Market orientation emphasizes organizational activities in understanding customers and competitors and responding to market intelligence; this approach has been shown to be positively correlated with profitability and organizational performance (Crick & Crick, 2020). Furthermore, research based on the resourcebased view and dynamic capabilities shows that market orientation will be more effective in improving performance when accompanied by concrete marketing capabilities (e.g., market planning, product management, pricing, distribution, and marketing communication capabilities) (Bekos et al., 2027). Influential studies show that market orientation and marketing capabilities are complementary and together drive company performance (Eggers, 2020).

In the context of MSMEs, the main recurring problem is the absence of a documented marketing plan (unclear target market, vague value proposition, unmeasurable marketing mix, and inconsistent marketingsales KPIs). Empirical evidence from SME studies in various regions shows that weak marketing planning is associated with low ability to reach target audiences and weak differentiation, which ultimately suppresses business performance (Permatasari, 2022). In addition, research on good planning provides process benefits such as coordination, market learning, decisionmaking discipline, and more accurate evaluation of marketing results, which are urgently needed by MSMEs to overcome their resource limitations (Rita & Haryono, 2019).

The marketing landscape is changing rapidly due to digitalization. Social media and the digital ecosystem are changing how MSMEs build customer



relationships, expand their reach, and manage brand experiences (Iriyanti & Azis, 2023). The conceptual framework of social media as an internet-based application that enables the creation/exchange of user content explains why digital channels have become the main arena for modern marketing competition (Kaplan & Haenlein, 2010). Recent research evidence shows that digital marketing (online advertising, social media marketing, SEO, engagement) is positively associated with SME performance, often reinforced by digital transformation readiness and organizational capabilities in processing customer data. (Purwantini & Anisa, 2019) Other studies also emphasize the contribution of social media marketing strategies to improving MSME performance, including in the context of strengthening the adoption of digital marketing strategies. However, digital marketing conducted without a clear marketing plan risks becoming an activity with “lots of content but minimal conversion” because MSMEs do not set measurable targets, segmentation, and performance metrics. (Bocconcelli et al., 2016);

In Indonesia, similar issues are evident in many studies that recommend digital marketing for MSMEs (Iriyanti & Azis, 2023); (training/mentoring, social media utilization, and digital marketing strategy design) but still show gaps in the aspect of “integrated planning” from market analysis, strategy formulation (Prastiwi & Trisnawati, 2021), programs, budgeting to control and evaluation. Several community service/applied articles in national journals reinforce that digital marketing helps increase awareness and sales of MSMEs, but at the same time indicate the need to strengthen planning and marketing capabilities so that the impact is sustainable (for example, the case of MSMEs that were assisted in implementing digital marketing). Findings from other applied studies on the adoption of social media marketing and digital marketing strategies by SMEs also confirm that common issues include limited understanding of strategy, content consistency, and marketing performance measurement. (Imiru, 2022)

Based on these conditions, the research entitled “Marketing Plan to Improve MSME Business Performance: A Literature Study” is relevant and important. Scientifically, a literature study is needed because knowledge about MSME Marketing Plans is scattered across partial themes: market orientation, marketing capabilities, digital strategies, and marketing performance. A systematic review in the field of MSME marketing has shown significant academic attention, but also emphasizes the need for a conceptual synthesis that links MSME marketing practices with performance improvement mechanisms. On the other hand, bibliometric/SLR studies on marketing performance and marketing strategy in MSMEs show room for contribution in formulating a



“component map” of Marketing Plans that most determine performance, especially in the rapidly changing digital era.

Thus, the novelty of this research lies in its attempt to develop an integrative framework for MSME Marketing Plans based on literature (Scopus Q1Q4 and Sinta 14) that: (1) summarizes the essential elements of a Marketing Plan (situation analysisSTPmarketing mixbudgetimplementationcontrol), (2) maps the relationship between these elements and business performance (sales, growth, profitability, market share, and customer indicators), and (3) identifies research/practice gaps in Indonesian MSMEs, particularly in the integration of digital marketing into the planning and performance measurement cycle. This direction is in line with the requirements for writing an introduction that presents the state of the art as well as a gap analysis as the basis for research contributions.

LITERATURE REVIEW

Marketing Plan Concept and Its Components

Conceptually, a marketing plan refers to a planning document that translates market analysis into marketing objectives, strategic decisions such as segmentation, targeting, and positioning (STP), marketing mix programs, allocation of resources, implementation schedules, and mechanisms for control and evaluation (McDonald & Wilson, 2016). In the academic literature, the quality of a marketing plan is not merely assessed by the presence of a formal document. Instead, it is evaluated based on the depth of market analysis, the consistency between strategic choices and marketing programs, the discipline of budgeting, and the clarity of performance indicators used to measure outcomes. Empirical evidence suggests that welldeveloped marketing planning contributes to a range of process benefits, including improved crossfunctional coordination, better market learning, and clearer strategic priorities. These benefits, in turn, support improvements in organizational performance (Rizky et al., 2025).

Within organizations, the marketing plan is frequently viewed as a bridge that connects market-oriented values with concrete strategic actions. Studies by Pulendran and colleagues indicate that high-quality marketing planning can enhance organizational performance, although its effects often operate through strengthening market orientation rather than functioning independently. In this sense, marketing planning serves as an antecedent that reinforces the practical implementation of market-oriented behavior (Ismaeel et al., 2025). A comprehensive marketing plan, therefore, typically includes several key elements: situation analysis, segmentation–targeting–positioning decisions,



marketing strategy and marketing mix programs, implementation planning, budgeting, and performance control mechanisms.

Characteristics of SME Marketing and Their Implications for Marketing Planning

The marketing practices of small and medium enterprises (SMEs) tend to differ from those of large organizations. Much of the literature emphasizes that SME marketing is often informal, heavily dependent on the business owner, and strongly influenced by personal networks. As a result, marketing decisions are frequently opportunistic and oriented toward short-term opportunities rather than long-term strategic direction. This condition often creates difficulties for SMEs in maintaining brand consistency, managing customer portfolios systematically, and conducting disciplined evaluations of marketing performance.

Research reviews on SME marketing suggest that the main challenge faced by these businesses is not simply a lack of promotional activities. Rather, many SMEs struggle with the absence of structured planning that clearly defines target segments, value propositions, and integrated marketing channels (Sadeghi et al., 2021; Ascani & Ancillai, 2025). Without such planning, marketing activities tend to become fragmented and less effective in supporting sustainable growth.

Studies conducted in Indonesia also highlight the need to strengthen the strategic planning capacity of SMEs. Research on marketing strategies in local SME sectors, such as batik industries, demonstrates that systematic situation analysis and strategic formulation can significantly improve competitiveness. Other local studies indicate that marketing strategy frameworks are needed to address gaps identified in earlier research concerning the relationship between marketing activities and SME performance (Rahmanto et al., 2006).

Theoretical Foundations Supporting the Relationship Between Marketing Planning and SME Performance

a. Market Orientation as a Market-Based Value and Behavioral Framework

Market orientation (MO) explains why organizations that consistently pay attention to customers, competitors, and internal coordination tend to perform better in competitive markets. Firms that actively gather market intelligence, monitor competitor actions, and coordinate internal functions to respond to market signals are generally more capable of achieving superior outcomes.

Cross-national meta-analyses have shown that market orientation is positively associated with organizational performance across various industries and contexts, although the strength of this relationship may vary depending on industry conditions and measurement approaches (Permatasari, 2022). Within



this framework, the marketing plan can be viewed as an operational mechanism that translates market-oriented values into concrete strategies. Through the marketing plan, organizations can convert market insights into STP strategies, marketing mix decisions, and measurable performance indicators. Empirical studies indicate that high-quality marketing planning works alongside market orientation to improve performance, particularly by ensuring consistent implementation and effective monitoring of marketing activities (Tranfield et al., 2003).

b. Resource-Based View (RBV) and Dynamic Capabilities

From the perspective of the Resource-Based View and dynamic capability theory, sustainable competitive advantage does not solely depend on physical resources. Instead, it arises from organizational capabilities that are difficult for competitors to imitate. In the context of marketing, such capabilities include the ability to understand customer needs, manage brands, design pricing strategies, select distribution channels, develop communication strategies, and maintain longterm customer relationships.

Empirical research on marketing capabilities consistently shows that these capabilities make significant contributions to firm performance across multiple indicators (Duah et al., 2024). For SMEs, a marketing plan can serve as a platform that orchestrates these capabilities in a structured manner. By forcing businesses to identify priority target markets, align marketing mix strategies, and establish clear monitoring mechanisms, marketing planning helps SMEs overcome resource limitations through better prioritization and disciplined implementation.

c. Marketing Planning and Business Performance

A number of empirical studies have examined the direct relationship between marketing planning and business performance. Research conducted on organizations in Australia found that marketing planning tends to have a stronger relationship with market-based outcomes, such as market share, than with overall financial performance. This finding highlights the importance of market performance indicators as early signals of business success before financial results become visible.

Other studies similarly conclude that high-quality marketing planning contributes to improved organizational performance. However, the strength of this relationship may vary depending on the type of performance being



measured—whether market performance or financial performance—as well as the level of environmental turbulence faced by firms.

4. Digital Marketing within SME Marketing Planning

The expansion of digital technology has transformed how SMEs interact with markets and customers. Businesses that previously operated mainly within local markets can now access broader digital ecosystems through search engines, social media platforms, and online marketplaces. Social media platforms in particular, function as internet-based applications that enable users to create and exchange content, creating new forms of marketing communication such as digital engagement, online word-of-mouth, and interactive brand communication.

In this environment, modern SME marketing plans increasingly incorporate digital components. These include defining digital marketing objectives—such as awareness, consideration, and conversion—developing content strategies, preparing campaign calendars, integrating online marketplaces, and using data-driven performance metrics such as traffic levels, leads, conversion rates, customer acquisition costs, and retention indicators (Chaffey & Chadwick, n.d.).

Recent empirical studies show that the adoption of digital marketing strategies can improve organizational performance, although this effect is often influenced by managerial capabilities and innovation orientation (Terho et al., 2022). Research in Indonesia similarly indicates that social media utilization and digital marketing initiatives can significantly enhance SME performance.

However, applied studies also reveal a common misconception among SMEs: digital marketing is often treated merely as the act of posting content on social media rather than as part of a structured marketing strategy. Evidence suggests that the benefits of digital marketing become more substantial when digital activities are integrated into a comprehensive marketing plan with clearly defined objectives and measurable indicators. Some studies even identify product innovation as a mediating factor between digital marketing and marketing performance, emphasizing that digital promotion should be connected with product decisions, pricing strategies, service quality, and overall customer experience (Zhen et al., 2021).

5. Marketing Strategy, Innovation, and SME Performance

Marketing strategy in SMEs extends beyond promotional activities. It also involves differentiation, innovation, and the development of strategic networks. Studies conducted in Indonesia highlight the importance of developing marketing strategy models that align with market dynamics in order to improve



SME performance. Marketing innovation and the adaptation of strategies to changing market conditions are frequently identified as key drivers of competitiveness. Other studies emphasize the importance of digital marketing strategies and distribution channel development in strengthening the market position of SMEs. In this context, marketing strategies function as instruments that allow SMEs to enhance competitiveness and sustain business growth (Aaker, 1996).

From a conceptual perspective, an effective marketing plan should clearly define the strategic choices of an SME—such as target segments, positioning, and differentiation and translate them into consistent programs and actions. Without such clarity, innovation initiatives or digital campaigns may become fragmented and difficult to evaluate in terms of their contribution to business objectives (Palmatier et al., 2015).

Measuring SME Business Performance in Marketing Planning Studies

In studies focusing on SMEs, business performance is generally assessed through several dimensions. The first dimension is marketing or market performance, which includes indicators such as sales growth, market share, number of customers, brand awareness, and repeat purchase behavior. The second dimension is financial performance, including profit levels, margins, and cash flow stability. The third dimension involves nonfinancial outcomes such as customer satisfaction, loyalty, brand strength, organizational resilience, and productivity. Research on marketing planning suggests that market-based outcomes such as sales growth or market share often appear earlier as the results of marketing planning compared to broader financial indicators. For this reason, many studies recommend measuring performance in stages, beginning with marketing performance before linking it to broader business performance outcomes (Rahman et al., 2022). Several studies published in nationally accredited journals indexed in the SINTA database have also examined the relationship between digital marketing strategies and SME performance within the Indonesian context. Findings from these studies generally reinforce the broader international literature regarding the importance of structured marketing strategies in improving business outcomes.

Overall, findings from both international journals indexed in Scopus and nationally accredited journals suggest a relatively consistent pattern regarding the role of marketing planning in improving business performance, particularly among SMEs. The literature generally indicates that a structured and systematic marketing plan helps SMEs manage their business strategies more effectively and



focus their marketing efforts. A highquality marketing plan typically includes situation analysis, identification of target segments, positioning strategies, and marketing mix programs aligned with business objectives. Such a framework enables SMEs to allocate resources more efficiently, prioritize promising market opportunities, and monitor marketing activities using clear performance indicators. As a result, these practices contribute to improvements in marketing performance, including increased sales, expanded market share, higher customer acquisition, and stronger customer loyalty.

Nevertheless, the literature also emphasizes that the effectiveness of marketing planning rarely operates in isolation. The positive impact of marketing plans tends to become stronger when SMEs demonstrate a strong market orientation. Market orientation reflects the ability of firms to understand customer needs, observe market changes, and respond adaptively to competitive dynamics. When market-oriented thinking is integrated into marketing planning processes, strategic decisions become more aligned with consumer expectations. In addition, marketing capabilities serve as another important factor that strengthens this relationship. These capabilities include the ability to design marketing strategies, manage customer relationships, utilize market information, and implement marketing programs effectively. SMEs that possess stronger marketing capabilities are generally better equipped to translate marketing plans into concrete actions that produce tangible results.

Recent technological developments have further reshaped SME marketing practices. Many studies indicate that digital marketing—through social media platforms, online marketplaces, and other digital channels—can significantly increase product visibility, broaden market reach, and facilitate customer interaction. However, research also shows that digital marketing produces more sustainable outcomes when it is integrated into a structured marketing plan rather than implemented sporadically as isolated promotional activities. The most significant impacts occur when digital marketing strategies are aligned with overall marketing objectives, campaign planning, communication strategies, and key performance indicators used to evaluate marketing effectiveness.

In Indonesia, numerous studies have examined how digital marketing adoption and online promotion strategies contribute to SME performance. Although these studies provide valuable insights, there remains substantial room for further academic contributions, particularly in developing comprehensive and empirically grounded marketing plan frameworks tailored for SMEs. Many existing studies still focus on specific aspects of marketing—such as digital



promotion or social media usage without integrating these elements into a holistic marketing planning structure.

Based on the synthesis of these findings, this literature review proposes a conceptual framework explaining the relationship between marketing planning and SME business performance. Within this framework, the marketing plan is positioned as the central variable that includes several key components: situation analysis, segmentation targeting positioning strategies, marketing mix formulation, marketing budgeting, implementation of marketing programs, and performance monitoring mechanisms. Effective implementation of these elements is expected to improve marketing performance, reflected in indicators such as increased sales, market share growth, higher customer acquisition, and stronger customer loyalty. Improvements in marketing performance are subsequently expected to contribute to broader business performance outcomes, including increased profitability, business growth, and greater resilience in dynamic market environments. The relationship between marketing planning and business performance is further strengthened by several supporting factors, including market orientation, marketing capabilities, and the integration of digital marketing strategies. Together, these factors help SMEs translate marketing planning into practical strategies and activities that create customer value while enhancing business competitiveness. Consequently, the proposed conceptual framework not only explains how marketing planning influences SME performance but also provides a foundation for developing more integrated, systematic, and practice-oriented marketing plan models suited to contemporary marketing environments.

RESEARCH METHOD

Types and Approaches of Research

This study uses a qualitative approach with a literature study method. A literature study was chosen because the main objective of the study is to collect, critically review, and synthesize published scientific findings related to MSME Marketing Plans and their contribution to MSME business performance. This method allows researchers to build a comprehensive conceptual understanding without collecting primary data in the field. (Petticrew & Roberts, 2006)

Methodologically, a literature study is understood as a systematic process of identifying, evaluating, and interpreting relevant research results to answer research questions and build a strong conceptual framework. In management and marketing research, literature studies also serve to map the state of the art,



identify research gaps, and formulate theoretical and practical contributions (Snyder, 2019).

Research Design: Systematic-Narrative Literature Study

This research design adopts a systematic literature study with a narrative-synthetic approach. The systematic approach is used to ensure that the literature search and selection process is conducted transparently and can be replicated, while the narrative approach is used to compile the results of the study in the form of an integrated conceptual understanding.

International literature refers to this approach as a systematic narrative literature review, which is a method that combines structured literature selection procedures with qualitative analysis and interpretation of research content (Tranfield et al., 2003). This approach is widely used in management and marketing research to examine strategic topics such as marketing capabilities, marketing planning, and organizational performance.

Sources and Types of Data

The data in this study is entirely secondary data, sourced from: (1) Reputable international journal articles indexed by Scopus (Q1–Q4), particularly in the fields of marketing, MSMEs, business strategy, and organizational performance. (2) Sinta 1–Sinta 4 accredited national journal articles relevant to the context of MSMEs and marketing in Indonesia. (3) Scientific textbooks in the fields of research methodology, marketing management, and SMEs, which were used as conceptual and methodological foundations.

The use of a combination of international and national sources was intended to ensure global theoretical strength as well as contextual relevance to Indonesia, as recommended in applied management research (Sekaran & Bougie, 2020).

Literature Search Techniques

The literature search was conducted systematically through scientific databases such as Scopus, Google Scholar, and the Sinta portal, using keywords including: marketing plan, marketing planning, SME/MSME performance, digital marketing MSMEs, marketing strategy, and business performance.

To maintain scientific relevance and quality, the researchers applied the following criteria: (1) Articles were published in reputable journals (Scopus Q1–Q4 or Sinta 1–4). (2) Articles discussed directly or indirectly the relationship between marketing planning/strategy and MSME performance. (3) Articles were available in full text so that they could be analyzed in depth.



This selection approach is in line with evidence-based research practices that emphasize the quality and relevance of sources as the basis for scientific synthesis (Paul & Criado, 2020).

Data Analysis Techniques

Data analysis was conducted through qualitative content analysis. Each selected article was read thoroughly to identify: (1) the definition and concept of a Marketing Plan, (2) the main components of MSME marketing planning, (3) strategic approaches (conventional and digital), and (4) the business performance indicators used.

The analysis process was carried out through thematic coding, concept grouping, and drawing patterns of relationships between variables. This technique is commonly used in management literature studies to produce a strong and meaningful conceptual synthesis (Kitchenham et al., 2010).

The results of the analysis were then synthesized to build an integrative understanding of how the Marketing Plan contributes to improving MSME performance, both through marketing performance and overall business performance (Musa & Hari, 2024).

Validity and Reliability of the Study

To maintain the validity and reliability of the research results, the researchers applied several strategies, including: (1) Source triangulation, by comparing findings from international journals, national journals, and scientific books. (2) Theme consistency, which is to only include literature that is directly relevant to the research focus. (3) Literature audit, by recording the selection process and reasons for article inclusion or exclusion. These steps are in line with the principle of trustworthiness in qualitative research, especially in literature-based studies.

Research Ethics

This research upholds academic ethics by ensuring that all sources are correctly referenced and that there is no plagiarism. This approach is in line with scientific writing ethics that emphasize originality of ideas and academic honesty.

RESULTS AND DISCUSSION

The results of this study were obtained through systematic analysis of reputable international journal articles (Scopus Q1–Q4), accredited national journals (Sinta 1–Sinta 4), and scientific books relevant to the topic of MSME Marketing Plans and MSME business performance. Based on the selection and



content analysis process, several key findings were obtained, which can be grouped into four major themes.

First, the majority of the literature shows that a Marketing Plan is a crucial strategic instrument for improving the business performance of MSMEs. International studies consistently confirm that structured marketing planning—covering market situation analysis, segmentation–targeting–positioning, marketing mix, and performance control—is positively correlated with increased sales, market growth, and business sustainability. These findings confirm that MSMEs with clear marketing plans tend to be more adaptive to market changes and have more measurable strategic directions.

Second, the results of the study show that the main weakness of MSMEs is not a lack of marketing activities, but rather weak marketing planning. Many MSMEs carry out promotions and marketing sporadically, based on the owner's intuition, without clear objectives and performance indicators. Scopus and Sinta literature reveal that this condition prevents marketing from contributing optimally to business performance, even though the intensity of marketing activities is quite high.

Third, the literature indicates that digital marketing is an important element in the Marketing Plan of modern MSMEs, but its effectiveness is highly dependent on the level of integration into marketing planning. Recent studies show that the use of social media, marketplaces, and digital platforms can improve MSME performance, but the impact is only significant when digital marketing is designed as part of a planned marketing strategy, not just daily operational activities.

Fourth, the results of the literature study show that MSME business performance is most often measured through marketing and financial performance indicators, such as sales growth, market share, profitability, and customer loyalty. Some studies also add non-financial indicators such as customer satisfaction and business sustainability as a reflection of long-term performance.

Discussion

The findings of this study reinforce the view that a Marketing Plan serves as a link between market orientation and the business performance of MSMEs. Theoretically, market orientation provides strategic value and direction, while the marketing plan functions as an operational mechanism that translates that value into concrete and measurable marketing decisions. Without a Marketing Plan, market orientation tends to stop at the level of understanding, not reaching strategic implementation that impacts performance.



The results of the study also confirm the relevance of the resource-based view and marketing capabilities perspectives in explaining the role of the Marketing Plan. In the context of MSMEs with limited resources, the Marketing Plan helps business actors prioritize the effective use of resources. With good planning, MSMEs are able to allocate marketing budgets, select the most potential segments, and manage the marketing mix consistently. This is in line with international literature findings which state that structured marketing capabilities provide a sustainable competitive advantage.

The discussion also shows that digital marketing does not automatically improve MSME performance. Many national and international studies confirm that digital marketing often fails to have a significant impact because it is not supported by clear marketing planning. In many cases, MSMEs are active on social media but do not have specific target markets, strong value propositions, or measurable performance indicators. Therefore, digital marketing must be positioned as an integral part of the marketing plan, not as a substitute for marketing planning.

In the Indonesian context, literature study findings show a gap between academic recommendations and SME practices. Most Sinta studies emphasize the importance of marketing and digital marketing strategies for SMEs, but few explicitly formulate a comprehensive and applicable Marketing Plan structure. This opens up space for this study to contribute to the development of a conceptual framework for MSME marketing plans based on scientific evidence across studies.

Synthesis of Findings and Implications

Based on the results and discussion, it can be synthesized that an effective Marketing Plan is a key factor in improving the business performance of MSMEs, especially when it is designed in a structured manner and integrated with digital strategies. A Marketing Plan not only functions as an administrative document, but as a managerial tool that guides strategic decisions, coordinates marketing activities, and controls business performance.

The theoretical implication of this study is the strengthening of the position of the Marketing Plan as a strategic variable in MSME studies, which bridges the concepts of market orientation, marketing capabilities, and business performance. Meanwhile, the practical implication is the need to assist MSMEs in developing a simple yet systematic marketing plan, covering market analysis, strategy, digital marketing programs, and measurable performance indicators.



Thus, the results of this literature study provide a strong conceptual basis for the development of an MSME marketing plan model that can be used as a reference in further research and in the practice of MSME development in Indonesia.

Managerial and Policy Implications for MSMEs

1. Managerial Implications for MSME Actors

The results of this literature study provide important managerial implications for MSME actors, particularly in marketing management as the main driver of business performance. The research findings confirm that a Marketing Plan needs to be positioned as a strategic managerial tool, not merely an administrative document or a formality of a mentoring program. Therefore, MSME actors need to change their marketing mindset from short-term, intuition-based activities to a planned process that is goal- and performance-oriented.

The first implication is the need for SMEs to develop a Marketing Plan that is simple yet systematic. A Marketing Plan does not have to be as complex as that of large companies, but it must include key elements such as market analysis, customer segmentation and targeting, value proposition formulation, and selection of a consistent marketing mix strategy. With such planning, MSMEs can avoid sporadic and unfocused marketing practices, which have been the cause of low marketing effectiveness.

The second implication relates to strengthening data-driven decision making. Literature studies show that MSMEs that have a marketing plan tend to be more disciplined in setting performance indicators, such as sales growth, number of customers, and loyalty rates. Therefore, MSME players need to get used to using simple data—for example, sales data, customer responses on social media, or marketplace visit rates—as a basis for evaluating and adjusting marketing strategies.

The third implication is the importance of integrating digital marketing into the SME Marketing Plan. Research findings confirm that the Marketing Plan will have an optimal impact on business performance if it is designed as part of a comprehensive marketing plan. SME players need to ensure that digital activities such as social media, online promotions, and marketplaces are in line with the target market, brand message, and business objectives to be achieved. Thus, digital marketing not only increases visibility but also contributes directly to increased sales and business sustainability.

The fourth implication is the need to strengthen the managerial capabilities of MSME owners. Since most MSMEs are managed directly by their owners, the ability to develop and implement a marketing plan is highly dependent on the



competence of these individuals. Literature studies show that limited marketing knowledge is often a major obstacle. Therefore, SME players need to actively improve their marketing and management literacy through training, mentoring, or self-learning in order to be able to translate marketing plans into consistent business practices.

2. Policy Implications for MSME Development

In addition to managerial implications, the results of this study also have relevant policy implications for the government and stakeholders in MSME development. The literature review findings show that various MSME strengthening programs have so far focused on capital and technical digitization, while marketing planning has often not been a major policy focus.

The first policy implication is the need to integrate a Marketing Plan as a core component in MSME coaching and mentoring programs. Government programs should not only encourage MSMEs to “go digital,” but also ensure that this digitization is supported by clear marketing planning. MSME mentoring should be directed towards the ability to develop practical marketing plans that are in line with the characteristics of micro and small businesses.

The second implication is the importance of standardizing a simple and easy-to-implement MSME Marketing Plan framework. The government and MSME support institutions can develop Marketing Plan templates or guidelines based on best practices sourced from scientific studies. This standardization can help MSMEs with limited managerial capacity to continue to carry out structured marketing.

The third implication relates to policies to increase the capacity of MSME human resources. Literature studies show that the successful implementation of a marketing plan is largely determined by the competence of the business actors. Therefore, MSME development policies need to place more emphasis on training in marketing management, digital strategies, and business performance measurement, rather than just training in technical production or the use of digital platforms.

The fourth implication is the need for cross-sector policy synergy in supporting MSME marketing. Local governments, financial institutions, universities, and business communities need to work together to provide ongoing assistance. Literature studies show that MSMEs that receive integrated assistance including in the preparation of marketing plans are more likely to improve their performance and competitiveness in a sustainable manner.





CONCLUSION

This study examines the role of SME Marketing Plans in improving business performance through a literature review of reputable international journals, nationally accredited journals, and academic books. The findings indicate that a well-structured marketing plan plays a strategic role in guiding SMEs to conduct more focused and measurable marketing activities through market analysis, target market determination, marketing strategy formulation, and performance evaluation. The literature also shows that the main challenge faced by many SMEs is not the lack of marketing activities, but the absence of systematic marketing planning, which often causes marketing efforts to be reactive and less effective in improving sales and competitiveness. In addition, digital marketing is increasingly important in modern SME marketing practices, yet its effectiveness largely depends on how well it is integrated into a comprehensive marketing plan. Therefore, SMEs are encouraged to develop simple but systematic marketing plans as a guide for marketing decisions, while policymakers and supporting institutions should strengthen SME assistance programs by emphasizing marketing planning capabilities. Future studies are recommended to empirically examine the relationship between marketing planning and SME business performance, including the roles of market orientation, digital capabilities, and other contextual factors in strengthening this relationship.

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