



Critical Success Factors for Sustainable Marketing: A Strategical Framework Using Key Performance Indicators in Small and Medium Enterprises (SMEs) Businesses in Oman

Ayman Nasser AL Shukri¹, Syuhaida Ismail²

¹PhD scholar, Ismail Razak Faculty of Technology and Informatics University Teknologi Malaysia Jalan Sultan Yahya Petra, 54100 Kuala Lumpur, ²Associate Professor, Dr. Syuhaida Ismail Razak Faculty of Technology and Informatics University Teknologi Malaysia Jalan Sultan Yahya Petra, 54100 Kuala Lumpur

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Abstract

Small and medium enterprises (SMEs) have limited employees, resources, and assets below a certain threshold. Many Oman's SMEs exited and disconnected their business in 2020 due to the absence of marketing planning and strategy and their inability to formulate strategic marketing plans due to the lack of financial liquidity from investors. This paper aims to develop a framework for marketing strategic planning for Omani SMEs by identifying the current marketing strategies, examining critical success factors (CSFs) affecting marketing strategies, and proposing the framework for marketing strategic planning for Oman's SMEs in the sales sector. Using the quantitative method, this study adopts a questionnaire survey on 364 Omani-owned SMEs in the sales sector. The paper's findings reflect that current marketing strategies are marketing mix strategy, social media marketing strategies, and online digital marketing; the problems in implementing marketing strategies are lack of marketing activities (marketing mix), branding, market fluctuation, and financial obstacles. The framework for marketing strategic planning for Oman's SMEs in the sales sector is expected to consist of pharmaceutical and medical products, foodstuffs, cosmetic and aromatic products, multi-goods warehouses, building materials, restaurants, and sales activities. The research provides for the effective outcomes of the SME sales business in Oman, owing to the success of KPIs and CSFs. These are the leading contributors to implementing the SMEs business in Oman.

Keywords: Critical Success Factors, Sustainable Marketing, Strategic Framework, Small and Medium Enterprises, Oman

Introduction

Small and medium enterprises (SMEs) and promoting stimulating entrepreneurship are the economic growth and social development tools. It relies on a single source of income, where

SMEs are a source of economic diversification (Bilal & Al Mqbali, 2015; Astuti et al., 2018; Sanyal and Hisam, 2018). The definition of SMEs is derived from the area, land, and country (Al Buraiki & Khan, 2018). The framework for SMEs' marketing and strategic planning is essential to social and economic welfare. For the oil-dependent economy, the growth of employment and the opportunity for businesses are available with SMEs. The lack of skills may be a significant issue that needs to be followed for a better opportunity in Oman through SMEs. It leads to an optimum business environment for the positive role of the enterprises in progress and extended marketing (Al Badi, 2019).

A marketing strategic plan for SMEs in Oman can provide a comprehensive outcome where the sufferings of the business could be minimised. The new market strategy needs to provide a revised procedure to ease the implementation procedures of SMEs in Oman. The continuity of the SMEs, especially in the early stages of the establishment, as the statistics of the Global Entrepreneurship Monitor National Report in Oman (GEM) showed that 10.8% of SMEs owners exit and disconnect the business in 2020 (Al Shukaili et al., 2022). This phenomenon is not new, as the statistics of the National Centre for Statistics Information (NCSI) presented a significant decrease in 2018 for companies registered with the Authority for SME Development in Oman by 37.6% compared to 2017 (Alqassabi, 2020). Similarly, the records at the Ministry of Trade, Industry, and Investment Promotion in 2018 showed that many SMEs cancelled registering in the Invest Easy portal (Alqassabi, 2020).

This indicates that SMEs may not continue after 5 years in business for several reasons, namely lack of marketing knowledge, lack of management skills, poor funding, and limited experience. It is followed by the point that SMEs in Oman are subject to failure during the first five years of their establishment because of the absence of marketing planning and strategy (Muthuraman et al., 2020). Ahmad and Pinedo Cuenca (2013) claim that for SMEs to benefit from the implementation process of the plans, they must evaluate the CSFs in the various stages of implementation to reduce the difficulties facing enterprises. In the Omani context, Magd and McCoy (2014) point out that many CSFs still have not received the appropriate attention from the Omani government. The problems are the lack of clarity in measuring performance, availability of financial information, and a clear explanation for the final closing of SMEs in the sales sector of Oman.

Literature Review

Marketing strategic planning is part of the Small and medium enterprises (SMEs) in Oman, where the critical consideration is enterprise support policy. It is followed by financial assistance, infrastructure support, enterprise culture, and marketing orientation (Gupta and Hoda, 2021; Mondal et al., 2021). The literature on these areas also included strategic planning, where the constructs are linked with the employment, sales, and capital of SMEs in Oman. For the SMEs and the little economic impacts, Oman SMEs are a significant policy source of development and boosting business areas. A SMEs expansion strategy depends solely on its economic situation and whether it is vital. SMEs can increase their expansion strategy through effective implementation (Siraj et al., 2018; Hilal et al., 2020; Al-Amri and Sharma, 2019). Knowing SMEs' marketing strategies is vital to maintaining their market share and position. Due to various concerns and challenges, it is significantly more difficult for SMEs to expand their growth tactics. These are different, where each SMEs business problem has a solution (Khan and Alam, 2019; Alraja et al., 2022; Magd et al., 2020; Dahleez and Abdelfattah,

2021). The significance of strategies for marketing transitions from one category to another, services are required, and the SMEs may evaluate external chances while keeping their internal strengths in mind.

According to the Global Entrepreneurship Monitor (2020), in Oman, SMEs are divided into several sectors: manufacturing, sales, personal services, consumer services, professional services, and other services. The sales sector occupies the highest percentage, 59%, followed by consumer services with 12%, followed by manufacturing with 9% (Bhandari and Mohite, 2022). As for the rest of the other sectors range between 4% and 2%, where SMEs are distributed in 11 Oman governorates. In the last few years, Oman has taken several steps to promote the development and expansion of SMEs (Bellakhal and Mouelhi, 2020). From manufacturing to sales, it is ranging from 2012 to date (Tsani et al., 2021). The costly features of customers are leading towards the use of the product by customers followed by the size and colour of the product (Barringer and Ireland, 2019; Kotler and Armstrong, 2017). There are three levels of a product or service that must be considered. SMEs account for around 90% of enterprises and more than half of all jobs in the globe (World Bank Group, 2022).

In emerging economies, formal SMEs account for up to 40% of national income in the form of gross domestic product (GDP). The informal SMEs are included for the better choices of marketing planning and developing strategies (World Bank Group, 2022). To accommodate the rising global workforce, it is anticipated that 600 million jobs will be required by 2030, making SMEs growth a top priority for many governments throughout the world (World Bank Group, 2022). The studies presented in Table 1 are reflective of the SMEs problems in the sales sector of Oman (Al-Hyari, 2020). The increase ratio of the taxes for many scholars and researchers is the increase of taxes. It considers the low-investment groups that are the leading presenters of SMEs in the sales sector of Oman. The regulation for the starting of the firm is paramount with low investment groups is the success and profitability of the SMEs sales sector in the business.

Table 1

Review of SMEs Business Issues and Role for Strategic Framework

Problems	Alaamri and Christina ,2014	Arshad et al., 2018	Ifinedo, 2018	Hill, 2018	Al-Hyari, 2020	Kasiri et al., 2020	Yew, 2020	(Alqassabi, 2020)	Brandt and Znotka, 2021	(Al Shukaili et al., 2021)	Ghaleb et al., 2021	Malik et al., 2022	Yusuf and Rajeh, 2022	Frequency
Lack of marketing activities (marketing mix),branding	✘			✘	✘		✘	✘			✘		✘	8
Challenges of SMEs(external environment) or market fluctuation		✘				✘	✘			✘		✘	✘	7
Financial obstacles and businesses lack capital to invest		✘			✘		✘		✘				✘	6
Lack of skills, knowledge, experience and training		✘	✘			✘					✘			5
Lack of effective management, especially inmarketing, finance, operations management and human resource management								✘				✘		2
Low-investment groups						✘	✘							2

Success and profitability of business			✕			✕								2
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Key Performance Indicators (KPIs) are commonly used by SMEs to evaluate their performance. KPIs are the foundation of a performance system that translates SMEs strategic plans into long-term objectives. Higher performance management is aided by the formulation of clear and attainable KPIs (Tsai and Cheng, 2012). ArcenildoValderes Da Silva Nunes (2012) argues that the success of SMEs depends on the integration of all their operations, starting with the creation of their strategies and ending with actions that contribute to achieving goals. As a result, the owners of SMEs will have the ability to manage the institutional performance to make a change in organisational behaviour and identify problems in the work in order to strengthen the organisational processes. Further, Tsai and Cheng (2012) classified organisational performance into three categories: financial, organisational performance and operational performance as shown in Table 2.

Table 2
Key Performance Indicators for Strategic Framework of SMEs

KPIs	Comesaa- and Prado-Prado, 2012	ArcenildoValderes Da Silva	Trivedi, 2013	Yahya et al., 2016	Ofori and Dzisi, 2014	Astuti et al., 2018	Huang et al., 2018	Al-Maskari et al., 2019	Aribisala and Olufolarin, 2020)	Frequency
<u>Strategic planning</u>										
KPIsmarket plan	✕	✕	✕		✕	✕	✕	✕		7
SMEsstrategy		✕		✕	✕	✕				4
KPI implementing market strategy	✕		✕			✕	✕			4
SMEs reporting system for KPI	✕		✕				✕			3
KPI Performance management							✕	✕		2
Operational management of SMEs	✕									1
Long term relationships							✕			1
<u>Financial</u>										
Sales growth		✕								1
Lack of capital									✕	1
<u>Organisational</u>										

KPIs	Comesaa- and Prado-Prado, 2012	ArcenildoValderes Da Silva	Trivedi, 2013	Yahya et al., 2016	Ofosu and Dzisi, 2014	Astuti et al., 2018	Huang et al., 2018	Al-Maskari et al., 2019	Aribisala and Olufolarin, 2020)	Frequency
Employees satisfaction	☒		☒					☒		3
Employees productivity								☒		1
<u>Operational</u>										
Market innovation/ marketing mix	☒	☒								2
Customers complaints				☒				☒		2
Market shares	☒									1
Quality of product and services		☒								1
Customers satisfaction		☒								1

Small and medium enterprises (SMEs) Framework Marketing strategic plan

The literature on current marketing is well supported by the authors, and it is reflected through the Key Performance Indicators (KPIs) for different models available in the small and medium enterprises (SMEs). For the constructs and SMEs frameworks, for the designing and better strategic planning for SMEs in different sectors and areas (Roopchund, 2019). However, the current marketing strategy and CSF are the central line of concern for many authors, namely xxx. These experts of SMEs literature and noted review of internationally published papers provides that CSF and KPIs are used in diverse frameworks, namely Barringer/Ireland Business Model. Adopted from (Barringer and Ireland, 2019) developed at earlier stages, and the same is the case with the conceptual framework, which is divided into three different objectives with a focus on KPIs and CSF as contributors to current marketing strategies.

The conceptual framework provides for the contributing factors' interlinking variables and is developed while combining these variables used and taken from the literature (Nwankwo and Kanyangale, 2020). It includes the products and services that are possible contributors. (SMEs) advertising understanding, these agencies cannot grab the attention of target markets. The business world has become very competitive, and effective advertising and marketing campaigns are vital to a SMEs success (Amjad and Za'atar, 2020). It is also stated that Oman's SMEs have advertising management challenges as a result of the benefits from the marketing and affecting CSFs. Based on the study's stated research objectives, the factors affecting SMEs' KPIs in implementing Oman's marketing strategies are proposed as the following framework in Figure 1. In this respect, the effect of current marketing strategies, CSFs

effecting successful marketing strategies, problems in implementing marketing strategies, on KPIs of SMEs in implementing marketing strategies is developed in the following conceptual framework.

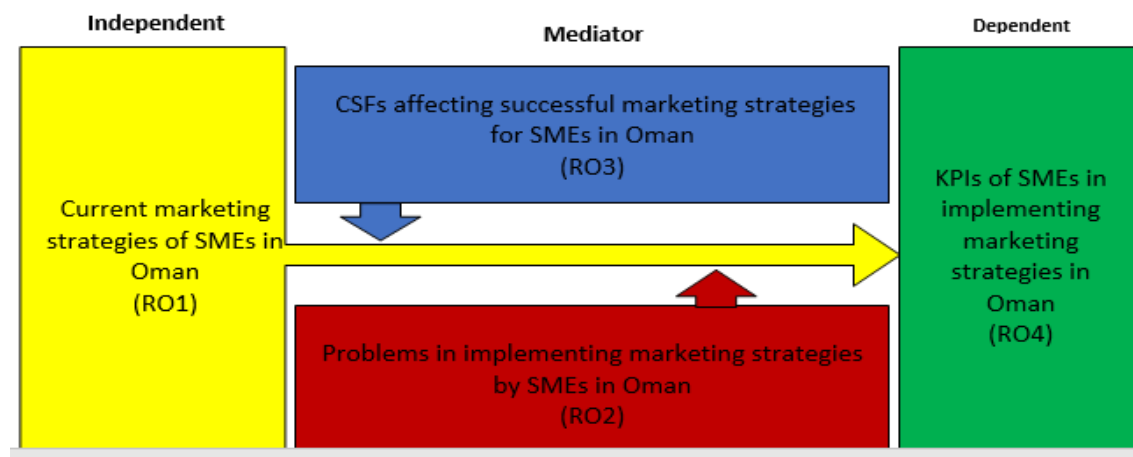


Figure 1: Proposed marketing strategic plan framework of SMEs in the Sales sector in Oman

Source: Author's

Methodology

This research methodology focuses on a technique that was used in this study to get the desired outcomes (Nwankwo and Kanyangale, 2020). The cross-sectional design provides for the collection of the data of different individuals at a single point of time. Quantitative research aids researchers in collecting data via surveys, then converting statistics to numerical representations. It is so that unique statistical evaluations can be conducted to benefit a final conclusion in the form of interpretation of data (Alam and Alam, 2019; Al-Hinai et al., 2018). The use of close-ended questions in the quantitative research design provided the researcher in gathering information through approaching the concerned participants (Shukaili et al., 2018).

Deductive approach through small and medium enterprises (SMEs) has the capability and potential to grow their business (Khan and Alam, 2019; Alraja et al., 2022; Magd et al., 2020; Dahleez and Abdelfattah, 2021). It is followed by financial assistance, infrastructure support, enterprise culture and the marketing orientation variables. SMEs growth strategies rely heavily on these most critical capabilities (Al-Amri and Sharma, 2019; Al Qubtan and Gan, 2020; Al Shabibi, 2020). The quantitative evaluation is helpful for the Statistical Package of Social Sciences (SPSS) and content analysis. Quantitative outcomes have produced the same outcomes, and have effectively every day conjectured this study, which is an excellent goal of the researcher (Magd et al., 2020; Dahleez and Abdelfattah, 2021). SME are included in the sample based on Krejci and Morgan formula of sample size determination.

Simple random sampling is employed to choose the pattern from the population of this study. The sample size based on the number of participants is 364 as the sales sector owners are up to 7,085 (National Centre for Statistics and Information, 2022). The most significant advantage of employing the simple random sampling technique is that it allows respondents to actively participate in the research (Al Buraiki and Khan, 2018). Small and medium enterprises (SMEs) samples are chosen based on their own preferences rather than against the research methods (Siraj et al., 2018; Hilal et al., 2020). There are 364 Omani sales sector

participants selected based on the formula of Krejcie and Morgan, 1970 as shown in table 3. The letter N stands for the number of SMEs and the symbol S represents the appropriate sample size.

Table 3

Sample size from the population (Krejcie and Morgan, 1970)

N	S	N	S	N	S	N	S	N	S	N	S
10	10	85	70	220	140	440	205	1200	291	4000	351
15	14	90	73	230	144	460	210	1300	297	4500	354
20	19	95	76	240	148	480	214	1400	302	5000	357
25	24	100	80	250	152	500	217	1500	306	6000	361
30	28	110	86	260	155	550	226	1600	310	7000	364
35	32	120	92	270	159	600	234	1700	313	8000	367
40	36	130	97	280	162	650	242	1800	317	9000	368
N=number of SMEs owners S=number of Sample Yellow area =Number of o population of this study											

Survey instrument of the research is used in this research. A questionnaire is developed, structured questionnaires in order to test the reliability of the questionnaire before data collection (Connelly, 2008). It allows for the collection of enormous amounts of data from a wide range of people in a short space (Al Maamari and Bhuiyan, 2021; Al Harrasi, 2020; Bose et al., 2019; Tsani et al., 2021). At a cheap cost, and in an environmentally friendly manner the questionnaire objects, such as language, name, and questions, were simple, clean, smooth, and unambiguous are effective for SMEs businesses. The questionnaire also focused on the biographical information of the respondents from the SMEs business (Al Harrasi, 2020; Bose et al., 2019; Tsani et al., 2021). The statistics for quantitative studies are gathered using SMEs marketing strategies (Al-Amri and Sharma, 2019; Al Qubtan and Gan, 2020; Al Shabibi, 2020).

Analysis and Discussion

The demographical contribution of the participant's share based on their experience, education, age, and relevance to the study, as well as their participation in the study. The Authority of Small and Medium Enterprises Development-Head office provides 61 participants with 16.75% (11 years of experience). This follows the Authority of Small and Medium Enterprises Development with 55 participants that share 15.01% (09 years of experience). There are 28 participants from Oman Chamber of Commerce and Industry with 7.6% (13 years of experience) and Entrepreneurship Center at the University of Nizwa (17 years of experience) with 49 respondents having 13.46% contribution. Further, the Entrepreneurship Center, University of Applied Sciences and Technology - Al-Dakhiliyah provided 15.65%, that is 57 participants (12 years of experience). The 41 owners of SMEs are included with the 11.26% (19 years of experience), which follows the respondents from National Center for Statistical Information with 73 participants that is the 20.05% (7 years of experience) of entire contribution to this research (Siraj et al., 2018; Hilal et al., 2020).

The Small and medium enterprises (SMEs) current marketing strategies with the Critical Successful Factors (CSF) focus provides for the implementation of the marketing strategies in Oman (Al Harrasi, 2020; Siraj et al., 2018). It offers the relevant years of organisational experience needed to address issues through knowledgeable staff and support the effective

application of marketing strategies in Oman. The participants' organisational experience in answering the questions reveals the higher value of originality that is reflected in this study. This provides the years of the organisational experience that is to address the problems through the well-experienced staff, which support the smooth implementation of the marketing strategies in Oman. The organisational experience of the participants involved in the response of the questions indicates the higher value of originality reflected through this research. Out of the total 23 years of the experience, the last two decades are connected as the rising share of experience for the SMEs sales sector in Oman. The statistical analysis on the framework of marketing strategies for SMEs sales sector in Oman provides the use of Statistical Package for the Social Sciences (SPSS) software using each item of the research in a numerical format (GUPTA, and HODA, 2021: Mondal et al., 2021). The overall case processing summary as provided against the number of respondents is 364 valid over the values of 100% with no exclusion of the item or the question used for the statistical analysis. Table 4 shows Case Processing Summary

Table 4
Case Processing Summary

		N	%
Cases	Valid	364	100.0
	Excluded ^a	0	.0
	Total	364	100.0

a. Listwise deletion based on all variables in the procedure.

The research analysis for the statistical significance and the consideration for the accuracy of research instruments, which reflects a consistency for the SMEs sales sector (Hilal et al., 2020; Al-Amri and Sharma, 2019). It includes the measurement of reliability for the attempt to provide for the values that range between 0 and 1. The value between 0 and 1 helps in identifying the current marketing strategies of SMEs and assess the problems in implementing marketing strategies by SMEs in Oman, which propose critical success factors (CSFs) affecting marketing strategies for SMEs in Oman. This is reflective of the investigation on SMEs' key performance indicators (KPIs) that are contributing and helping in implementing marketing strategies for the sales sector of Oman. The overall reliability outcomes from the response of 364 participants resulted in a value of (.904) showing the higher reliability ratio. Table 5 shows Reliability Statistics

Table 5
Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.904	.892	52

The reliability value for this research contains 364 respondents where the reliability value for each indicator is between (.810 to .910), showing a stable and significant internal consistency. It is provided for each of the values interlinked with the 52 items. The values of cronbach are tabulated and mentioned below against each variable constructed for the framework of SMEs

marketing strategies in the sales sector of Oman. Table 6 indicates the values of cronbach that are more than .810 for current marketing strategies, .816 for CSF affecting marketing strategies in Oman. It includes the problem of implementation for marketing strategies at .831 and the KPI of SMEs in implementing marketing strategies with values of .833, showing a high reliability stage of acceptance.

Table 6
Reliability of Each Variable

Variable	No of Items	Cronbach	Reliability Stage
Current Marketing Strategies of SMEs in Oman	12	.810	High
CSF Affecting Successful Marketing Strategies for SMEs in Oman	11	.816	High
Problem in Implementing Marketing Strategies by SMEs in Oman	13	.831	High
KPI of SMEs in Implementing Marketing Strategies in Oman	16	.833	High

Two-way mixed effects model where people effects are random and measures effects are fixed.

- The estimator is the same, whether the interaction effect is present or not.
- Type C intraclass correlation coefficients using a consistency definition-the between-measure variance is excluded from the denominator variance.
- This estimate is computed assuming the interaction effect is absent, because it is not estimable otherwise.

The fit model that supports the redirecting and overfitting of values for the framework is evident in the principle component analysis for the SMEs framework to manage the marketing strategies. The framework elements of current marketing strategies, CSF affecting marketing strategies, implementation issues, and SMEs' key performance indicators (KPI) are appropriate for overcoming challenges through conventional and novel features. The hidden trends in data are the data exploration, visualisation and enhance the accuracy of the framework used for this research. The values from .7 and above are near to the accuracy level of 1 demonstrating the viability of the framework as well as the outcomes in a professional manner.

According to Dahleez and Abdelfattah (2021) and Brandt and Znotka 2022, the framework for the marketing strategic plan for SMEs in Oman's sales sector ensures the successful performance of each variable contributed to this research (Brandt and Znotka, 2021). The characteristics of statistical measures for the degree to which one variable's value predicts the change in another variable are referred to as the Pearson correlation coefficients (Dahleez and Abdelfattah, 2021). The increase and decrease value between +1 to -1 and equal to 0 is reflecting the relationship among the variables. For that matter, the current marketing strategies are in correlation with CSF having positive values of 0.409, which follows the problems in implementation of marketing strategies at 0.157. These are showing the effective

use of variables to develop a framework where KPI of SMEs are showing positive relation with implementation having value of 0.340. The existence of the problem is justified with a CSF value of 0.316 and IMS at 0.421 as the positive values showing the relationship among the constructs.

Table 7
Correlation Results

Description	CMS	CSF	IMS	KPI SMEs
Current Marketing Strategies of SMEs in Oman	1			
CSF Affecting Successful Marketing Strategies for SMEs in Oman	0.409	1		
Problem in Implementing Marketing Strategies by SMEs in Oman	0.157	0.316	1	
KPI of SMEs in Implementing Marketing Strategies in Oman	0.340	0.164	0.421	1

The multivariate role of variables used for the development of the framework is provided by the hotelling's T-square test. The hotelling's T-square test is providing the function of each variable used for the development of the framework. It is the relationship between the variables that are considered for this research and accounting the consistency of results for the variables. The multiple analysis of the variance among the variables selected for the framework development of SMEs in the sales sector of Oman is significant at .000. The value of .000 is reflecting the positive and indicative relationship among variables that can be used for the selection. Table 8 shows Hotellings T-Squared Test

Table 8
Hotelling's T-Squared Test

Hotelling's T-Squared	F	df1	df2	Sig
.000	339.	43	48	.000

a. Hotelling's T-Squared.

The results from the statistical analysis that share the significant contribution of the data towards the framework development of the SMEs marketing strategy in Oman are consistent with the hotelling's squared test (Reijonen et al., 2021). The appropriate use of the variables for the current marketing strategies is shown, and the crucial success factors for SMEs in Oman are then discussed. The hotelling's squared test is in consistency of the results from the statistical analysis that share the significant contribution of the data towards the framework development of the SMEs marketing strategy in Oman (Yew, 2020).

The marketing strategic plan for the SMEs sales sector implies effective and useful data analysis from the values that are provided concerning the data input through the questionnaire. This is explained in terms of the two-step algorithms that provide the inputs of 52 numbers. These are divided into two clusters. The cohesion and separation of the data cluster is between 0 and 1. This denotes the -0 to +1, which reflects, in this case, marketing strategies for sales sector SMEs to adopt proper and indicative measures of statistical data analysis. According to the provided data, the dense cluster is the high value that shares the

appropriate object or data for evaluation. A fair result of the model summary indicates the immediate improvement required for Oman's sales sector, which follows the implementation of KPIs and CSF. Table 9 illustrates the Model Summary

Unlike the cluster quality of the model summary, reflects the overall r value at 1.000, which provides a strong relationship of the variables towards the development of an SMEs strategic framework. The larger value of r from 0.7 and above is the strength of the linear relationship between the chosen constructs or variables. The positive indication of the values is estimated with the better performance of the KPI in SMEs of the sales sector. The adjusted p-value is similar to 1.000, showing powerful support for the framework development in terms of marketing strategies and the current role of SMEs in Oman's sales sector. The r square change is the considered area of pointing to the value of 1.000 as output from the SPSS data analysis, which reflects the F change at 347 values. The Durbin-Watson statistic always has a value between 0 and 4, which shows that this research is effective. This is because the Durbin-Watson value of 2.098 is unfolding an autocorrelation, which means that no manual addition has been added to this data (Tondel and Ahairwe, 2020; Balasubramanian et al., 2021).

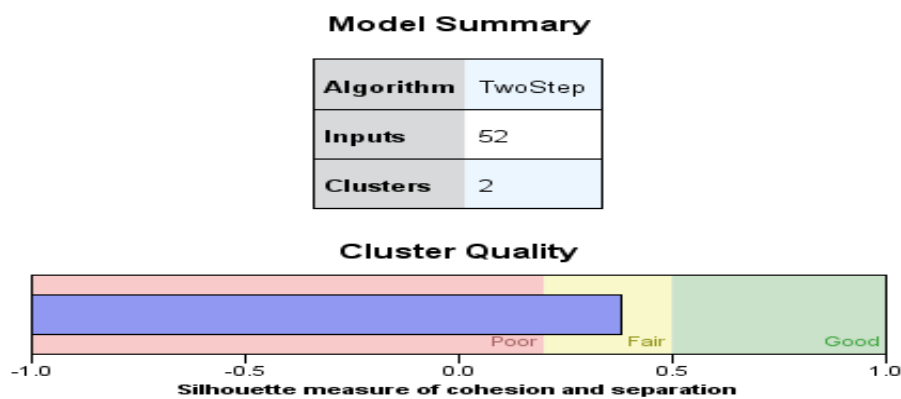


Table 9
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	1.000	1.000	1.000	.000	1.000	347.	42	348	382.	2.098

- a. Predictors: (Constant)
- b. Dependent Variable: KPI SMEs in Implementing Marketing Strategies in Oman

Figure 1 Model Summary of the Quantitative Results

The analysis of the framework development incorporates the marketing strategies of the SMEs sales sector in Oman (Tondel and Ahairwe, 2020; Balasubramanian et al., 2021). The data obtained from the findings of pilot study, followed by the full data analysis of the questionnaire adopted against each indicator of the framework. This provides the use of variables for the framework development through the constructs that include a) Current marketing strategies of SMEs in Oman. b) CSF affecting successful marketing strategies for SMEs in Oman. c) Problems in implementing marketing strategies by SMEs in Oman. d) KPI of

SMEs in implementing marketing strategies in Oman. For the development of the framework, there is arrangement of SMEs contribution from the sales sector which reflects the team role, SMEs as organisation and individual or owner contribution to the sales sector of Oman (Wichmann et al., 2021).

Conclusion

Sarraaf and Nejad (2020) provided the extent of research on the marketing framework for strategic planning of the Small and medium enterprises (SMEs) in the sales sector of Oman providing the characteristics of already used frameworks. These are the categories of marketing within the sales sector while less focus is given towards the implementation. For SMEs' integration with investing and the working of employees in a particular way, there is no proper training or use of critical success factors. Sales generally are unable to foretell the preliminary factors influencing SMEs' success unless appropriate training or technological integration is made. In marketing, where customer satisfaction and quality of goods, marketing expertise and similar growth in sales are required. For the SMEs sales sector, the existing frameworks provided the gaps in proper implementation of marketing strategies and supported the direction.

The body of knowledge on the strategic planning of SMEs marketing ensures the effective integration of technology with social media and online sources are utilised. The role of skills for SMEs sales success is enabled by the framework development and validation provided by expert opinions. Academics are expected to play a useful and helpful role in outlining future marketing and strategic planning strategies as a result of the improved performance for the research and recognition of problems in the country's revenue industry. The improved performance for the investigation and identification of problems in the sales sector of Oman is determined to bring a useful and supportive role for academics in outlining future marketing and strategic planning strategies.

This research recommended using critical success factors that provide for the areas of task success of sales sector implementation in Oman. The marketing factors for the small and medium enterprises indicate the advertising and marketing activities where the low operational capital is the establishment of SMEs sales sector business. The recommendation for the direct interaction of SMEs business in sales provides effective use of current marketing strategies and resolving the problems of SMEs implementation in Oman. It is recommended that marketing knowledge with working and money capital with effective human resource integration with technology is a commercial enterprise through which there is a possibility of identifying the new SMEs markets.

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