

Sustainability of Small and Medium Enterprises (SMEs) and Marketing Insights on the Critical Success Factors for the Sales Sector of Oman

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Abstract

The sustainability of the marketing insights on the critical success factors for the sales sector of Oman is the misplaced orientation of small-scale business. This reflects the need for critical success factors for using the small and medium enterprises (SMEs) sales sector that drive businesses to explore the practical outcomes of sustainability. The objectives of this paper are to investigate the sustainability of the SMEs in the Omani sales sector and to assess critical success factors of the sales sector in Oman that include the latest technology, working capital, marketing knowledge, advertisement, marketing control, operations management, and outsourcing access environment. These factors are analysed and tested through the Statistical Package for Social Sciences (SPSS) software with the correlation, regression, and reliability tests. The result of the paper provides the effective critical success factors role in the sustainability of small businesses in the sales sector of Oman. It shares the marketing insights for the managers, stakeholders, and workers of the sales sector of SMEs in Oman. The practical implications of the research are extended to the authorities of small businesses that are related to the policy formulation and small-scale business decisions in Oman.

Keywords: Sustainability, Marketing Insights, Critical Success Factors, SMEs Sales, Oman

Introduction

The marketing insights for the sustainability of small and medium enterprises (SMEs) through the use of critical success factors indicate the significant influence on the sales sector in Oman (Ismail et al., 2022). It is the business extension for the progressive share where the SMEs are demonstrating the bandwagon system of SMEs business (Eze et al., 2021). As entrepreneurship is the important driver of economic growth and well-being, the role of SMEs is productive for innovation and employment. The economic dynamism of sustainable SMEs is inter-linked with the marketing insights of the sales sector (Al Qubtan & Gan, 2020). The growth of the small and medium enterprises provides for the associated enterprise roles for the companies and small-scale businesses (Thottoli & Ahmed, 2022). The considered critical

success factors are the effective and efficient management of achieving the business objectives in a professional manner (Nusair et al., 2018). SMEs are regarded as the gradual tools for economic development and business performance where entrepreneurship influences the resources that are beyond the controlled resources.

The resources for the SMEs use and sustainability reflects the sales enterprise support for the small-scale businessmen in Oman. It provides for the opportunities of resources at the disposal of importance and sustainable livelihood (Gani et al., 2021). The opportunities for the disposal of sales resources reflect the business enterprises for the determination of SMEs success and failure over using the critical success factors. The environmental factors and the demographic consideration of less-educated and small business owners provides for community safety and promotion of self-dependency (Aldaas et al., 2022). It is the culture of powerful engagement with the living of business entrepreneurs that is an excellent opportunity for managerial and human resource skills (Abdelfattah et al., 2023). The essential skills for the critical success factors include the latest use of technology, working capital, marketing knowledge, advertisement, marketing control, operations management, and outsourcing access environment (Basri & Siam, 2019). These critical success factors are supportive of SMEs capital and sales environment with respect to marketing and orientation for enterprise culture and infrastructural support towards the financial assistance (Gharib et al., 2023).

The significant role of CSF for the revenue expansion indicates the vital success of SMEs in a timely and successful environment where the focus on the task of success is attributive (Enzenbacher, 2020). The marketing factors are the vital interests for the low operational capital and measurement towards the extremely expanding method of SMEs business. SMEs expansion of business revenue is the critical success criteria that guarantees the commercial desire for conducting behaviour towards the direct interaction of SMEs business management (Sanyal et al., 2020). The crucial elements of success are trending towards cutting-edge technology without-sourced marketing management of problems and human resource management of separate elements. The marketing knowledge and use of technology in the sales sector of Oman is the main scope of this research that follows integration of marketing strategy through the use of critical success factors. Thus, this paper sets the objectives of (pls ensure it is tally with what you said in abstract). Explain what s the contribution of this paper to Oman agenda/policy and way forward.

Literature Review

Critical success factors for the small and medium enterprises (SMEs) sustainability and business marketing strategies in Oman indicate standard living of business enterprises in Oman (Nusair et al., 2022). It is the managerial skills of human resources that are used in the marketplace with multiple outcomes from the studies on SMEs (Nizar & Matriano, 2022). The earlier research on the SMEs provides a crucial role for sales in Oman. It is because of socioeconomic development and diversification efforts (Alraja et al., 2020). These are highly competitive environments of business that underlined the determination and good understanding of business obstacles for the breaking of challenges in SMEs (Sibani & Salim, 2021). Small business alignment with critical success factors provides for the use of capital and many of the SMEs struggle to secure the funding required for high-risk investment. The struggle for the sales sector in Oman is to access sustainability with continuous efforts of securing the finances (Salem et al., 2023). The conventional lending institutions in Oman are

provided with the SMEs operations, support from the purchase equipment, and development.

The developmental opportunities of SMEs and the use of human resource skills are connected with SMEs to form an approximate enterprise percentage of 99% with 99.7% in developing countries (Al Busaidi et al., 2019). The SMEs businesses provide for the direct contribution of employment, where SMEs critical success factors are contributing to 60% of the global workforce (Gumel & Bardai, 2023). The Gross domestic product (GDP) contribution of the world economy through SMEs is 90% to the United Kingdom (UK), 95% to the United States of America (USA), and 97% in Japan. It is the significant contribution of SMEs for the global economies, where the south-eastern coast of the Arabian peninsula is connected with 25%. The critical success factors of SMEs for the Omani government are the use of multiple steps considered for the 85% oil-dependency (Matriano, 2019). Government contributing for the sources of opportunities and economies provides for the 13.1% reduction of unemployment of youth. The encouragement from the support of small businesses provides for the multiple diversifications of an economy that is based on oil dependence (Mishrif & Khan, 2022).

The efforts for the SMEs critical success factors are the realization of efficient economic diversification with Oman Vision 2040 (Magd & Karyamsetty, 2021). The national programme for the success of critical success factors engaged the stressful enterprise development, which reflects the efficacy of programs in a useful manner (Aldaas et al., 2022). SMEs businesses reflect the impediments of larger businesses where technological integration is required with respect to the potential growth of challenges for the SMEs success in Oman (Tawfik et al., 2022). The use of latest technology, working capital, marketing knowledge, advertisement, marketing control, operations management, and outsourcing access environment is significant for the successful SMEs sales sector in Oman (Effiom & Edet, 2018). The internal challenges for the sales sector of Oman also included the inadequate operational management, marketing strategies, human resource use, and effective use of managerial skills.

The earlier research on the sales sector of Oman reflects the insightful change in the facilitation of entrepreneurs with effective financial management (Ammal & Al-Sakiti, 2022). This indicates the operations of the sales sector that streamlines the operational arrangement for enhanced productivity and it allows us to compete with larger companies (Imran et al., 2021). The improved sales sector indication unfolds the communication for the customs or automated messages with data accessibility for the customers (Al Balushi et al., 2019). The marketing control and sales strategies implies for the altered sales growth which is to evaluate the strategies in a timely manner (Al Amri et al., 2021). The in-depth product services, experiences and the benefits are the realization of a SMEs relationship, which is reassuring the choice of customer in a reliable manner (Aljuwaiber, 2021). The characterization of external factors which is working capital and outsourcing of access environment, is contributing towards the sustainable practice of SMEs in the sales sector of Oman.

The critical success factors provide the criteria that give assistance for establishing the company in the desired and successful manner. There are purposes for conducting behaviour studies that are based on SMEs (Kasiri et al., 2020). It is to investigate if there is a significant link and direct interaction between these aspects impacting SMEs company management (Arshad et al., 2018; Kasiri et al., 2020). Lack of marketing knowledge, money, working capital, and capital are all crucial success elements for SMEs. Access to cutting-edge technology as well as outsourced access to the environment for problem-solving. Marketing management,

operations management, and human resource management are all separate elements, as are SME growth plans for operations of SMEs in Oman.

Table 1:

Research on critical success factors (csfs) of marketing strategies for small and medium enterprises

Critical Success Factors (CSFs) of Marketing Strategies by Small and Medium Enterprises(SMEs)	Ifinedo, 2018	Arshad et al., 2018	Peña et al., 2019	Hysong et al., 2021	Ghaleb et al., 2021	Yusuf and Rajeh, 2022	Malik et al., 2022	Frequency
Latest technology				✗	✗	✗	✗	4
Working capital					✗	✗	✗	3
Marketing knowledge					✗	✗		2
Advertising management	✗				✗			2
Marketing control				✗		✗		2
Operations management		✗					✗	1
Outsourcing access environment						✗		1

The review of the literature provides for the critical success factors affecting the SMEs survival, where Oman is a poor managerial experience (Rahman, 2022). This is because of the lacking training skills and the useless tools technology. The enterprise capabilities are performing the feasibility of financial management that is included with marketing and effective operational management (Mishrif & Khan, 2021). Allocation of the specific products and the market needs with the demand of sales sectors is interconnected with the useful managerial skills that are part of critical success factors in Oman (Ghouse et al., 2019). The unfamiliar outsourcing of the cost reduction was the lack of administrative and skills of enterprise for the smooth functioning and sustainable practices for low performance and the critical success factors for SMEs sales sector in Oman.

Methodology

The research inconsideration for the marketing insights of critical success factors in the sales sector of Oman implied the quantitative research approach (Alpenidze et al., 2019). The collection of data from the managers, staff, stakeholders, and workers of the sales sector in Oman provides the use of survey research instruments (Musawa & Ahmad, 2019). The survey research instrument is developed through the critical success factors of latest use of technology, working capital, marketing knowledge, advertisement, marketing control, operations management, and outsourcing access environment (Arslan et al., 2023). Each factor is divided into 6 items using the five likert-scale options from “strongly agree, agree, neutral, disagree, and strongly disagree” (Tehseen et al., 2023). These likert-scale options are to ease the responses of participants with closed-ended questionnaires (Magd &

Karyamsetty, 2021). This questionnaire helps in the collection of data from the sales sector participants on the critical success factors, that is sustainable for the marketing insights and sustainable strategies in SMEs sales sector of Oman (Akram, 2023).

The collection of the data is chosen from the governorate of Muscat, where most of the small and medium enterprises (SMEs) businesses are operating in a remote manner (Albimani, 2022). These include the manufacturing, wholesale, retail-trade, auto-repair, and construction areas of the sales sector where survey research instruments are used for the collection of data (Rakshit et al., 2021). The collection of data is based on the population of Muscat areas of research study where the population size indicates the sample of 341 that is appropriate according to the Krejcie and Morgan sample size determination (Qalati et al., 2021). The face-to-face distribution of survey questionnaires among the participants of sales sector SMEs in Oman provides for the effective responses over critical success factors for marketing insights in Oman.

For the analysis of collected data, the research survey instrument unfolds the demographic information of participants that include the age, gender, year of experience in SMEs, and level of education (Philbin et al., 2022). The section of the survey is divided among the critical success factors, where elicited suggestions of respondents are included for the marketing insights of SMEs sales sector in Oman (Al-Shabibi, 2019). It includes the use of sustainable practices for the small businesses and its relevance for the internal and external challenges of SMEs businesses in Oman. The Statistical Package for Social Sciences (SPSS) software version 20 (statistical software package for social sciences) provided the useful results in the form of correlation, regression, and coefficient with reliability results from cronbach are provided by the current sales sector of Oman in SMEs.

Analysis and Discussion

The critical success factors for the small and medium enterprises (SMEs) marketing insights of the marketing strategies and sustainability provides the demographic information from male 76.03% followed by the female percentage of 23.97%. The age of the participants is 25 or the smaller number of age with frequency of 14 and 3.36%. It followed the age between (26-36) having frequency of 177 which is showing the percentage of 52.16% and age between (37-47) having frequency of 128 with 37.93% of participation in the data collection process. The age between 48 and above are calculated with the frequency of 27 that leads to 7.16% of participation in the responses to research questionnaires. The background of education for the secondary or less education is calculated with the frequency of 60 that is 18.08% followed by the diploma education of 90 frequency which is the 26.91% of the entire participants. The educational background for the 125 number of participants with 35.11% are indicative for the master education with frequency of 53 that incorporates 14.77% of the participation. The employment ratio of public sector SMEs in the sales sector are engaged with the frequency of 169 with 47.05% provided for the private sector SMEs in the sales sector, those participating in the research are having frequency of 94 that are showing 28.01%. There are 61 participants with 19.01% from the entrepreneurs, those are also unemployed participants with 27 number of participants while it has 8.04% of responses. Table 1 summarises the ase Processing Summary

		N	%
Cases	Valid	341	100.0
	Excluded ^a	0	.0
	Total	341	100.0
a. Listwise deletion based on all variables in the procedure.			

The case processing summary provided with the responses those are used for this research on marketing insights of the SMEs sustainability in the sales sector of Oman. It is the distribution of questionnaires that are incorporated with the number of participants N=341 that shows a reasonable number of entries are included in the analysis of data on critical success factors of latest use of technology, working capital, marketing knowledge, advertisement, marketing control, operations management, and outsourcing access environment.

Table 2

illustrates Reliability Statistics

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

The reliability statistics of the critical success factors are incorporated with the value of .904 as the highly reliable and fit instrument of research is used for the research. It reflects the standardised items of cronbach at .892 which is fruitful for the overall results and reliability of the research. The accumulated results of the reliability indicate the progressive contribution of this research to the issue of sustainability in the sales sector of Oman through the marketing insights of critical success factors.

The details of reliability for each factor that is providing the critical success factors contribution towards the marketing insights of the sales sector in Oman. It is the incorporation of sustainability of SMEs through the 06 number of items of each factor that is contributing directly with the value of latest technology at .811 as the reliable outcome. Similar is the case with working capital, which is an essential element of SMEs sales sector business in Oman, that is standing at .910 high ratio of reliability. The role of the advertisement factor for the sustainability of SMEs is critical as .703 is the reliable result of the data given against the requirement of advertisement as a critical success factor. The marketing control at the .711 with 06 number of items are correlated with the effective role as operation management of .813 is at the highest reliability. The outsourcing access to the environment is an equal contribution for the SMEs sustainability provides for the .771 with dependency of marketing insights at .855 as the reliable value of data to be fit for practical contribution.

Table 3
 shows Reliability of Each Factor

Table 3 Reliability of Each Factor			
Variable	Number of Items	Cronbach	Reliability Stage
Latest technology	06	.811	High
Working capital	06	.910	High
Advertisement	06	.703	High
Marketing control	06	.711	High
Operations management	06	.813	High
Outsourcing access environment	06	.771	High
Marketing Insights	06	.855	High

The correlation analysis of the values for the critical success factors indicates the reflective outcomes for the marketing insights into the SMEs sales sector in Oman. It shows the positive association between the factors as the value between +1 to +0 is unfolding the positive relations between the variables connecting the SMEs sales sector with the sustainability of the sales sector in Oman. The marketing insights values at 1 are significant in terms of its relationship with the working capital of 0.409, which follows the outsourcing access environment at 0.316 and it reconnects the 0.421 value of advertisement factor. The marketing control value of 0.283 with the operation management at 0.249 that provides the effective role of latest technology 0.196 value for the SMEs sustainability. The values of the correlation between 0 to 1 are indicative for each of the critical success factors for the valuable contribution to SMEs sustainability and useful marketing insights into the SMEs sustainability in Oman.

Table 3 illustrates Correlation Results

Table 3 Correlation Results							
Description	LT	WC	MK	Adv	MC	OM	OAE
Marketing Insights	1						
Working capital	0.409	1					
Outsourcing access env	0.157	0.316	1				
Advertisement	0.340	0.164	0.421	1			
Marketing control	0.131	0.316	0.111	0.283	1		
Operations management	0.123	0.157	0.216	0.157	0.249	1	
Latest technology	0.340	0.340	0.164	0.340	0.164	0.196	1

The correlation values of the SMEs critical success factors are providing for the variation among the variables in terms of strength and weaknesses. The shared value of significance at .000 for Analysis of Variance (ANOVA) in Table 5 is providing a grand mean of 3.71, showing effective and useful outcome for critical success factors in Oman. The Cochran's test with ANOVA reflects the significant working of critical success factors and its impact on the sustainability of the SMEs sales sector in Oman. The statistical difference between the items and the critical success factors is progressively applicable to the means difference which

provide effective outcomes for the SMEs sustainability and applicability of results for the sales sector of Oman.

		Sum of Squares	df	Mean Square	Cochran's Q	Sig
Between People		2457.153	340	7.227		
Within People	Between Items	5423.327	51	106.340	5394.272	.000
	Residual	12061.346	17340	.696		
	Total	17484.673	17391	1.005		
Total		19941.826	17731	1.125		
Grand Mean = 3.71						

The analysis of the data provides for the model summary that is the overall analysis of data, which provides for the significant values of 1.000. Equal value of .000 for the critical success factors, including 1.000 as the R Square change as the practical use of the SMEs sales sector in Oman. The values are operating at the running regression with significant outcomes, and it distributes the effective and useful result. Critical success factors for the marketing insights and sustainability of SMEs sales sector in Oman is critical and applicable from the given results of SPSS software in the form of model summary. The variation of relative contribution for independent variables is the total variance that is contributing and practically supported for positive response to the query of this research.

The discussion on the critical success factors for the marketing insights of SMEs sales sector provides for a critical and useful role in referring to the sustainable practices. The marketing factors for the SMEs businesses engaged with the task of success with the expansion of revenue earning from the technological use and marketing analysis. The advertising and marketing activities are provided with an extremely expensive method of operational capital that is making a larger and difficult share of small businesses. The establishment of commercial activities using marketing control and direct aspects of SMEs business impacts. Working capital and the marketing knowledge are redistributive for the sustainability of the SMEs sales sector in Oman. It is the use of effective advertising for SMEs through the marketing initiatives as it identifies the new markets for the product of SMEs in the sales sector Oman.

Table 6
shows Model Summary

Model	R	R Square	Change Statistics					Durbin-Watson
			R Square Change	F Change	df1	df2	Sig. F Change	
1	1.000	1.000	1.000	307.44	42	348	.000	1.878

Sustainability of the SMEs sales sector in Oman is directly influenced by the critical success factors those are tested and verified from the data analysis, The marketing insights for the SMEs sales sector in Oman provides for the useful role of critical success factors those are included the critical success factors of latest use of technology, working capital, marketing knowledge, advertisement, marketing control, operations management, and outsourcing

access environment. These factors from the results and findings of this research unfold the direct contribution to be used separately. The factors are equally and separately used for the research analysis from the data given as a useful indication for the sustainability of SMEs in the sales sector of Oman.

Conclusion

The critical success factors for the small and medium enterprises (SMEs) sales sector in Oman are supportive for the sustainability and access to the technology required for transforming small businesses. The marketing of SMEs for problem solving with the useful contribution of critical success factors is applicable and implied through this research. The effective use of SMEs sales sector and the critical success factors for sustainability is highly effective as indicated from the results and data analysis of the research. The development of the marketing strategies through the critical success factors are recent tactics of taking business advantages for the utilised dimensions of SMEs. Competitive business world requires sales through marketing and using the latest technology, working capital, marketing knowledge, advertisement, marketing control, operations management, and outsourcing access environment. These are verified and tested indicators of business adoption for small and medium sizes sustainability is the sales sector of Oman. The conduct of SMEs business management is interactive from the equal and positive use of each indicator where the marketing management operations are growth plans for the SMEs sales sector in Oman.

The core values of the SMEs business are supported by the critical success factors that are represented with the development and logical integration. Small and medium enterprises factors are the businesses that maintain progressive areas of employees working in sales sectors. The research is implied, and it is applicable for the businesses that fall below revenue and assets requirement for the professional determination of threshold that maintain business environment. The professional engagement of managers in the SMEs sales sector are required to be managed through the determining areas of investment. The performance of the SMEs sales sector in Oman is applicable to the practical contribution for the achievement of goals that are connected with the efficient use of critical success factors. The national income generation, enhanced employment and the productivity of sales are directly impacted by the implications of the marketing insights of SMEs in the sales sector of Oman. Entrepreneur training is the direct and practical contribution of SMEs to be used for the sustainability of the sales sector under the small and medium business enterprises.

Contribution

The paper contributes for the SMEs role in the marketing that is a leading area of concern in terms of marketing insights for the sales sector of Oman. It provided through the academic and theoretical knowledge that is reflective for the marketing insights that is influencing the sales sector used in Oman. The practical contribution for the SMEs in sales sector directs the managers and key stakeholders to be benefited from enhanced productivity of the small businesses in Oman.

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