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Drivers Of Marketing Performance Among Indonesian Msmes: A Systematic Literature Review Of Challenges And Opportunities

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Abstract

Micro, small, and medium enterprises (MSMEs) play a crucial role in Indonesia's economic development; however, their ability to achieve sustainable marketing performance remains constrained by limitations in resources, technological capabilities, market access, and managerial competence. This study aims to systematically synthesize the existing literature on the determinants of marketing performance among Indonesian MSMEs, identify the mechanisms through which these determinants influence marketing outcomes, and examine the major challenges, opportunities, and research gaps within the field. A Systematic Literature Review (SLR) was conducted following the PRISMA 2020 framework. Relevant peer-reviewed journal articles were identified through Scopus and Web of Science using search terms related to MSMEs, Indonesia, and marketing performance. Following identification, screening, eligibility assessment, and the application of predetermined inclusion and exclusion criteria, 11 empirical studies were included in the final synthesis. The findings indicate that MSME marketing performance is a multidimensional construct influenced by several interrelated factors, particularly market orientation, entrepreneurial orientation, innovation capability, digital marketing capability, technological competence, relational capital, networking capability, customer-bonding capability, and competitive advantage. The review further demonstrates that these resources and strategic orientations do not necessarily improve marketing performance directly; their effects are frequently transmitted through mediating mechanisms such as digital marketing capability, market-entry capability, innovation, customer bonding, and distinctive value positioning. Digitalization provides substantial opportunities for market expansion, customer engagement, and promotional efficiency, although its benefits depend on complementary organizational and technological capabilities.

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Keywords: MSMEs; marketing performance; digital marketing capability; market orientation; innovation capability.

INTRODUCTION

Micro, small, and medium enterprises (MSMEs) constitute a fundamental component of Indonesia's economic structure and play an important role in employment creation, entrepreneurial development, regional economic activity, and income generation. Beyond their macroeconomic significance, MSMEs provide an important mechanism through which individuals and communities participate in productive economic activities, particularly in emerging-market environments characterized by considerable geographical, institutional, and market diversity (D'Souza et al., 2022). Nevertheless, the sustainability and competitiveness of MSMEs cannot be determined solely by their numerical presence or contribution to economic activity. Their ability to identify market opportunities, respond to customer needs, differentiate their offerings, and convert limited organizational resources into sustainable market outcomes is equally important. Studies conducted in Indonesia have demonstrated that market orientation, innovation, digital capabilities, and the ability to adapt to changing market conditions can substantially influence SME performance (Prakasa & Jumani, 2024). More recently, the growing use of social media and digital marketing has further transformed the competitive landscape of Indonesian MSMEs by creating new mechanisms for customer interaction, communication, promotion, and market access (Tatik & Setiawan, 2025).

Within this context, marketing performance represents a particularly relevant dimension of MSME competitiveness. Marketing performance generally reflects the extent to which a firm successfully converts its marketing resources, capabilities, and strategies into market-related outcomes. Previous research has demonstrated that market orientation and marketing capabilities constitute complementary organizational assets capable of improving firm performance (Morgan et al., 2009). A broader review of marketing capability literature has similarly identified market share, sales growth, customer satisfaction, profitability, and return on investment among the frequently employed indicators for evaluating the performance consequences of marketing activities (Kamboj & Rahman, 2015). For MSMEs, however, marketing performance is especially important because these firms frequently operate with relatively limited financial, technological, managerial, and human resources. Consequently, their capacity to obtain customers, retain existing markets, expand sales, establish competitive differentiation, and respond effectively to competitors may determine not only growth but also business continuity. Marketing performance should therefore be distinguished analytically from general organizational or financial performance because it specifically captures the

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market-based outcomes arising from a firm's interaction with customers, competitors, distribution channels, and the wider market environment.

Research on Indonesian MSMEs indicates that marketing performance is shaped by a complex combination of internal capabilities and external relationships. From a market-orientation perspective, understanding customers and competitors enables firms to recognize changes in demand and formulate more appropriate market responses. Empirical evidence from Indonesian SMEs shows that customer orientation has a positive relationship with firm performance, while innovation can function as an important mechanism connecting competitive orientation with performance outcomes (D'Souza et al., 2022). In addition, relational resources and network competencies are particularly relevant for SMEs seeking to overcome resource limitations and penetrate new markets. Evidence from export-oriented furniture SMEs in Central Java demonstrates that network competence can enhance market-entry capability, which subsequently contributes to marketing performance (Nuryakin & Ardyan, 2018). These findings suggest that superior marketing performance is unlikely to originate from a single organizational attribute; rather, it may result from interactions among market knowledge, innovation, networks, entrepreneurial behavior, and the capabilities required to deploy these resources effectively.

The increasing digitalization of markets has added another important dimension to this relationship. Social media, e-commerce platforms, digital advertising, and other digital technologies allow MSMEs to communicate directly with customers and potentially overcome geographical and financial constraints associated with traditional marketing. Research on Indonesian SMEs has shown that social media can support branding, advertising, customer interaction, trust development, customer reach, and relatively low-cost promotional activities (Wibawa et al., 2022). Quantitative evidence further indicates that digital marketing, digital orientation, marketing capability, and information technology capability are positively associated with the marketing performance of Indonesian SMEs (Sultoni et al., 2022). Similarly, recent evidence demonstrates that social media marketing contributes to MSME performance in Indonesia, emphasizing the growing strategic importance of digital platforms in connecting businesses with consumers (Tatik & Setiawan, 2025). Digitalization therefore represents an important opportunity for Indonesian MSMEs to expand market reach, improve customer engagement, acquire market information, and develop more flexible marketing activities.

Nevertheless, digital adoption does not automatically translate into superior business or marketing outcomes. The effectiveness of digital transformation depends on whether MSMEs possess the organizational capabilities required to integrate technology into their business and marketing processes. Evidence from women-owned MSMEs in Indonesia, for example, indicates that digital transformation does not necessarily

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generate performance improvements directly; instead, innovation and competitive advantage can function as mechanisms through which digital transformation contributes to performance (Susanti et al., 2023). Likewise, research among small businesses in East Java demonstrates that digital capability facilitates digital business transformation and business performance, highlighting the importance of technological knowledge and adaptive organizational capabilities (Prakasa & Jumani, 2024). More recent evidence from Indonesian SMEs further indicates that entrepreneurial orientation and market orientation can strengthen marketing performance both directly and indirectly through digital marketing capability (Hidayati et al., 2025). Collectively, these studies demonstrate that technological adoption alone may be insufficient. MSMEs must also possess complementary capabilities involving market sensing, innovation, entrepreneurial orientation, technological competence, customer engagement, and strategic adaptation if digital technologies are to generate meaningful market outcomes.

A systematic literature review (SLR) is particularly suitable for addressing this problem because it enables previous research to be identified, evaluated, categorized, and synthesized through an explicit and reproducible process. Systematic reviews are valuable when a field contains rapidly expanding yet fragmented evidence, because they allow researchers to integrate findings across individual studies, identify recurring theoretical perspectives, detect inconsistencies, and establish areas in which existing knowledge remains insufficient (Snyder, 2019). In management research, systematic review methods also provide a more transparent alternative to conventional narrative reviews by defining explicit procedures for literature identification, study selection, analysis, and synthesis (Tranfield, 2003). Applying such an approach to marketing performance among Indonesian MSMEs can therefore provide a more comprehensive understanding of the factors that facilitate or constrain their market outcomes.

LITERATURE REVIEW

1. Conceptualization of Marketing Performance

Marketing performance represents an important component of organizational performance because it reflects the extent to which a firm's marketing activities generate desirable market-based outcomes. The concept is closely related to the marketing orientation of the firm, its ability to understand customers and competitors, and its capacity to transform market knowledge into commercially valuable actions. Market orientation was initially conceptualized as an organizational process involving the generation of market intelligence, dissemination of such intelligence across organizational functions, and responsiveness to market information (Kohli & Jaworski, 1990). A complementary perspective describes market orientation as an organizational culture comprising customer orientation, competitor orientation, and interfunctional

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coordination, all of which are directed toward creating superior value for customers (Narver & Slater, 1990).

These perspectives suggest that marketing performance is not merely an outcome of promotional activities. Rather, it represents the cumulative result of organizational processes through which firms sense market conditions, interpret customer needs, respond to competitive pressures, and coordinate resources to deliver superior value. Day (1994) further developed this capability-based perspective by arguing that market-driven organizations require distinctive market-sensing and customer-linking capabilities. These capabilities allow firms to acquire external information, anticipate market developments, establish stronger relationships with customers, and adapt their activities in response to environmental change.

The relationship between market orientation, marketing capabilities, and organizational outcomes has been further supported by empirical research. Morgan et al. (2009) conceptualized market orientation and marketing capabilities as complementary organizational assets. Their findings demonstrated that possessing market knowledge is insufficient unless firms simultaneously develop capabilities that enable such knowledge to be deployed effectively in the marketplace. Consequently, marketing performance may be viewed as the observable outcome of the interaction between market-oriented strategic thinking and the operational capabilities required to implement marketing decisions.

Nevertheless, marketing performance remains a multidimensional construct, and its operationalization varies considerably across studies. A systematic review conducted by Kamboj and Rahman (2015) identified numerous measures of performance associated with marketing capabilities, including market share, sales growth, customer satisfaction, profitability, and return on investment. From the perspective of MSMEs, indicators such as sales growth, customer growth, market share, customer satisfaction, market expansion, and effectiveness in reaching target customers may be particularly relevant. However, an important conceptual distinction is required between marketing performance and broader business or firm performance. Whereas business performance may incorporate financial, operational, productivity, and organizational outcomes, marketing performance primarily concerns market-related outcomes generated through a firm's interaction with customers and competitors.

2. Market Orientation and Market Capabilities

Market orientation is one of the most established theoretical explanations for differences in firm performance. From a behavioral perspective, market-oriented firms systematically acquire information about customers and competitors and respond to that information through coordinated organizational actions (Kohli & Jaworski, 1990). From a

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cultural perspective, market orientation reflects organizational values that emphasize customer needs, competitor awareness, and coordinated value creation (Narver & Slater, 1990). Both perspectives share the assumption that superior knowledge of the market enables firms to make more effective strategic and marketing decisions.

For MSMEs, market orientation may be particularly important because smaller businesses frequently have fewer resources to absorb unsuccessful market decisions. Their proximity to customers can provide informational advantages, but these advantages generate value only when market information is translated into appropriate products, services, communications, and market responses. The capability perspective proposed by Day (1994) suggests that firms require market-sensing and customer-linking capabilities to convert information into competitive actions. Morgan et al. (2009) similarly demonstrated that market orientation and marketing capabilities are complementary rather than substitutable resources.

Evidence from Indonesian SMEs supports the relevance of this relationship. D'Souza et al. (2022) examined market orientation among Indonesian SMEs by distinguishing customer orientation from competitor orientation and investigating innovation as a mediating mechanism. Their findings demonstrated that customer orientation contributes to performance and that innovation can play an important role in translating competitive orientation into performance outcomes. This is theoretically significant because it suggests that market knowledge does not necessarily improve performance automatically. Instead, market information may need to be transformed through organizational capabilities such as innovation before superior outcomes are realized.

A similar logic is evident in more recent Indonesian research. Hidayati et al. (2025) reported that market orientation significantly contributes to both digital marketing capability and marketing performance among SMEs. Digital marketing capability also mediates the relationship between market orientation and marketing performance. These findings expand the traditional market-orientation framework by suggesting that, in increasingly digital markets, the ability to recognize customer needs must be accompanied by the ability to translate market knowledge into digitally enabled marketing actions.

Marketing capability therefore represents an important intermediate concept between strategic orientation and market outcomes. A firm may understand customers and competitors yet remain unable to improve marketing performance when it lacks capabilities in communication, digital channels, pricing, product management, customer relationship development, or market analysis. The review by Kamboj and Rahman (2015) similarly demonstrates that marketing capabilities encompass multiple functional and strategic dimensions and are generally associated with superior firm outcomes.

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In the Indonesian context, Sultoni et al. (2022) provide direct evidence of this relationship. Their study of 338 SMEs in Madura found positive relationships between digital marketing, digital orientation, marketing capability, information technology capability, and marketing performance. The findings indicate that technology and marketing capabilities should not necessarily be treated as independent explanations of performance. Rather, marketing effectiveness increasingly depends on the ability of MSMEs to integrate conventional marketing competence with technological resources.

Collectively, this literature suggests a capability pathway in which market orientation produces relevant market knowledge, marketing capabilities enable firms to act upon such knowledge, and marketing performance represents the subsequent market-based outcome. This mechanism is particularly relevant for MSMEs, where organizational resources are limited and their effective deployment may be more important than their absolute quantity.

3. Entrepreneurial Orientation, Entrepreneurial Marketing, and Innovation

In addition to market orientation, entrepreneurial orientation provides another important perspective for understanding MSME marketing performance. Entrepreneurial orientation reflects organizational tendencies toward innovativeness, proactiveness, risk taking, competitive aggressiveness, and autonomy (Lumpkin & Dess, 1996). The framework developed by Lumpkin and Dess (1996) emphasizes that the performance consequences of entrepreneurial orientation are context dependent and may be influenced by environmental and organizational conditions.

Evidence from Indonesian SMEs supports the relationship between entrepreneurial approaches and marketing performance. Zahara et al. (2023), studying SMEs in Palu, found that entrepreneurial marketing positively influences both digital marketing capabilities and marketing performance. Digital marketing capability also positively affects marketing performance. Interestingly, however, digital marketing capability did not significantly mediate the relationship between entrepreneurial marketing and marketing performance in their study. This finding highlights an important issue within the literature: although particular strategic orientations and capabilities may independently enhance performance, their mediating relationships are not necessarily consistent across contexts.

More recent research provides additional evidence. Hidayati et al. (2025) found that entrepreneurial orientation significantly affects digital marketing capability and marketing performance, while digital marketing capability mediates the relationship between entrepreneurial orientation and marketing performance. Compared with the findings of Zahara et al. (2023), this suggests that the role of digital marketing capability as an intermediary mechanism may depend upon characteristics of the firm,

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measurement approach, market environment, technological maturity, or other contextual conditions.

Innovation is another recurring mechanism connecting strategic orientation with performance. Innovation allows firms to transform knowledge about customers, competitors, and technological developments into new or improved offerings and marketing practices. D'Souza et al. (2022) demonstrated that innovation performs an important mediating role within the relationship between market orientation and Indonesian SME performance. Similarly, Susanti et al. (2023), examining women-owned MSMEs in Indonesia, found that digital transformation did not directly improve performance but contributed through innovation and competitive advantage. These findings suggest that adoption of technology or acquisition of market information alone may not be sufficient; firms must convert those resources into innovative products, processes, or competitive propositions.

4. Digital Marketing, Social Media, and Digital Capabilities

Research conducted in Indonesia demonstrates both the opportunities and difficulties associated with this process. Wibawa et al. (2022) identified several mechanisms through which social media can contribute to SME marketing performance, including branding and promotion, community interaction, relationship and trust development, reaching prospective customers, adaptation to digital marketing trends, and low-cost content customization. Importantly, their findings also showed that many SMEs encounter difficulties in realizing these benefits because of limited technological knowledge. Thus, technological accessibility does not automatically imply effective technological utilization.

Sultoni et al. (2022) further demonstrated that digital marketing, digital orientation, marketing capability, and information technology capability have positive relationships with marketing performance among Indonesian SMEs. Their results indicate that digital marketing performance is not produced solely by platform adoption. Digital orientation determines the strategic willingness of a firm to embrace digital opportunities, IT capability provides the technological foundation, and marketing capability facilitates the conversion of technological resources into customer- and market-oriented activities.

Zahara et al. (2023) similarly demonstrate that digital marketing capability contributes positively to marketing performance. In their study, marketing performance was associated with dimensions including sales growth, market share, and customer satisfaction, thereby illustrating how digital competence can contribute to specific market-based outcomes rather than merely to technological adoption.

The increasing relevance of social media is further demonstrated by Tatik and Setiawan (2025). Their empirical study of Indonesian MSMEs found that social media

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marketing contributes to MSME performance. The study highlights how social media platforms facilitate connections between businesses, consumers, products, and brands, reinforcing the role of digital media as part of contemporary MSME marketing infrastructure.

Nevertheless, digitalization should not be interpreted as a universally direct driver of performance. Prakasa and Jumani (2024), examining 330 small businesses in East Java, found that digital capability contributes to digital business transformation and business performance, with digital business transformation functioning as an intermediary mechanism. Susanti et al. (2023) similarly found that digital transformation did not directly affect the performance of women-owned Indonesian MSMEs but generated performance benefits through innovation and competitive advantage. Probohudono et al. (2025) further demonstrated that innovation capabilities and digital IT capabilities partially mediate the relationship between business strategy and MSME performance.

5. Relational Capital, Networks, and Market Entry Capability

Nuryakin and Ardyan (2018) examined this mechanism among export-oriented furniture SMEs in Central Java. Their study investigated relational capital, network competence, market-entry capability, and marketing performance. The findings support the importance of market-entry capability as an intermediary through which relational resources and networking competence can be converted into marketing outcomes.

Digitalization can potentially strengthen this relational dimension. Social media platforms, online marketplaces, and digital communities reduce geographical barriers and facilitate connections among MSMEs, customers, suppliers, and other stakeholders. Wibawa et al. (2022) specifically identify community interaction, content sharing, trust formation, and relationship development as important benefits of social media utilization. Consequently, relational capability and digital capability may become increasingly interconnected rather than representing independent marketing mechanisms.

6. Challenges Affecting Marketing Performance of Indonesian MSMEs

Although previous research identifies multiple drivers of marketing performance, Indonesian MSMEs continue to operate under several constraints. One recurring challenge concerns limitations in technological and marketing knowledge. Wibawa et al. (2022) found that although social media can generate multiple marketing benefits, SMEs frequently struggle to exploit these opportunities because of insufficient technological competence.

A second challenge concerns the difference between technology adoption and effective technology integration. Having access to digital platforms does not guarantee

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that MSMEs can use them to generate customer engagement, market information, sales growth, or competitive differentiation. Studies emphasizing digital capability and digital transformation demonstrate that organizational knowledge and capabilities are necessary for technology to produce performance improvements (Probohudono et al., 2025).

Third, MSMEs frequently face resource constraints that affect their capacity to develop professional marketing systems. The significance of network competence and relational capital demonstrated by Nuryakin and Ardyan (2018) illustrates how SMEs may need external relationships to overcome deficiencies in market access and organizational resources. Similarly, entrepreneurial marketing research emphasizes resource leveraging as a mechanism through which smaller businesses can create customer value despite limited internal resources (Zahara et al., 2023).

Fourth, market environments are becoming increasingly dynamic. Digital channels lower entry barriers not only for existing MSMEs but also for competitors, creating more intense competition for customer attention. Rapid changes in digital platforms further require continuous learning and adaptation. Probohudono et al. (2025) emphasize the dynamic nature of digital platforms and the need for innovation and digital IT capabilities to respond to such changes.

Finally, the literature suggests that the performance effects of marketing strategies may be context dependent. Digital marketing capabilities acted differently across the studies conducted by Zahara et al. (2023) and Hidayati et al. (2025), particularly regarding their mediating roles. Digital transformation also produced indirect rather than direct performance effects in the research conducted by Susanti et al. (2023). These inconsistencies demonstrate that the effectiveness of particular marketing strategies may depend on firm characteristics, sectoral conditions, technological maturity, geographical context, or other variables that remain insufficiently integrated in the literature.

7. Opportunities for Improving MSME Marketing Performance

Despite these challenges, contemporary changes in technology and consumer behavior create substantial opportunities for Indonesian MSMEs. Digital channels can enable firms to reach customers beyond their traditional geographical markets while lowering some of the costs associated with conventional promotion and communication. Social media provides mechanisms for branding, customized content, customer interaction, trust formation, and low-cost promotion (Wibawa, 2022).

Innovation constitutes another important opportunity. Market orientation generates information concerning customer expectations and competitive behavior, but innovation allows firms to translate this information into differentiated offerings (D'Souza et al., 2022). Similarly, digital transformation may strengthen performance when it facilitates

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innovation and competitive advantage (Susanti et al., 2023). The interaction between market knowledge, digital resources, and innovation capability therefore represents an important pathway for future MSME competitiveness.

Networks also provide opportunities for market expansion. Relational capital and network competence can support the development of market-entry capabilities (Nuryakin & Ardyan, 2018), potentially enabling MSMEs to access customers, partners, and distribution systems outside their existing markets. Digital networking may further expand these opportunities by reducing the geographical limitations of traditional business relationships.

RESEARCH METHODS

1. Research Design

This study adopts a Systematic Literature Review (SLR) design to identify, evaluate, and synthesize the existing empirical literature concerning marketing performance among micro, small, and medium enterprises (MSMEs) in Indonesia.

The methodological procedure is guided by the systematic review principles proposed by Tranfield et al. (2003) for management research and by Snyder (2019) for business research. The reporting process will follow the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020 guidelines (Page et al., 2021). PRISMA provides a structured approach for documenting the identification, screening, eligibility assessment, and final inclusion of studies and thereby improves transparency in the literature-selection process. An a priori review protocol will also be established before the final screening and analysis stages to minimize arbitrary methodological decisions during the review process, consistent with principles underlying systematic review protocols (Moher et al., 2015).

Table 1.PICOS Framework

PICOS Component	Operational Definition in the Present Study
Population (P)	Micro, small, and medium enterprises (MSMEs), SMEs, small businesses, or equivalent business categories operating in Indonesia.
Intervention/Exposure (I)	Marketing-related strategies, orientations, resources, capabilities, technologies, and organizational or environmental factors that potentially influence marketing performance. These may include, but are not limited to, market orientation, entrepreneurial orientation, digital marketing,

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	social media marketing, marketing capability, innovation capability, digital capability, information technology capability, networking, relational capital, and competitive advantage.
Comparison (C)	Comparisons across different MSME characteristics, sectors, geographical regions, levels of capability, technological adoption, strategic orientations, or other contextual conditions where such comparisons are available. A formal comparison group is not mandatory because much of the relevant management literature employs observational rather than experimental designs.
Outcome (O)	Marketing performance and clearly identifiable market-related outcomes, including sales growth, market share, customer growth, customer acquisition or retention, customer satisfaction when explicitly treated as a marketing-performance indicator, market expansion, and marketing effectiveness.
Study Design (S)	Peer-reviewed empirical quantitative, qualitative, and mixed-method studies examining Indonesian MSMEs.

Source: Data Processed by Author (2026)

Based on the PICOS framework, the research question of this study is:

RQ1: *How has marketing performance been conceptualized and measured in empirical studies of Indonesian MSMEs?*

RQ1 seeks to identify the dimensions, indicators, and operational definitions used to represent marketing performance. This question is particularly important because previous studies have used heterogeneous measures, including sales growth, market share, customer satisfaction, customer growth, and broader performance indicators.

RQ2: *What strategic, organizational, technological, relational, and environmental factors have been identified as determinants of marketing performance among Indonesian MSMEs?*

RQ2 examines the principal antecedents of marketing performance and enables them to be classified into theoretically meaningful categories, such as strategic orientation, marketing capabilities, digital capabilities, innovation, relational resources, and environmental factors.

RQ3: *What mediating, moderating, and contextual mechanisms explain the relationships between these determinants and MSME marketing performance?*

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RQ3 moves beyond identifying direct relationships by examining mechanisms through which marketing-performance outcomes emerge. Particular attention will be given to constructs such as innovation, digital marketing capability, competitive advantage, market-entry capability, digital transformation, and contextual moderators.

RQ4: *What major challenges and opportunities affecting marketing performance are identified in the literature on Indonesian MSMEs?*

RQ4 focuses on constraints and enabling conditions associated with marketing performance, including technological capability, human resources, market access, digital transformation, customer engagement, competition, networking, innovation, and changes in the external business environment.

RQ5: *What theoretical, methodological, and contextual research gaps emerge from the existing literature, and what directions can be proposed for future research on marketing performance among Indonesian MSMEs?*

RQ5 synthesizes gaps across theories, constructs, methodological approaches, geographical coverage, MSME sectors, measurements, and research designs to develop a structured future research agenda.

2. Data Collection Procedure

The data-collection procedure consist of four sequential stages: database identification, search-query development, record identification and deduplication, and eligibility screening. The search and selection procedures documented in accordance with PRISMA 2020 to allow the study-identification process to be reproduced and independently evaluated (Page et al., 2021). Systematic literature reviews require search strategies and eligibility decisions to be established explicitly rather than determined after results are observed.

The review cover studies published between January 2015 and September 2026. The period was selected to capture approximately one decade of research during which the marketing environment of Indonesian MSMEs experienced substantial changes associated with digitalization, e-commerce, social media, mobile technology, and platform-based marketing. The search concepts are organized as follows:

Table 2. Search Query Derived from the Research Questions

Search Concept	Keywords
Population	"micro small and medium enterprise*", "micro, small and medium enterprise*", MSME*, UMKM, "small and medium enterprise*", "small and

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	medium-sized enterprise*", SME*, "small business*", "small enterprise*", "medium enterprise*"
Context	Indonesia*, Indonesian
Outcome	"marketing performance", "market performance", "marketing effectiveness", "marketing outcome*", "sales performance", "sales growth", "market share", "customer growth", "customer acquisition", "customer retention", "market expansion"

Source: Data Processed by Author (2026)

Eligibility criteria established before formal screening to reduce selection bias. The criteria are designed to ensure that the final evidence base remains directly relevant to marketing performance among Indonesian MSMEs.

Table 3.Inclusion & Exclusion Criteria

Dimension	Inclusion Criteria	Exclusion Criteria
Population	Studies examining MSMEs, SMEs, small enterprises, medium enterprises, or small businesses operating in Indonesia.	Studies exclusively examining large enterprises, multinational corporations, consumers without an MSME context, or other organizational populations.
Geographical context	Indonesia-based studies or multi-country studies in which findings for Indonesian MSMEs can be separately identified.	Studies outside Indonesia in which Indonesian observations cannot be separately extracted.
Outcome	Marketing performance or an explicitly identifiable market-related performance outcome such as sales growth, market share, customer growth, market expansion, or marketing effectiveness.	Studies examining only general financial, operational, productivity, or organizational performance without an identifiable marketing-performance component.
Phenomenon	Studies examining determinants, antecedents, mechanisms, barriers, facilitators, challenges, or	Studies that merely describe marketing activities or technology adoption without examining

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	opportunities associated with marketing performance.	implications for marketing-related outcomes.
Study design	Empirical quantitative, qualitative, or mixed-method research.	Editorials, book reviews, opinion papers, news articles, teaching cases, non-empirical essays, and conference abstracts lacking sufficient empirical information.
Publication type	Peer-reviewed journal articles.	Books, book chapters, theses, dissertations, unpublished manuscripts, reports, proceedings, and non-peer-reviewed publications.
Indexing	Articles published in scholarly journals indexed in Scopus at the relevant search period.	Articles from journals that do not satisfy the predetermined indexing requirement.
Publication period	January 2015–September 2026/final search date.	Publications before January 2015 or after the final search cutoff.
Language	English or Indonesian, provided that sufficient information can be reliably extracted.	Publications in other languages when reliable interpretation is unavailable.
Accessibility	Full text available for eligibility assessment and data extraction.	Records for which sufficient full text cannot be obtained after reasonable retrieval attempts.

Source: Data Processed by Author (2026)

3. Data Analysis Procedure

Data analysis integrate descriptive evidence mapping, structured data extraction, relationship mapping, and thematic synthesis. This combined approach is appropriate because the objective of the review is not merely to determine whether individual variables statistically influence marketing performance but also to understand how marketing performance has been conceptualized, which mechanisms explain the relationships, what contextual factors are involved, and what challenges and opportunities emerge from the literature.

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ANALYSIS & DISCUSSION

1. General Description

An important characteristic of the literature is the predominance of quantitative research. Ten of the eleven studies employ quantitative survey designs, most commonly analyzed using Structural Equation Modeling (SEM), Partial Least Squares Structural Equation Modeling (PLS-SEM), path analysis, confirmatory factor analysis, or related multivariate approaches. Only one study employs an explicitly qualitative explanatory design with thematic analysis to understand how SMEs utilize social media and how this utilization influences marketing performance (Wibawa et al., 2022). This imbalance suggests that the Indonesian MSME marketing-performance literature has developed strong evidence regarding statistical associations between constructs but comparatively limited understanding of longitudinal processes, managerial sense-making, behavioral adaptation, and the mechanisms through which these capabilities evolve over time.

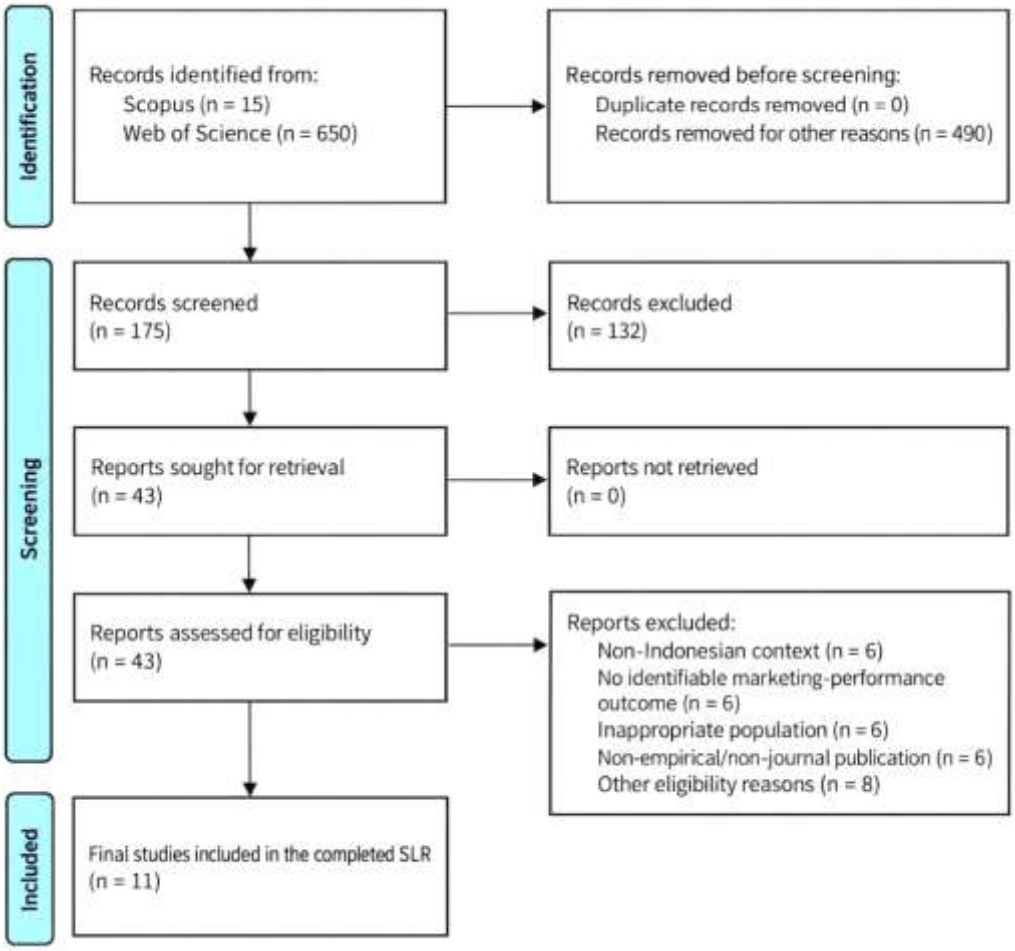
The publication pattern also indicates increasing attention to marketing performance after 2020. Earlier research emphasized relational capital and market-entry capabilities (Nuryakin & Ardyan, 2018), whereas subsequent studies incorporated entrepreneurial self-efficacy and innovation (Najib et al., 2020), customer bonding (Udayana et al., 2021), digital and social-media capabilities, sustainability-oriented marketing (Nuryakin & Maryati, 2022), multidimensional marketing-performance measurement (Lestari et al., 2024), and value positioning (Zuhroh & Rini, 2026). The development of these research themes suggests that the conceptualization of MSME marketing performance in Indonesia has progressively shifted from a predominantly transactional outcome toward a capability-based and increasingly multidimensional phenomenon.

2. PRISMA Flow Diagram

Study identification and selection should be reported according to the PRISMA 2020 framework, which requires transparent documentation of records identified, duplicates removed, records screened, full-text reports assessed, reasons for exclusion, and the final number of studies included (Page et al., 2021)

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Source: Data Processed by Author (2026)

Figure 1.Diagram Flow PRISMA

3. Reviewed Journal Article

Table 4.Characteristics of the Reviewed Journal Articles

Study	Context and Sample	Method	Main Constructs	Principal Findings
Nuryakin and Ardyan, (2018)	Export-oriented furniture SMEs, Central Java	Quantitative; SEM	Relational capital, network competence, market-entry	Relational capital positively affects marketing performance;

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			capability, marketing performance	network competence enhances market-entry capability; market-entry capability contributes to marketing performance and mediates the network competence–performance relationship.
Najib et al., (2020)	124 small and medium restaurants, Bogor	Quantitative; SEM	Innovation, entrepreneurial self-efficacy, local uniqueness, marketing performance	Innovation and entrepreneurial self-efficacy significantly improve marketing performance. Local uniqueness does not consistently operate as the expected intermediary mechanism.
Udayana et al., (2021)	260 SMEs, Yogyakarta	Cross-sectional quantitative survey	Relational capital, marketing information, integrated marketing communication, customer bonding capability, marketing performance	Customer bonding capability represents a critical mechanism linking relational resources to marketing performance. Relational capital alone does not automatically produce superior

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				marketing outcomes.
Wibawa et al., (2022)	Indonesian SMEs	Qualitative explanatory pilot; thematic analysis	Social-media utilization, marketing activities, marketing performance	Six principal benefits are identified: branding and promotion, community interaction, relationship building, customer reach, adaptation to digital-marketing trends, and lower-cost customized promotion. Limited technological knowledge constrains utilization.
Nuryakin and Maryati, (2022)	223 batik SMEs, Yogyakarta	Quantitative survey	Green marketing orientation, green innovation, green competitive advantage, green marketing performance	Green innovation and green competitive advantage function as important mechanisms through which sustainability-oriented marketing contributes to green marketing performance.
Sultoni et al., (2022)	338 SMEs, Madura	Quantitative; SEM with AMOS	Digital marketing, digital orientation, marketing capability, IT capability,	Digital marketing, digital orientation, marketing capability, and information-technology

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			marketing performance	capability all have significant positive effects on marketing performance.
Zahara et al., (2023)	197 food and beverage SMEs, Palu	Quantitative; SmartPLS/path analysis	Entrepreneurial marketing, digital marketing capability, marketing performance	Entrepreneurial marketing and digital marketing capability positively influence marketing performance. However, digital marketing capability does not significantly mediate the entrepreneurial marketing–performance relationship.
Lestari et al., (2024)	101 SMEs, Malang	Quantitative; confirmatory factor analysis/SEM-PLS	Marketing-performance measurement	Marketing performance is represented through six dimensions: product-market level, marketing effectiveness, customers, financial performance, marketing efficiency, and adaptability.
Hidayati et al., (2025)	398 SMEs, North Sumatra	Quantitative; PLS-SEM	Entrepreneurial orientation, market orientation, digital marketing capability,	Entrepreneurial and market orientations positively affect digital marketing capability and marketing performance. Digital

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			marketing performance	marketing capability significantly mediates both relationships.
Nofrizal et al., (2026)	248 Indonesian souvenir-food SMEs	Quantitative; SmartPLS SEM	Entrepreneurial orientation, market orientation, unique resources, marketing strategy, marketing performance	Entrepreneurial orientation, market orientation, and unique resources jointly contribute to marketing strategy development and improved marketing performance.
Zuhroh and Rini, (2026)	200 creative-SME owners/managers, Indonesia	Quantitative; SEM with AMOS	Product innovation capability, channel-partner power, distinctive value positioning, marketing performance	Product innovation capability contributes to marketing performance through strategic value-creation mechanisms; distinctive value positioning is identified as an important direct driver of marketing performance.

Source: Data Processed by Author (2026)

The reviewed studies demonstrate considerable heterogeneity in industry and geographical setting. Food and beverage businesses, restaurants, batik enterprises, furniture exporters, creative industries, and mixed-sector SMEs are represented. Nevertheless, Java-based samples remain prominent, particularly Central Java, Yogyakarta, East Java, and West Java. Consequently, although the evidence base is geographically more diverse than a single-region literature, substantial opportunities remain to investigate MSMEs in eastern Indonesia, Kalimantan, smaller islands, rural

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markets, and other contexts characterized by different infrastructure, consumer behavior, and institutional conditions.

4. Conceptualization and Measurement of Marketing Performance

The synthesis demonstrates that marketing performance is generally treated as a multidimensional market-related outcome rather than as a single financial measure. The clearest contribution to this issue is provided by Lestari et al. (2024), who specifically investigated the measurement structure of SME marketing performance in Malang. Their confirmatory analysis identifies six relevant dimensions: product-market level, marketing effectiveness, customer-related outcomes, financial performance, marketing efficiency, and adaptability. This framework is important because it broadens marketing performance beyond conventional sales-based metrics. It suggests that an MSME can achieve relatively strong sales while still exhibiting weaknesses in customer management, marketing efficiency, or adaptability.

Earlier studies frequently employ narrower combinations of indicators. Najib et al. (2020), for example, associate SME marketing performance with outcomes including sales, profits, and customer development. Other empirical models examine marketing performance as a latent dependent construct linked to market-entry capability, relational resources, digital marketing, customer bonding, and entrepreneurial orientation.

The evidence therefore demonstrates two simultaneous tendencies. First, quantitative studies commonly operationalize marketing performance through observable outcomes such as sales development, customer growth, market share, and customer satisfaction. Second, more recent conceptualizations increasingly recognize that marketing performance also includes the effectiveness and efficiency of marketing activities and the ability of a firm to adapt to market change (Lestari et al., 2024).

5. Mediating and Enabling Mechanisms

One of the strongest findings of the review is that the relationship between resources and performance is frequently indirect rather than purely direct. Market-entry capability mediates the relationship between network competence and marketing performance (Nuryakin & Ardyan, 2018). Customer-bonding capability helps transform relational capital into marketing outcomes (Udayana et al., 2021). Green innovation and green competitive advantage convert sustainability-oriented marketing into green marketing performance (Nuryakin & Maryati, 2022). Digital marketing capability serves as a mechanism connecting entrepreneurial and market orientations with marketing performance (Hidayati et al., 2025). Channel-partner power and distinctive value positioning further demonstrate how innovation capability can be translated into commercially relevant differentiation (Zuhroh & Rini, 2026).

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An informative inconsistency emerges when Zahara et al. (2023) and Hidayati et al. (2025) are compared. Both studies find that digital marketing capability positively affects marketing performance. However, Zahara et al. (2023) do not find sufficient evidence that digital marketing capability mediates the entrepreneurial marketing–marketing performance relationship, whereas Hidayati et al. (2025) find significant mediation between entrepreneurial orientation and marketing performance as well as between market orientation and marketing performance.

6. Challenges Affecting Marketing Performance

The synthesis identifies several interrelated constraints. The first is the capability gap between technology access and technology utilization. Wibawa et al. (2022) show that social media offers significant promotional and relationship-building opportunities, but limited technological knowledge prevents many SMEs from exploiting these benefits. Sultoni et al. (2022) reinforce this conclusion by showing that IT capability, digital orientation, and marketing capability independently contribute to marketing performance. Consequently, providing access to digital platforms alone is unlikely to solve MSME marketing limitations.

The second challenge concerns marketing-performance measurement. Lestari et al. (2024) demonstrate that SME marketing performance should be assessed through multiple dimensions rather than a single sales indicator. MSMEs frequently have less developed measurement systems than larger organizations, making it difficult to determine whether marketing activities are efficient, effective, customer oriented, and adaptable. Weak measurement can also create a managerial feedback problem: firms may continue activities that generate sales but cannot identify which marketing investments are actually responsible for the outcomes.

A third challenge involves resource conversion. The evidence consistently demonstrates that resources do not automatically become performance. Strategic orientation increasingly requires digital marketing capability (Hidayati et ., 2025); sustainability orientation requires innovation and competitive advantage (Nuryakin & Maryati, 2022); and product innovation requires effective value positioning (Zuhroh & Rini, 2026).

7. Opportunities for Enhancing MSME Marketing Performance

Although the literature identifies substantial challenges, it simultaneously reveals several significant opportunities. The first opportunity is digital market expansion. Social media enables MSMEs to undertake branding, advertising, community interaction, relationship development, customer acquisition, and customized promotion at relatively low communication costs (Wibawa et al., 2022). When supported by digital orientation,

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IT competence, and marketing capability, these technologies can contribute significantly to marketing performance (Sultoni et al., 2022).

The second opportunity lies in integrating entrepreneurial behavior with digital capability. Entrepreneurial and market orientations become more valuable when they strengthen digital marketing capabilities (Hidayati et al., 2025). This means that digital transformation should not be conceptualized purely as technology investment. Training programs for MSMEs should integrate customer orientation, opportunity recognition, content strategy, digital analytics, communication, and technological execution.

The third opportunity is innovation-based differentiation. Innovation positively contributes to marketing performance in restaurant SMEs (Najib et al., 2020), while recent evidence suggests that product innovation becomes particularly valuable when translated into distinctive value positioning (Zuhroh & Rini, 2026). This finding is highly relevant in markets characterized by intense imitation and limited product differentiation.

A fourth opportunity concerns relationship and ecosystem development. Network competence facilitates market-entry capability (Nuryakin & Ardyan, 2018), while customer bonding enables firms to convert relational capital into performance (Udayana et al., 2021). Rather than approaching MSME marketing exclusively as firm-level promotion, policy and managerial strategies can encourage business networks, distributor relationships, collaborative communities, and customer-retention mechanisms.

The fifth opportunity concerns sustainability-oriented differentiation. Green marketing orientation, green innovation, and green competitive advantage can create a pathway toward stronger green marketing performance (Nuryakin & Maryati, 2022). As sustainability considerations become increasingly relevant to customers, supply chains, and institutional stakeholders, environmentally differentiated value propositions may provide new competitive opportunities for Indonesian MSMEs.

CONCLUSION

This systematic literature review synthesizes the existing body of knowledge concerning marketing performance among micro, small, and medium enterprises (MSMEs) in Indonesia. The review demonstrates that MSME marketing performance is a multidimensional phenomenon that cannot be adequately explained through a single strategic variable, technological intervention, or financial indicator. Instead, superior marketing performance emerges from the interaction of strategic orientations, organizational capabilities, technological competencies, innovation, relational resources, and the ability of firms to convert these resources into meaningful market outcomes.

This review concludes that the improvement of marketing performance among Indonesian MSMEs depends less on the possession of individual resources than on the

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ability to integrate and convert those resources into customer and market value. Market orientation, entrepreneurial orientation, innovation, digital capability, relational resources, and competitive advantage are therefore best understood as interconnected components of a broader marketing-capability architecture. Strengthening this architecture represents an important pathway for improving the competitiveness, adaptability, and long-term sustainability of Indonesian MSMEs.

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