

# A Systematic Review Of Strategic Planning & Strategic Partnership On SME Performance

Mubarak Masoud<sup>1</sup>, Siti Sarah Omar<sup>2</sup>, Nagwan Al Qershia<sup>3</sup>

<sup>1</sup>*Faculty of Technology Management and Business, University Tun Hussein Onn Malaysia, Parit Raja, Johor, Malaysia, [uaexm@hotmail.com](mailto:uaexm@hotmail.com)*

<sup>2</sup>*Technology Management and Business, University Tun Hussein Onn Malaysia, Parit Raja, Johor, Malaysia, : [sarah@uthm.edu.my](mailto:sarah@uthm.edu.my)*

<sup>3</sup>*Faculty of Technology Management and Business, University Tun Hussein Onn Malaysia, Parit Raja, Johor, Malaysia, : [nagwan@uthm.edu.my](mailto:nagwan@uthm.edu.my)*

## Abstract

This study aims to determine the development of strategic planning & strategic partnership on SME performance research trends published by leading journals. The data analyzed consisted of 1,241 indexed research publications in Scopus from 2013 to 2022. The data is then processed and analyzed using scoping review to identify any gaps in the literature that could influence future research agendas and insights for practice, and to conduct a thorough assessment of relevant research discussing the impact of strategic planning and strategic partnership on SME performance. The results showed that the number of publications on the development of strategic planning & strategic partnership on SME performance had increased significantly. Then, most types of documents that analyze strategy planning and strategic partnership on SME performance, are journal articles. With the discovery of several critical issues and gaps in scientific knowledge. This analysis was an invaluable contribution to the formulation of research ideas and directions for further work in this area.

**Keywords:** Strategic Planning, Strategic Partnership, SME Performance, Scoping review.

## 1. Introduction

Since this idea was first expressed several decades ago, a great deal of research has been conducted on strategic planning, particularly with regard to the relationship between strategic planning and SME performance. However, the study results are still inconclusive when it comes to how strategic planning affects business performance, as the literature review shows. According to certain studies (Aboramadan & Borgonovi, 2016; Arasa & K'Obonyo, 2012; Gomera, Chinyamurindi, & Mishi, 2018; Karel, Adam, & Radomr, 2013; Sandada, Poe, & Dhurup, 2014), strategic planning has a favourable impact on firm performance. On the other hand, research by Abuzaid (2018), Hartmann and Stillings (2015), Kohtamaeki, Kautonen, and Kraus (2010), and Ouakouak (2017) shows that strategic planning alone does not have a significant impact on firm performance: additional

elements are necessary as facilitators for the firm to outperform competitors in a rapidly evolving market (Kornelius et al., 2021).

The ability of an organization to define its mission, goals, plans, and policies governing resource allocation and acquisition in a formal and deliberate manner is referred to as formal strategic planning (Pearce et al., 1987). In order to adapt and respond to changes in their internal and external environment, formal strategic planning allows organizations to implement strategies based on realistic, informed, and logical assessments (Boyne & Walker, 2004). The literature shows that an organization benefits from a well-designed and actionable approach, even though some parts of organizational planning are still up for debate (Harris & Ogbonna, 2006). (e.g., Song et al., 2011). As a result, formal strategic planning is becoming more prevalent (Brozovic, 2018).

According to studies dealing with formal strategic planning in large companies (Kotey & Slade, 2005), SMEs are not able to apply systematic methods due to lack of resources. However, formal strategic planning is used by SMEs, and this process depends on management networks that involve external stakeholders (Verreynne et al., 2016). When demand is uncertain, it can be difficult for companies to update their market and consumer insights with a stand-alone strategy, requiring additional resources (Harris and Ogbonna, 2006). To mitigate risks, SMEs in emerging markets need to rely on informal management networks in addition to their own resources in such situations (Yeniaras & Kaya, 2021).

In addition, corporate strategic planning will focus on aligning internal conditions with external situations by developing corporate strategy and consistently implementing strategy in real time. In the hope of achieving business objectives, strategic planning will create a strategic partnership and maintain this collaboration over time (Amrollahi & Rowlands, 2017). A strategic partnership is a link between two separate supply chain actors that aims to achieve specific goals, gain benefits, give partners a competitive advantage, and improve performance. Companies enter into supply chain partnerships with third parties who are willing to understand the company's mission, business strategy, and goals so that they can jointly develop strategies (Jiwa et al., 2021). The company's operational goal of improving the financial performance of production through environmental and social sustainability is influenced by the long-term relationship it builds as a buyer with its suppliers (Ghadimi et al., 2018). A company that maintains a positive working relationship with its suppliers is responsible for training those suppliers on how to continuously improve their effectiveness and efficiency (Yuen & Thai 2017). The partnership between a buyer and a seller provides benefits for collaboration, information sharing, and high flexibility, all of which improve business performance, especially in terms of marketing tactics (Yang et al., 2019).

Although this topic is receiving more attention from researchers nowadays, there are not many studies on strategic planning and strategic partnership related to SME performance. In order to adapt to the rapid changes in the dynamic business environment, this

study conducts a comprehensive study of the existing strategic planning technique and proposes that strategic partnership includes organizational or SME performance.

## **2. Definitions**

### **2.1. Strategic Planning**

According to Arasa and K'Obonyo (2012), strategic planning is a methodical process that sets the direction and goals of the company, analyses the internal and external environment, selects the best strategy, establishes an implementation plan, sets up a monitoring system, and evaluates the company's achievements. If a company is to respond properly to difficulties arising from the external environment by revising its strategy and direction, strategic planning in today's rapidly changing business environment must have adaptive characteristics (Kornelius et al., 2021). Focusing on five key strategies - pursuing emerging opportunities, responding to customer needs and demands, anticipating technological changes, anticipating regulatory changes, and anticipating the entry of new competitors - will help strategic planning become more adaptive (Dibrell, Craig, & Neubaum, 2014). Strategic planning is described in this study as a systematic process of setting the organization's vision, mission, and goals; analyzing internal and external conditions; developing plans to exploit opportunities and predict threats; tracking and evaluating progress; and adapting the plan to meet the demands of a changing environment in order to gain a competitive advantage and improve organizational performance (Aboramadan & Borgonovi, 2016; Sandada et al., 2014).

Previous research aims to understand formal strategic planning processes and organizational decision making (Delmar & Shane, 2003; Eisenhardt & Zbaracki, 1992; Mintzberg, 1994; Schwenk & Shrader, 1993). The formal corporate strategic planning process is concerned with the identification, selection, and execution of the firm's strategic initiatives (Jarzabkowski & Balogun, 2009). Authors have recently tended to emphasize both ends and means to highlight distinct but interrelated elements of the formal strategic planning process (Brews & Hunt, 1999; Titus et al., 2011). While methods refer to the method by which an organization plans to achieve its goals, ends are concerned with what an

organization wants to achieve (i.e., its goals) (Brews & Hunt, 1999). The goals of the formal strategic planning process (i.e., outcomes) include creating objectives and determining the extent to which organizations formalize and record those objectives (Dibrell et al., 2014).

## **2.2. Strategic Partnership**

Successful strategic partnership requires a high level of commitment, trust, coordination, and interdependence. Building strategic relationships requires management alignment with the partners' organisation and an organisational fit. Long-term collaborations that are aligned with strategic goals and focused on delivering value to partners and customers are referred to as strategic partnerships. A strategic partnership is a link between two separate supply chain players that aims to achieve specific goals and benefits, give partners a competitive advantage, and improve their financial performance. Thanks to the strategic partnership, both parties are able to correctly predict the amount of raw materials needed to meet customer demand (Chae et al., 2014). In addition, the strategic alliance helps the companies to anticipate the unpredictability of supply, demand, and technological development (Qi et al., 2011). Through the strategic alliance, the company and the supplier are able to overcome the challenges faced by the supplier in obtaining information, supplying raw materials, and meeting the targeted delivery dates for the products (Jajja et al., 2019). In summary, strategic partnership between manufacturers and suppliers brings a number of benefits, such as improved responsiveness, ensuring product availability, inventory optimization and cost savings, and increased sales (Jiwa et al., 2021).

## **2.3. Firm Performance**

To achieve long-term goals such as increasing revenue, profit, market share, workforce, business units, productivity, quality, delivery, competence, customer satisfaction, and customer loyalty, an organization or a firm must implement a strategy supported by its resources, capabilities, and competencies (Aboramadan & Borgonovi, 2016; Abuzaid, 2018; Dibrell et al., 2014; Ratnawati, 2020;

Sariwulan, Suparno, Disman, Ahman, & Suwatno, 2020). The balanced scorecard is a collection of measurements that includes financial, customer, internal process, and continuous improvement perspectives. It was first introduced by Kaplan and Norton in 1992. The balanced scorecard provides a complete picture of organizational performance and can be used for central management coordination with stakeholders such as consumers, investors, and employees (Kornelius et al., 2021). In this study, the success of a company in achieving its goals from the perspective of money, customers, internal operations, and learning and development is referred to as firm performance (Abuzaid, 2018; Dibrell et al., 2014).

Recall that SMEs suffer from resource scarcity and that formal strategic planning requires an abundance of resources (Harris & Ogbonna, 2006). Consequently, the literature on formal strategic planning recognizes financial constraints and limited management time resources as obstacles (Dyson & Gibb, 1982). (Gibb & Scott, 1985). Since firms with limited management time and financial resources will not be able to conduct formal strategic planning, we assume that firms with abundant resources will do so in order to maintain their resource abundance. Similarly, SMEs are often unable to develop new strategies based on the actions of their competitors, which prevents them from engaging in formal strategic planning (Harris and Ogbonna, 2006). This means that SMEs' limited access to internal and external resources may limit their ability to engage in formal strategic planning (Yeniaras & Kaya, 2021). Moreover, such a strategy ignores the fact that informal networks of managers have become the economic lifelines of SMEs and that they can improve their resources so that they are able to achieve economic gains that would otherwise be impossible (Peng and Luo, 2000).

### 3. Methods

This study, which attempts to capture the specific components of strategic planning and strategic partnership as they relate to SME success, is a scoping evaluation of the relevant literature. Regardless of the quality of the studies, scoping reviews are used to provide a broad overview of the evidence on a topic. They are helpful in examining emerging areas, clarifying important ideas, or finding research gaps (e.g., Arksey and O'Malley, 2005; Peters et al., 2015; Tricco et al., 2016; Carvalho et al., 2021). This study recognizes that the scoping review method is well-suited to this objective because it aims to examine and organize, rather than evaluate, knowledge about specific aspects of strategy in the management literature. The five-step framework for scoping reviews developed by Arksey and O'Malley (2005) was used in this study, along with recommendations from other authors (Levac et al., 2010; Colquhoun et al., 2014; Peters et al., 2015; Khalil et al., 2016). The five steps in Arksey and O'Malley's approach are defining the initial research questions, searching for relevant studies, selecting the study, collecting the data, and compiling, summarizing, and reporting the results. The steps taken in this scoping review are described in the following sections. The method used to obtain data for this review is shown in Figure 1.

#### 3.1. Scoping horizon

The study scoping review of strategic planning and strategic partnership, which aims to map its specific aspects as considered on SME performance covered the period from January 2013 to August 2022.

#### 3.2. Study selection

The study searched only the Scopus database for our scoping search. This choice was made with at least three factors in mind. First, only a tiny fraction of peer-reviewed content in Scopus, the largest repository, is in a language other than English (Salisu & Awang, 2018). The lack of quality assessment for included documents in scoping reviews has been identified as a weakness (Daudt, van Mossel, & Scott, 2013). However, the fact that this study uses a premium content database such as Scopus may help to mitigate this apparent shortcoming, especially given how few sources were actually reviewed.

Based on the search terms listed in Table 1, the scoping search was performed. After removing duplicate entries using Mendeley bibliographic software, the search results for the first five search terms were summarized as Strategic Planning and Strategic Partnership on SME Performance. The initial search results of each search term were gradually filtered by year of publication (2013-2022), nation, and type of content (articles, articles in print, chapters in books, and conference proceedings). Thus, there are a total of 1,241 documents.

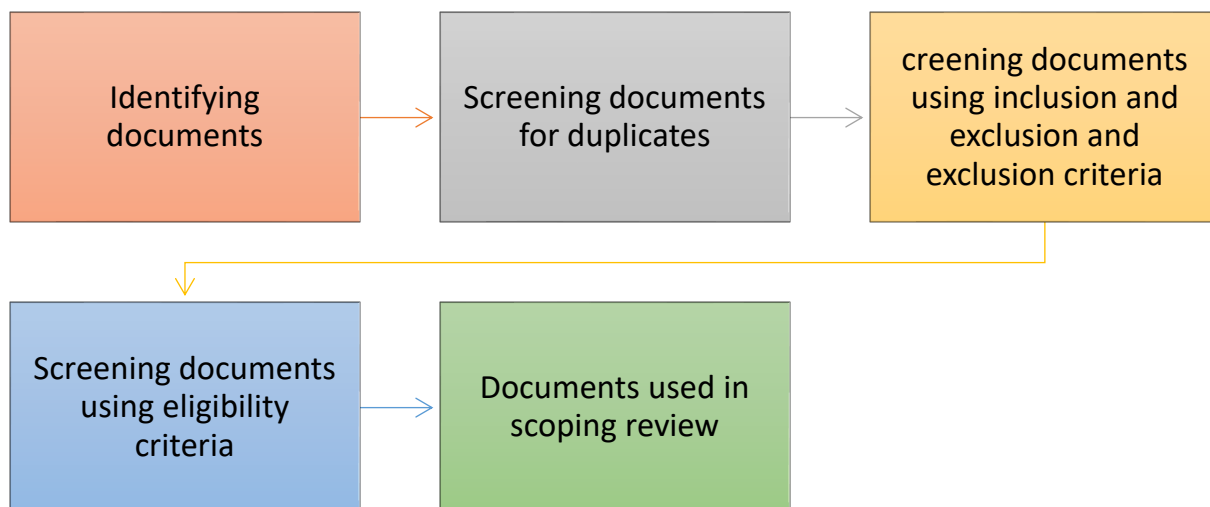


Figure 1. Scoping review process

Table 1. Inclusion and exclusion criteria used in the scoping searches Inclusion

Inclusion criteria	Exclusion criteria
<ul style="list-style-type: none"> <li>• Papers on Strategic Planning and Strategic Partnership on SME performance</li> <li>• Must be an empirical study</li> <li>• Must be from business management field</li> <li>• Written in the English language</li> <li>• From 2013–2022-time span period</li> </ul>	<ul style="list-style-type: none"> <li>•Papers from SME performance context</li> <li>•Literature reviews</li> <li>•Conceptual Books</li> </ul>

### 3.3. Eligibility criteria

To determine if any of the 1,241 documents addressed the topics of strategic planning and strategic partnership in the context of SEM performance, we used the inclusion and exclusion criteria to sift through the materials. The exclusion criteria are additional characteristics found in a document that cannot be included in the scoping review despite its other relevance. The inclusion criteria are the characteristics that are essential for a document to have in order to be relevant to this review (Patino & Ferreira, 2018). The inclusion and exclusion criteria for the screening material used in this scoping study are listed in Table 1.

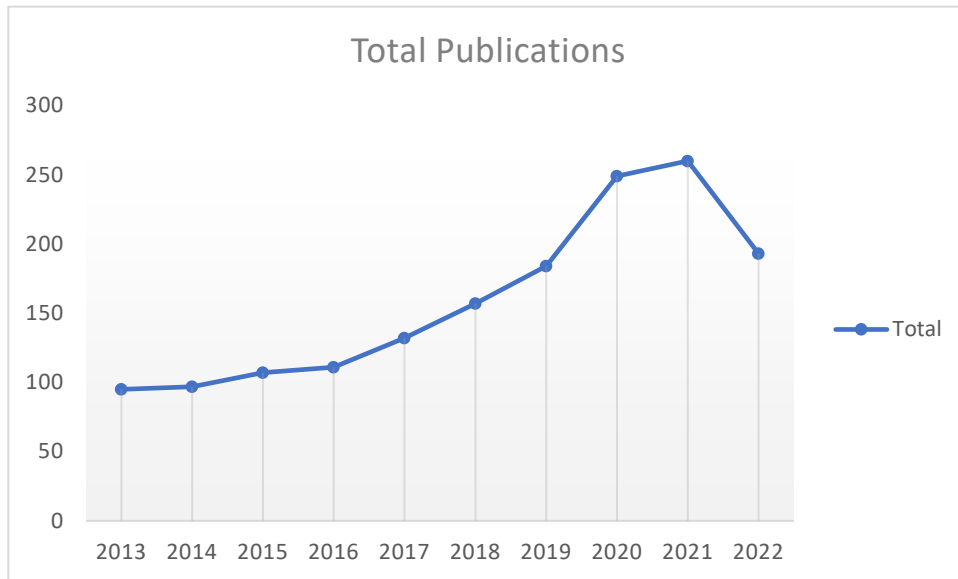
## 4. Results

### 4.1. Analysis of Research Trends and Research Areas

Research on the impact of strategic planning and partnerships on SME performance can be divided into three phases, as shown in Figure 1. 2013 to 2015 constitute the first phase. Researchers have done little research in this area at this time. 2016 to 2019 form the second phase. Although there were more related studies during these four years, progress was still poor. In the third phase, which spans from 2020 to the present, the number of linked studies has increased steadily and rapidly. According to the research, there is some synchronisation between the studies on the impact of strategic planning and strategic partnership on SME performance. As a result, both the importance of strategic planning and strategic partnership on SME performance has increased and the number of studies conducted in this area has increased.

Thus, the number of studies on strategic planning and strategic partnerships could increase and generate new research approaches.

Figure 1. Visualization of the annual number of publications.

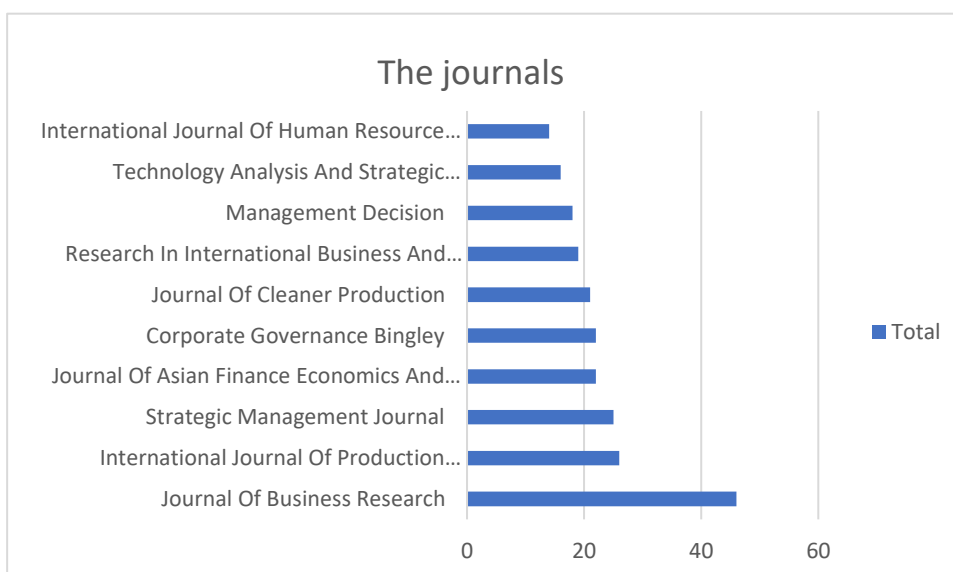


#### 4.2. Journals Analysis

The 1,241 papers evaluated were distributed among different journals. The top 10 journals in the area of research on the impact of strategic planning and strategic partnership on SME performance are shown in Figure 2. The leading journal in this area is the

Journal of Business Research, which published more than 40 articles. Although research on the impact of strategic planning and strategic partnership on SME performance is published in a variety of journals, the relevant research focuses on and is published in the top ranked journals. For future journal selection in this area, researchers could use this finding as a useful guide.

Figure 2. Top 10 journals with the most published literature.



### 4.3. Leading Countries

Significant research is being published in a number of countries on the impact of strategic planning and strategic partnership on SME performance. In this section, we examine the results and impacts of the top countries between 2013 and 2022. The results of the

top 10 countries' publications on strategic planning and strategic partnership to analyze SME performance are shown in Figure 3. The number of publications determined the rank. In the event of a tie, the nation with the most recent publication received a higher rank.

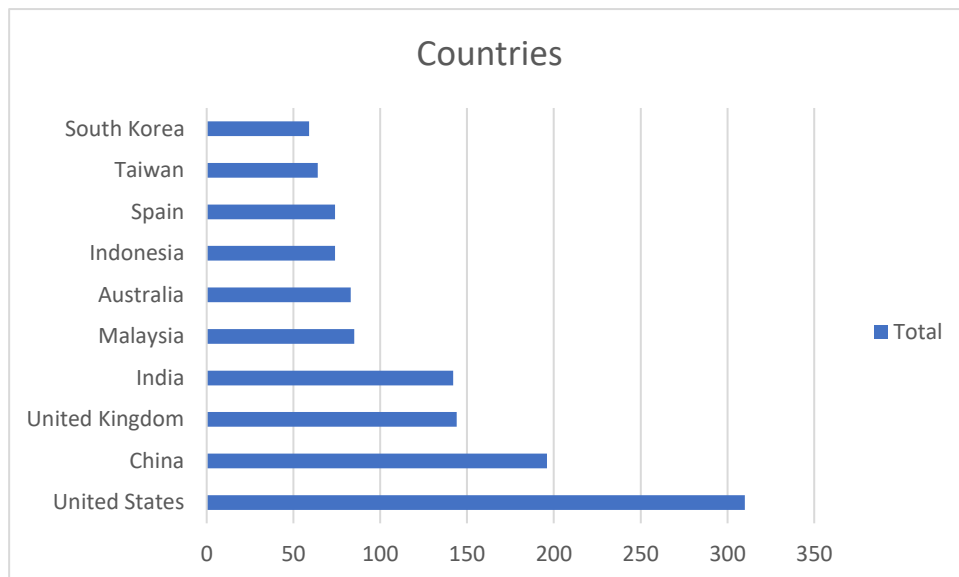


Figure 3. The most productive countries and regions.

Figure 3 shows that the U.S. was the most productive country with 310 articles published. This shows that strategic planning and strategic partnerships are becoming increasingly important among academics in the US. India is second with 196 publications, followed by China with 50 publications and 599 citations to these papers. Similarly, in the study on the impact of strategic planning and partnerships on SME performance, the United Kingdom ranked third with 144 articles, while Indonesia ranked fourth with 142 publications. Indonesia and Spain had a combined 74 articles, placing seventh and eighth, respectively. Malaysia came in fifth with 85 publications, and Australia was sixth with 83 publications. South Korea came in tenth with 59 publications, followed by Taiwan (China), which came in ninth with 64 publications.

### 4.4. The Most-Cited Publication

In this part, we identified the most cited publications to show the most cited source. For this purpose, we used the statistics of the Scopus database. The results are shown in Table 2. We entered specific terms (such as "strategic planning," "strategic partnership," and "SME performance") in the search box of the Scopus database and selected the "article title" option, as mentioned in the Methods section. In this way, we obtained a list of all publications whose titles contained the words "strategic planning" and "strategic partnership on SME performance." The most productive publication with 100 citations was a study by Dibrell (2014) titled "Linking the formal strategic planning process, planning flexibility, and innovativeness to business success."

Table 2. The most cited publication

Authors	Title	Source	Context	Sample
(Dibrell et al., 2014)	Linking the formal strategic	Journal of Business Research	US	448 firms in a multi-industry

	planning process, planning flexibility, and innovativeness to firm performance			
(Rau & Flores, 2020)	A moderated-mediated examination of the relations among strategic planning, organizational learning, slack and firm performance	Management Decision	US	293 individuals from 191 publicly listed firms
(Rigtering et al., 2017)	Entrepreneurial orientation, strategic planning and firm performance: The impact of national cultures	European Journal of International Management	Malaysia, India, China US, Germany, Spain, Netherlands Spain,	2506 firms from seven countries
(Jiwa et al., 2021)	The effects of strategic planning, purchasing strategy and strategic partnership on operational performance	Uncertain Supply Chain Management	Indonesia	135 manufacturing companies
(Ouakouak & Ouedraogo, 2013)	The mediating role of employee strategic alignment in the relationship between rational strategic planning and firm performance: A European study	Canadian Journal of Administrative Sciences	European countries	372 European firm
(Venturing, 2016)	Strategic planning and firm performance: A comparison across countries and sectors	International Journal of Entrepreneurial Venturing	Developed countries (the USA, the Netherlands, Germany, and Spain) and three emerging countries (China, India, and Malaysia)	2,500 firms
(Karel et al., 2013)	Strategic Planning and Business Performance of Micro, Small and Medium-Sized Enterprises	Journal of Competitiveness	Czech and Slovak Republic	677 firms
(Lababidi et al., 2020)	Contingency effects of firm structure and environmental uncertainty on strategic planning process	Strategic Change	United Arab Emirates (UAE) enterprises	105 managers in 38 firms operating



	and firm performance: Evidence from UAE enterprises			
(Yeniaras & Kaya, 2021)	Relational governance, strategic planning and firm performance	Marketing Intelligence and Planning	Turkey	2,432 independent manufacturers
(Kornelius et al., 2021)	Strategic Planning and Firm Performance: The Mediating Role of Strategic Maneuverability	Journal of Asian Finance, Economics and Business	Indonesia	337 firms

## 5. Discussion

Using papers on the functions of strategic planning and strategic partnership in relation to SME performance, this study provides an overview of the topic. In this part, several important findings from this review are discussed. In addition, certain gaps in empirical knowledge were identified, providing ideas and avenues for further study. The study was conducted to determine the development of Strategic Planning and Strategic Partnership in relation to SME performance during the period 2013 to 2022. The 1,241 documents used in this study indicate that research with the theme of Strategic Planning and Strategic Partnership in relation to SME performance has increased every year.

Because this format allows authors to publish concise study reports in respected research journals, articles make up the bulk of entries in the Scopus database. The journals with the largest number of business-related articles are *Journal of Business Research* (40), *International Journal of Production Economics* (26), and *Strategic Management Journal* (25). This popularity could be due to the fact that more publications in this field are accepted by these journals. Despite the fact that many articles are related to business research.

In our literature review, we found that most previous studies refer to one or more countries and were mainly conducted in developed and developing countries. In terms of individual countries, the studies conducted showed that the United States, China, the United Kingdom, India, Malaysia, Australia, Indonesia, Spain, Taiwan, and South Korea were at the top (see Figure 3). For the most prominent paper in Strategic Planning and Strategic Partnership in relation to SME performance, most of the studies focused on firm

performance in different aspect by focusing of strategic planning and strategic partnership role. This study focused on empirical papers in this filed.

Some studies test the firm financial performance, for example a study of (Dibrell et al., 2014) examines the relationship between financial success and the formal strategic planning process, planning adaptability, and innovativeness in a sample of different industries. Results show that formal strategic planning techniques used by organizations and planning flexibility are both positively correlated with innovativeness. In addition, other studies tried to test innovativeness as fully mediates the relationships between firm performance and the formal strategic planning process and planning flexibility. Moreover, Planning is an eternally popular management technique with an opaque connection to performance and learning. Since organizational learning mediates the relationships between strategic planning and organizational performance, (Rau & Flores, 2020) believe that organizations benefit from strategic planning only if they learn from it and have the means to act on their findings. High levels of financial latitude and moderate to high levels of human resource latitude both positively influence this mediated relationship.

Another studies tried to see how can firms achieve high performance in different cultural settings, a study of (Rigtering et al., 2017) obtained from a dataset of 2506 firms from seven nations, shows that high performance can be achieved regardless of the cultural environment when innovation capability is combined with strategic planning. Therefore, a clear focus on specialized and innovative solutions must be combined with strategic planning initiatives. In cultural environments with high uncertainty avoidance and long-term orientation that favor the

building of bureaucratic institutions, proactivity has effects that vary by cultural context and, when combined with strategic planning, leads to superior performance.

The strategic planning of the manufacturing company affects both the purchasing strategy and the strategic relationship. And this relationship was examined in a study by Jiwa et al. (2021), which shows how regular assessment of supplier capabilities as part of the purchasing strategy affects the strategic partnership, in terms of supplier involvement in the company's business operations. Overall, operational success is influenced by strategic planning, purchasing strategy, and strategic partnerships. Previous empirical studies evaluating the direct relationship between rational strategic planning and firm performance have yielded conflicting results. Therefore, it is important to evaluate the function of some mediating and moderating variables to understand the nature of this relationship. To address this factor, Ouakouak & Ouedraogo (2013) tested the mediating effect of employees' strategic orientation on the relationship between rational strategic planning and firm performance.

Past research has produced conflicting results regarding the relationship between firm performance and strategic planning. It has been noted that one reason for this ambiguity is that most studies have traditionally focused on the direct effects of strategic planning on performance and have not paid sufficient attention to the influence of various contextual variables on this relationship. For this reason, a study by Lababidi et al. (2020) adopts the contingency theory perspective and develops six hypotheses that strategic planning is positively related to firm performance only when the two contextual variables of organizational structure and environmental uncertainty are both individually and jointly aligned with the strategic planning process.

Last but not least, in the same perspective, (Kornelius et al., 2021) try to investigate the relationships between strategic planning, strategic mobility and firm performance in the current dynamic business environment. The results suggest that strategic agility, which includes organizational agility, flexibility, and responsiveness, has a favorable direct and indirect impact on firm performance, including financial

performance, customer performance, internal process performance, and learning and growth. Then, most trendy topic in strategic planning and strategic partnership in relation to SME performance are related with the culture, environment, and financial performance of the firms. Moreover, the mediation and moderation role of different variables as significant and nonsignificant results can lead also more investigation in this area.

## 6. Conclusion and future research

Based on empirical findings from previous studies, the objective of this work was to analyse, synthesize and present a scoping review on the role of Strategic Planning & Strategic Partnership on SME Performance. The scoping method proved to be an effective tool in moving away from descriptive reviews of the literature. Contributions included synthesizing key findings from the literature, identifying gaps, and providing a framework for further study. One can only hope that the results of this study will help academics and professionals develop new tools and approaches based on cutting-edge technologies. Another need for SMEs to manage collaboration in international initiatives, especially in the selection of partners, seems to be the creation of models and methodologies for shared decision making. Governments and institutional support agencies are expected to play a fascinating role in providing practical support to SMEs' foreign business strategies, especially through hands-on learning and network building.

Researchers in this field should be aware of these limitations when evaluating the information provided here, as they are inherent in this work. Only two bibliographic databases, Scopus and PubMed, were used for the sources of journal articles in the review. Some other databases, such as EBSCO and Web of Science, may also contain relevant research articles that may not have been included in our review, although they cover a large number of articles and journals in many fields. The subjective initial review or even the selection of search terms may have resulted in the exclusion of certain other relevant articles from the bibliographic databases examined. The scoping study addresses only SME performance. However, certain findings from studies that have

examined multiple aspects of performance may also be applicable to SMEs.

## References

1. Aboramadan, M., & Borgonovi, E. (2016). Strategic management practices as a key determinant of superior non-governmental organisations performance. *Problems of Management in the 21st Century*, 11(2), 71–92.
2. Arasa, R., & K'Obonyo, P. (2012). The relationship between strategic planning and firm performance. *International Journal of Humanities and Social Science*, 2(22), 201–213.
3. Amrollahi, A. & Rowlands, B. (2017). Collaborative open strategic planning: a method and case study. *Information Technology & People*, 30(4), 832-852. <https://doi.org/10.1108/ITP-12-2015-0310>.
4. Arksey, H., and O'Malley, L. (2005). Scoping Studies: Towards a Methodological Framework. *Int. J. Soc. Res. Methodol.* 8 (1), 19–32. doi:10.1080/1364557032000119616.
5. Boyne, G.A. and Walker, R.M. (2004). Strategy content and public service organizations. *Journal of Public Administration Research and Theory*. Vol. 14 No. 2, pp. 231-252.
6. Brews, P. J., & Hunt, M. R. (1999). Learning to plan and planning to learn: Resolving the planning school/learning school debate. *Strategic Management Journal*, 20,889–913.
7. Abuzaid, A. N. (2018). Scenario planning as approach to improve the strategic performance of multinational Corporations (MNCS). *Business: Theory and Practice*, 19, 195–207. <https://doi.org/10.3846/btp.2018.20>.
8. Carvalho, M., Cabral, I., Verdasca, J. L., & Alves, J. M. (2021). Strategy and Strategic Leadership in Education : A Scoping Review. *Frontiers in Education*, 6(October), 1–10. <https://doi.org/10.3389/educ.2021.706608>.
9. Chae, B.K., Yang, C., Olson, D., & Sheu, C. (2014). The impact of advanced analytics and data accuracy on operational performance: A contingent resources-based theory (RBT) perspective. *Decision Support Systems*, 59, 119-126, <https://doi.org/10.1016/j.dss.2013.10.012>.
10. Colquhoun, H. L., Levac, D., O'Brien, K. K., Straus, S., Tricco, A. C., Perrier, L., et al. (2014). Scoping Reviews: Time for Clarity in Definition, Methods, and Reporting. *J. Clin. Epidemiol.*, 67(12), 1291–1294. doi:10.1016/j.jclinepi.2014.03.013.
11. Dibrell, C., Craig, J. B., & Neubaum, D. O. (2014). Linking the formal strategic planning process , planning flexibility , and innovativeness to firm performance. *Journal of Business Research*. <https://doi.org/10.1016/j.jbusres.2013.10.011>.
12. Delmar, F., & Shane, S. (2003). Does business planning facilitate the development of new ventures?. *Strategic Management Journal*, 24,1165–1185.
13. Dyson, J. and Gibb, A.A. (1982). Stimulating the growth of small business. 5th Annual Research Conference on Small Firm Policy and Research, Glasgow.
14. Daudt, H. M., van Mossel, C., & Scott, S. J. (2013). Enhancing the Scoping Study Methodology: A Large, Inter-Professional Team's Experience with Arksey and O'malley's Framework. *BMC Medical Research Methodology*, 13, 48. <https://doi.org/10.1186/1471-2288-13-48>.
15. Eisenhardt, K. M., & Zbaracki, M. J. (1992). Strategic decision making. *Strategic Management Journal*, 13,17–37.
16. Gomera, S., Chinyamurindi, W. T., & Mishi, S. (2018). Relationship between strategic planning and financial performance: The case of small, micro- and medium-scale businesses in the Buffalo City Metropolitan. *South African Journal of Economic and Management Sciences*, 21(1), 1–9. <https://doi.org/10.4102/sajems.v21i1.1634>.
17. Ghadimi, P., Toosi, F.G., & Heavey, C., (2018). A multi-agent systems approach for sustainable supplier selection and order allocation in a partnership supply chain. *European Journal of Operational Research*, 269(1), 286–301. doi: 10.1016/j.ejor.2017.07.014.

18. Gibb, A. and Scott, M. (1985). Strategic awareness, personal commitment and the process of planning in the small business. *Journal of Management Studies*, Vol. 22 No. 6, pp. 597-631.
19. Hartmann, D., & Stillings, C. (2015). Using scenarios in multinational companies across geographic distances – a case from the chemical industry. *Foresight*, 17(5), 475–488. <https://doi.org/10.1108/FS-11-2014-0076>.
20. Harris, L.C. and Ogbonna, E. (2006). Initiating strategic planning. *Journal of Business Research*, Vol. 59 No. 1, pp. 100-111.
21. Harris, L.C. and Ogbonna, E. (2006). Initiating strategic planning. *Journal of Business Research*, Vol. 59 No. 1, pp. 100-111.
22. Jiwa, Z., Tarigan, H., & Siagian, H. (2021). The effects of strategic planning , purchasing strategy and strategic partnership on operational performance. *Uncertain Supply Chain Management*, 9, 363–372. <https://doi.org/10.5267/j.uscm.2021.2.006>.
23. Jarzabkowski, P., & Balogun, J. (2009). The practice and process of delivering integration through strategic planning. *Journal of Management Studies*, 46, 1255–1288.
24. Jajja, M.S.S., Asif, M., Mantabon, F., & Chatha, K.A. (2019). Buyer-supplier relationships and organizational values in supplier social compliance. *Journal of Cleaner Production*, 214, 331-344, <https://doi.org/10.1016/j.jclepro.2018.12.289>.
25. Karel, S., Adam, P., & Radomír, P. (2013). Strategic Planning and Business Performance of Micro , Small and Medium-Sized Enterprises. *Journal of Competitiveness*, 5(4), 57–72. <https://doi.org/10.7441/joc.2013.04.04>.
26. Kornelius, H., Supratikno, H., Bernarto, I., & Widjaja, A. W. (2021). Strategic Planning and Firm Performance : The Mediating Role of Maneuverability. *Journal of Asian Finance, Economics and Business* Vol, 8(April). <https://doi.org/10.13106/jafeb.2021.vol8.no1.479>.
27. Karel, S., Adam, P., & Radomír, P. (2013). Strategic planning and business performance of micro, small and medium-sized enterprises. *Journal of Competitiveness*, 5(4), 57–72. <https://doi.org/10.7441/joc.2013.04.04>.
28. Kohtamäki, M., Kautonen, T., & Kraus, S. (2010). Strategic planning and small business performance: An examination of the mediating role of exploration and exploitation behaviours. *International Journal of Entrepreneurship and Innovation*, 11(3), 221–229. <https://doi.org/10.5367/000000010792217263>.
29. Kotey, B. and Slade, P. (2005). Formal human resource management practices in small growing firms. *Journal of Small Business Management*, Vol. 43 No. 1, pp. 16-40.
30. Kaplan, R. S., & Norton, D. P. (1992). The balanced scorecard – Measures that drive performance. *Harvard Business Review*, 70(1), 71–79.
31. Khalil, H., Peters, M., Godfrey, C. M., McInerney, P., Soares, C. B., and Parker, D., (2016). An Evidence-Based Approach to Scoping Reviews. *Worldviews Evid. Based Nurs.*, 13(2), 118–123. [doi:10.1111/wvn.12144](https://doi.org/10.1111/wvn.12144).
32. Lababidi, H. C., Lababidi, R., Colak, M., & Dayan, M. (2020). Contingency effects of firm structure and environmental uncertainty on strategic planning process and firm performance : Evidence from UAE enterprises. 241–252. <https://doi.org/10.1002/jsc.2325>.
33. Levac, D., Colquhoun, H., and O'Brien, K. K. (2010). Scoping Studies: Advancing the Methodology. *Implement Sci.*, 5(1), 69–9. <http://www.biomedcentral.com/content/pdf/1748-5908-5-69.pdf>. [doi:10.1186/1748-5908-5-69](https://doi.org/10.1186/1748-5908-5-69).
34. Mintzberg, H. (1994). *The rise and fall of strategic planning*. New York: Free Press. Penrose.
35. Ouakouak, M. L., & Ouedraogo, N. (2013). The mediating role of employee strategic alignment in the relationship between rational

- strategic planning and firm performance : A European study. *Canadian Journal of Administrative Sciences*, 158, 143–158. <https://doi.org/10.1002/CJAS.1259>.
36. Ouakouak, M. L. (2017). Does a strategic planning process that combines rational and adaptive characteristics pay off? Evidence from European firms. *Australian Journal of Management*, 1(22). <https://doi.org/10.1177/0312896217721589>.
  37. Pearce, J.A., Freeman, E.B. and Robinson, R.B. Jr (1987). The tenuous link between formal strategic planning and financial performance. *Academy of Management Review*, Vol. 12 No. 4, pp. 658-675.
  38. Peng, M.W. and Luo, Y. (2000). Managerial ties and firm performance in a transition economy: the nature of a micro-macro link. *Academy of Management Journal*, Vol. 43 No. 3, pp. 486-501.
  39. Peters, M., Godfrey, C., McInerney, P., Soares, C., Khalil, H., and Parker, D., (2015). *Methodology for JBI Scoping Reviews. The Joanna Briggs Institute reviewers' manual*. Adelaide, South Australia: The Joanna Briggs Institute.
  40. Patino, C. M., & Ferreira, J. C. (2018). Inclusion and Exclusion Criteria in Research Studies: Definitions and Why They Matter. *Jornal Brasileiro de Pneumologia*, 44(2), 84. <https://doi.org/10.1590/s1806-37562018000000088>.
  41. Qi, Y., Zhao, X., & Sheu, C., (2011). The impact of competitive strategy and supply chain strategy on business performance: the role of environmental uncertainty. *Decision Sciences*, 42(2), 378–389, [doi.org/10.1111/j.1540-5915.2011.00315.x](https://doi.org/10.1111/j.1540-5915.2011.00315.x)
  42. Rau, D., & Flores, L. (2020). A moderated-mediated examination of the relations among strategic planning , organizational learning , slack and firm performance. *Management Decision* © Emerald Publishing Limited, 0025–1747. <https://doi.org/10.1108/MD-02-2020-0171>
  43. Rigtering, J. P. C., Eggers, F., Kraus, S., & Chang, M.-L. (2017). Entrepreneurial orientation , strategic planning and firm performance : the impact of national cultures. *European J. International Management*, 11(3).
  44. Ratnawati, K. (2020). The influence of financial inclusion on MSMEs' performance through financial intermediation and access to capital. *Journal of Asian Finance, Economics and Business*, 7(11), 205–218. <https://doi.org/10.13106/jafeb.2020.vol7.no11.205>.
  45. Sandada, M., Pooe, D., & Dhurup, M. (2014). Strategic planning and its relationship with business performance among small and medium enterprises in South Africa. *International Business & Economics Research Journal*, 13(3), 659–670.
  46. Song, M., Im, S., Bij, H.V.D. and Song, L.Z. (2011). Does strategic planning enhance or impede innovation and firm performance?. *Journal of Product Innovation Management*, Vol. 28 No. 4, pp. 503-520.
  47. Schwenk, C. B., & Shrader, C. B. (1993). Effects of formal strategic planning on financial performance in small firms: A meta-analysis. *Entrepreneurship Theory & Practice*, 17(3), 53–64.
  48. Salisu, B., & Awang, S. R. (2018). Trait Emotional Intelligence, Perceived Self-Efficacy and Contextual Performance of Teacher-Leaders: A Research Model. *Journal of Advanced Research in Social and Behavioural Sciences*, 12(1), 111-121.
  49. Titus, V. K., Covin, J. G., & Slevin, D. P. (2011). Aligning strategic processes in pursuit of firm growth. *Journal of Business Research*, 64,446–453.
  50. Tricco, A.C., Lillie,E., Zarin, W.,O'Brien, K.,Colquhoun,H., Kastner, M., et al. (2016). A Scoping Review on the Conduct and Reporting of Scoping Reviews. *BMC Med. Res. Methodol.*, 16(15), 15–10. [doi:10.1186/s12874-016-0116-4](https://doi.org/10.1186/s12874-016-0116-4)
  51. Venturing, E. (2016). Strategic planning and firm performance : a comparison across countries and sectors Kalevi Kylaheiko \*, Kaisu Puumalainen , Helena Sjögrén and Pasi Syrjä Katharina Fellnhöfer. 8(3), 280–295.
  52. Verreyne, M.L., Meyer, D. and Liesch, P. (2016). Beyond the formal–informal dichotomy of small firm strategy-making in

- stable and dynamic environments. *Journal of Small Business Management*, Vol. 54 No. 2, pp. 420-444.
53. Yeniaras, V., & Kaya, I. (2021). Relational governance , strategic planning and firm performance. *Marketing Intelligence & Planning*, 39(8), 1104–1120. <https://doi.org/10.1108/MIP-04-2021-0122>.
54. Yuen, K. F., & Van Thai, V. (2017). The influence of supply chain integration on operational performance. *The International Journal of Logistics Management*, 28(2), 444-463. DOI 10.1108/IJLM-12-2015-0241.
55. Yang, Z., Jiang, Y., & Xie, E. (2019). Buyer-supplier relational strength and buying firm's marketing capability: An outside- in perspective. *Industrial Marketing Management*, 82, 27-37, <https://doi.org/10.1016/j.indmarman.2019.03.009>.