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## TRANSFORMATION OF MARKETING IN SMES APPLYING A DATA-DRIVEN APPROACH IN DYNAMIC ENVIRONMENTS: A LITERATURE REVIEW

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### ABSTRACT

*This study analyzes the transformation of marketing in SMEs through a data-driven approach in dynamic environments, based on a literature review of 27 scientific articles published between 2018 and 2025 in the Scopus and DOAJ database. The selected studies address topics such as dynamic capabilities, marketing innovation, digital marketing, e-WOM, social media strategies, and consumer behavior, across sectors like tourism, technology, manufacturing, and education. Findings show that the integration of analytical tools, digital platforms, and participatory methodologies enhances business performance, brand positioning, and customer loyalty. Patterns emerge linking digital transformation with organizational resilience, value co-creation, and strategic adaptation. Limitations are noted in relation to non-digitalized sectors and the lack of applied field research. The study concludes that SME marketing is evolving into a strategic system that integrates technology, innovation, organizational culture, and knowledge management to effectively respond to volatile environments.*

**KEYWORDS:** Digital Marketing, Dynamic Capabilities, SME Innovation, Marketing Strategies, Dynamic Environments.

## 1. INTRODUCTION

Globally, there are more than 358 million SMEs, representing 90% of all companies and generating over 50% of global employment (United Nations, 2024). In this regard, the Organisation for Economic Co-operation and Development (OECD, 2025) indicates that only 33% of these organizations use strategic data to analyze consumer behavior. Just 1 in 5 has access to analytical technologies or trained personnel for evidence-based decision-making (OECD, 2024a). Furthermore, the OECD (2021) warns that this technological and skill gap limits SMEs' agility in the face of accelerated digitalization, weakening their competitiveness against large corporations with consolidated digital ecosystems.

In the Latin American context, the OECD (2024b) reports that there are approximately 4 million registered SMEs, with 27% led by young entrepreneurs under the age of 30. Only 40% of these businesses have access to basic digital tools, and just 25% apply data analysis in their commercial decisions (Inter-American Development Bank, 2021). According to the Development Bank of Latin America (2023), most lack sustained digital marketing strategies, preventing real adaptation to the changing environment. Moreover, this situation is exacerbated by high levels of informality, limited connectivity in rural areas, and a lack of specialized technological training in emerging sectors (OECD, 2024b).

In the Peruvian context, the Ministry of Production of Peru (2023) reports that approximately 2.5 million SMEs operate in the country, accounting for 99% of all formal businesses. Of these, 35% are led by women and 15% by entrepreneurs under the age of 29 (Ministry of Production of Peru, 2024). According to the Central Reserve Bank of Peru (2025), only 28% of SMEs have access to digital marketing services and just 12% implement sustained online positioning strategies. Similarly, the Ministry of Production of Peru (2024) warns that 60% of SMEs lack quality internet access and specialized personnel in e-commerce. These deficiencies compromise their ability to respond to the demands of the new market model, which is increasingly based on evidence and technological adaptability (Ministry of Production of Peru, 2023).

Despite national and regional policy efforts, significant structural and cognitive gaps persist in the adoption of data-driven marketing by SMEs. While large firms are progressively adopting advanced analytical models and personalized customer strategies, SMEs often rely on traditional, intuition-based marketing practices that limit their

adaptability in volatile environments.

Despite the growing literature on digitalization, few studies offer an integrative understanding of how SMEs strategically transform marketing through data-driven logics. This conceptual gap highlights the need for a comprehensive literature review that synthesizes key theoretical, empirical, and sectoral contributions on this topic.

### 1.1. Problem And Objective

In recent years, small and medium-sized enterprises (SMEs) have undergone profound transformations in their marketing models in response to increasing digitalization, environmental volatility, and the need to generate sustainable value. Despite advances in digital technologies and the availability of analytical tools, many SMEs continue to operate with traditional commercial strategies, lacking a data-driven orientation and sufficient organizational capabilities to adapt swiftly to market changes. This situation limits their competitiveness, hinders their positioning in highly dynamic environments, and reduces their ability to retain customers.

Moreover, although there is a growing body of literature on digital transformation and dynamic capabilities in large firms, studies applied to SMEs remain fragmented or focused on highly specific sectors. Therefore, there is a need for a more integrated and updated understanding of how SMEs are reconfiguring their marketing practices through the use of data, emerging technologies, organizational innovation, and customer-centered strategies.

In response, this study aims to analyze, based on a review of the scientific literature, how marketing is being transformed in SMEs through a data-driven approach in dynamic contexts, identifying the main factors, strategic dimensions, underlying theories, and application patterns that explain such transformation.

## 2. THEORETICAL FRAMEWORK

The transformation processes in commercial environments have driven the development of theories aimed at interpreting the new dynamics between companies, products, and consumers (Boukouyen, 2023). According to Kotler *et al.* (2021), Modern Marketing Theory redefined the traditional sales-centered approach by establishing a strategic model based on customer satisfaction. This framework posits that perceived value, accurate market segmentation, and the construction of sustainable relationships are essential pillars for

generating competitive advantage (Minsky & Kotler, 2024).

Boukoyen (2023) also notes that through the 4Ps model—and its subsequent evolution into the 4Cs and 5As—marketing incorporates social, technological, and emotional dimensions that shape purchasing behavior in the digital era. This theory emphasizes marketing as an integrative process in which the firm listens to, adapts to, and responds to the changing needs of consumers, transforming each interaction into an opportunity for loyalty, innovation, and differentiation in increasingly dynamic and fragmented markets (Kotler et al., 2021).

In this context, Heaton et al. (2022) argue that the growing volatility of the business environment has led to the emergence of theoretical frameworks that explain how organizations survive and evolve in the face of constant change. The Theory of Dynamic Capabilities, developed by David Teece in the 1990s, proposes that firms must not only possess valuable resources but also have the ability to integrate, adapt, and reconfigure them in response to external challenges (Pitelis et al., 2024).

Similarly, Heaton et al. (2022) explain that this approach goes beyond the static view of competitive advantage by focusing on the organizational capacity to learn, innovate, and transform the resource base over time. According to Teece, these capabilities enable organizations to identify opportunities, mobilize knowledge, and proactively redesign processes—turning change into a source of strategic value (Pitelis et al., 2024). Heaton et al. (2022) emphasize that the model highlights the role of leadership, organizational culture, and internal architecture as key enablers of continuous learning and structural flexibility. These conditions are essential for sustaining performance in environments characterized by high uncertainty and technological disruption (Pitelis et al., 2024).

### **2.1. Modern Marketing**

Modern marketing is defined as a comprehensive, customer-oriented approach aimed at creating sustainable value through a deep understanding of market needs and the development of meaningful relationships with consumers (Cham et al., 2022). Furthermore, Chintalapati and Pandey (2022) state that this paradigm is based on a holistic perspective that incorporates data-driven research, personalized experiences, and technological integration as fundamental pillars of strategic action. Its core features include customer orientation as the central axis of all business decisions, intensive use of digital

tools for predictive consumer behavior analysis, and adaptive flexibility in response to the dynamic changes of competitive environments (Kozinets, 2022).

Additionally, Cham et al. (2022) explain that modern marketing is characterized by constant two-way communication, where the consumer ceases to be a passive recipient and becomes an active participant in the value co-creation process. Various forms exist depending on their field of application—such as digital marketing, relationship marketing, content marketing, and experiential marketing—all of which are interconnected under the principle of generating significant impact within the customer ecosystem (Chintalapati & Pandey, 2022). In the same vein, Kozinets (2022) asserts that related concepts such as branding, marketing automation, omnichannel strategy, and consumer engagement serve to articulate complex and dynamic strategies that strengthen a company's position in increasingly competitive markets.

### **2.2. Dimensions of Modern Marketing**

One of the essential dimensions of modern marketing is customer orientation, understood as the organization's ability to align all its strategic and operational processes with the needs, expectations, and behaviors of consumers (Ferguson et al., 2021). Additionally, Thoumrungroje and Racela (2022) argue that this dimension entails active and continuous market listening, supported by data analysis tools that help identify consumption patterns, individual preferences, and emerging segments. Customer orientation is not only reflected in the offering of personalized products or services, but also in the creation of integrated experiences that generate value throughout the entire customer lifecycle (Olorunsola et al., 2022).

Likewise, Kinasih and Abdurrahman (2024) explain that this relational logic replaces the transactional model, prioritizing loyalty, long-term satisfaction, and the building of sustainable emotional bonds. In this context, empathy, adaptability, and continuous feedback become key pillars to ensuring a user-centered value proposition (Noveriyanto & El Adawiyah, 2021).

Another key dimension of modern marketing is digital integration, referring to the systematic use of technologies to enhance every stage of the commercial strategy (Singh et al., 2024). Accordingly, Urdea et al. (2021) highlight that this dimension spans from automated data collection to the implementation of artificial intelligence systems for real-time decision-making optimization. Digital

integration transforms marketing management into a more precise, agile, and scalable operation, enabling the design of highly segmented campaigns and the immediate evaluation of their effectiveness (More, 2023).

Moreover, Urdea and Constantin (2021) point out that platforms such as CRM systems, recommendation engines, or omnichannel tools allow companies to interact seamlessly with consumers across multiple touchpoints, ensuring a coherent and personalized experience. This dimension supports rigorous measurement of marketing return on investment, promoting evidence-based decision-making grounded in concrete performance metrics (Ferguson et al., 2021).

Along the same lines, more (2023) emphasizes that the experiential dimension plays a leading role by considering that the value of a brand no longer resides solely in its product or service but in the experience, it is capable of generating for its users. This perspective highlights the creation of memorable experiences through sensory, emotional, and symbolic elements that reinforce the customer connection (Urdea et al., 2021). Urdea and Constantin (2021) further explain that experiential marketing seeks to stimulate all senses, appealing to both rational and emotional dimensions through strategies that include authentic storytelling, immersive environments, and direct consumer participation.

### **2.3. Data-Driven Approach in Dynamic Environments**

The data-driven approach in dynamic environments is understood as a management strategy that prioritizes decision-making based on the systematic analysis of relevant data, particularly in contexts characterized by high uncertainty, volatility, and accelerated change (Ghadami & Epureanu, 2022). Furthermore, Bousdekis et al. (2021) state that its definition involves not only the use of large volumes of information but also the ability to transform that data into actionable knowledge that enables trend anticipation, process adaptation, and real-time performance optimization. Among its most representative features are the continuous collection of data from multiple sources, the use of advanced analytical tools such as machine learning and artificial intelligence, and the capacity for constant feedback to adjust decisions as external conditions evolve (Li et al., 2024).

Moreover, Ghadami and Epureanu (2022) argue that this approach is expressed through various types of analytics—descriptive, predictive, and

prescriptive—which allow for pattern visualization, future scenario projection, and the recommendation of concrete actions, respectively. It is also closely linked to key concepts such as organizational agility, operational resilience, adaptive strategic thinking, and data governance, which reinforce its effective application in sectors such as marketing, finance, healthcare, and logistics (Bousdekis et al., 2021). Additionally, Li et al. (2024) affirm that in dynamic environments, this approach becomes a critical factor for sustaining competitiveness and ensuring timely and coherent responses to change.

### **2.4. Characteristics of the Data-Driven Approach in Dynamic Environments**

One of the main characteristics of the data-driven approach in dynamic environments is its proactive nature, as it allows organizations to anticipate change rather than merely react to it by detecting early signals from the environment (Ghadami & Epureanu, 2022). In addition, Bousdekis et al. (2021) explain that this approach is supported by a robust technological architecture that integrates platforms for data collection, storage, and real-time processing, facilitating decision automation and immediate responses to critical events. It also fosters an evidence-based organizational culture, in which each hierarchical level uses metrics and key performance indicators to validate hypotheses and continuously redefine strategies (Li et al., 2024).

Similarly, Ghadami and Epureanu (2022) point out that another essential feature is scalability, as the system must adapt to increasing volumes and varieties of data without losing efficiency or analytical accuracy. This approach promotes functional cross-departmental integration, enabling various areas of the organization to access the same structured and unstructured data, thus encouraging an integrated business perspective (Bousdekis et al., 2021). Moreover, Li et al. (2024) state that this model also prioritizes data quality, establishing rigorous protocols for verification, cleansing, and updating to ensure validity.

Furthermore, Ghadami and Epureanu (2022) assert that its iterative and self-adjusting nature allows it to learn from results, optimizing predictive models and strengthening adaptability in complex and rapidly changing environments.

### **2.5. Small and Medium-Sized Enterprises (SMEs)**

Small and medium-sized enterprises (SMEs) represent a foundational pillar of the global economy due to their ability to generate employment,

stimulate local economic growth, and foster innovation (Jadhav et al., 2023). Moreover, Omrani et al. (2022) explain that SMEs are defined as business units operating with limited structures in terms of personnel and revenue volume, without this implying any lesser strategic relevance in the markets in which they operate. Among their main characteristics are operational flexibility, close and direct management by founders or owners, and a strong connection to their immediate environment, allowing them to respond quickly to market changes (Oldemeyer et al., 2025).

In turn, Jadhav et al. (2023) state that SMEs also face recurring challenges, such as difficulty accessing competitive financing, limited adoption of advanced technologies, and lower capacity for internationalization. Depending on the sector in which they operate, SMEs may engage in industrial, commercial, or service activities, and many originate as locally based ventures with aspirations for progressive growth (Omrani et al., 2022). Likewise, Oldemeyer et al. (2025) indicate that their performance is influenced by factors such as the availability of human talent, the presence of supportive business infrastructure, and the ability to integrate into collaborative networks that enhance their innovation and sustainability. According to Jadhav et al. (2023), in highly competitive contexts, SMEs require adaptive strategies to maintain their economic relevance.

### 2.6. Characteristics of 21st-Century SMEs

In the context of the 21st century, SMEs have undergone a significant transformation driven by globalization, digitalization, and the acceleration of changes in consumption patterns (Jadhav et al., 2023). Likewise, Omrani et al. (2022) indicate that one of their most notable features is the progressive adoption of digital technologies, which enable the optimization of processes, the expansion of marketing channels, and the enhancement of customer experience. Moreover, many of these companies integrate business models based on sustainability, incorporating responsible practices in resource management, production, and community engagement (Oldemeyer et al., 2025).

Additionally, Jadhav et al. (2023) note that another relevant feature is the increasing orientation toward innovation – not only in products or services but also in how SMEs organize, collaborate, and compete in dynamic environments. Today's SMEs also demonstrate greater openness to strategic alliances and participation in entrepreneurial ecosystems that facilitate scalability (Omrani et al., 2022).

Consequently, Oldemeyer et al. (2025) argue that a more diverse entrepreneurial profile is emerging, with a growing number of women and young people leading business initiatives that combine social purpose with profitability.

Furthermore, Jadhav et al. (2023) explain that this set of traits reflects a paradigm shift in which SMEs are no longer defined solely by their size but by their ability to adapt, reinvent themselves, and generate impact in an increasingly demanding and technologically interconnected market.

### 2.7. Previous Studies

Digital transformation has reshaped marketing systems in SMEs by introducing data-driven dynamics that redefine decision-making processes and customer relationships. According to Mou et al. (2022), the integration of web analytics and SEO allows these companies to collect and interpret strategic data that optimizes audience segmentation and campaign performance, thus improving their adaptability in volatile markets. These tools not only improve traffic and conversion rates but also enable iterative learning, which becomes a source of competitive advantage.

From a broader strategic perspective, Ziółkowska (2021) argues that the digitalization of marketing processes cannot be separated from the structural changes brought about by digital transformation in operational models. For SMEs, the intensive use of digital technologies for commercial purposes has meant a shift from unidirectional communication strategies to practices focused on user experience, personalization, and continuous content management. This evolution has required a redefinition of the relationship between marketing, innovation, and sustainability in highly competitive environments.

From an organizational standpoint, Hokmabadi et al., (2024) assert that business resilience depends on the articulation between dynamic capabilities, digital leadership, and strategic orientation. SMEs that invest in digital skills and continuous learning processes are able to respond agilely to crises or environmental changes, turning digital marketing into a tool for adaptation rather than just a commercial tactic. This perspective goes beyond the instrumental logic of technology, embedding it at the core of business strategy.

In addition, Žilka et al. (2024) argue that the development of competencies for data-driven decision-making is essential in manufacturing and smart production contexts, where SMEs require tools such as Business Intelligence to translate data into

measurable actions. Her proposal for training pathways for decision-makers shows that digital transformation is not merely a technical process but a profound shift in operational logic that directly affects marketing effectiveness and organizational efficiency. From an applied perspective, Sharabati et al. (2024) demonstrate that digital marketing positively impacts the organizational performance of SMEs only when mediated by structural digital transformation. His findings confirm that strategies such as SEO, social media, and online advertising are insufficient unless embedded within an environment that facilitates implementation, monitoring, and continuous improvement through analytical platforms and digitalized processes. Ejibe et al. (2024) emphasize the need for conceptual frameworks that integrate human resources, eco-innovation, and data analytics to promote not only the competitiveness of SMEs but also their sustainability. His model, applied to the fashion and arts sector, shows that when digital marketing aligns with ecological and innovative purposes, it transforms not only commercial outreach but also the strategic purpose of organizations. Taken together, the reviewed theories ranging from the Dynamic Capabilities View and Relationship Marketing to the Knowledge-Based View and the Technology Acceptance Model converge in framing marketing transformation in SMEs as a multidimensional phenomenon. These perspectives emphasize that adaptive competitiveness depends not only on the possession of technological tools but also on the strategic reconfiguration of internal capabilities, customer-centricity, and continuous learning. While the Dynamic Capabilities framework explains how firms' sense and respond to environmental volatility, Relationship Marketing and Consumer Behavior theories illuminate the emotional and participatory dimensions of value creation. Meanwhile, knowledge-based and technology acceptance models highlight the organizational conditions required to operationalize innovation. This theoretical interplay provides a robust foundation for interpreting how SMEs integrate data, technology, and customer engagement to navigate dynamic environments and achieve sustainable competitive advantage.

### 3. METHODOLOGY

This study adopts an integrative literature review approach which allows for the synthesis of theoretical and empirical contributions to a complex phenomenon from diverse perspectives. This approach is particularly suited for interdisciplinary topics such as data-driven marketing transformation

in SMEs, where frameworks and practices evolve rapidly across contexts.

The literature search was conducted using two peer-reviewed scientific platforms: Scopus, which hosts academic journals specialized in management, innovation, and business marketing; and DOAJ, which indexes open-access, peer-reviewed journals. Both databases were selected for their accessibility, international coverage, and relevance to the study of SMEs, digital transformation, and strategic marketing. Inclusion criteria were applied to ensure methodological quality, thematic relevance, and the contemporaneity of the selected articles. The keywords used were "digital marketing," "dynamic capabilities," "SME innovation," "marketing strategies," and "dynamic environments," resulting in the retrieval of 27 scientific articles.

#### 3.1. Inclusion and Exclusion Criteria

To ensure the relevance and quality of the selected studies in this systematic literature review, specific inclusion and exclusion criteria were defined and applied throughout the screening and analysis process:

#### 3.2. Inclusion Criteria

- a. Publication year: Only studies published between 2018 and 2025 were included to ensure the currency and relevance of the findings.
- b. Study type: Quantitative, qualitative, mixed-method, or systematic review studies were considered, provided they addressed transformation processes in SME marketing.
- c. Core theme: Articles had to explicitly examine the use of data, dynamic capabilities, innovation, or technology in marketing strategies applied within dynamic business contexts.
- d. Language and access: Only articles available in English or Spanish with open-access availability were selected.

#### 3.3. Exclusion Criteria

- a. Type of publication: Editorials, brief notes, letters to the editor, and articles lacking defined methodologies were excluded.
- b. Thematic relevance: Studies focused exclusively on large corporations or outside the field of business marketing were discarded.
- c. Empirical contribution: Studies with underdeveloped results or lacking strategic or relational analytical variables were excluded.

- d. Access to full text: Articles with no full-text access were not considered.

### 3.4. Search Strings Used

Boolean operators such as AND and OR were used to combine search terms, generating the following search strings:

“Digital marketing” AND “SMEs” AND “dynamic capabilities”;

“Marketing innovation” OR “data-driven marketing” OR “adaptive marketing”;

“Digital strategy” AND “small businesses” AND (“technology” OR “data”);

“Digital transformation” AND “marketing performance”;

“e-WOM” AND “consumer behavior” AND “dynamic environments.”

These combinations were refined iteratively to maximize the relevance and specificity of the articles retrieved.

### 3.5. Study Selection Process

The selection process was carried out in four phases. First, an advanced search was conducted in Scopus and DOAJ using the predefined Boolean strings. Then, an initial screening based on titles and abstracts was conducted to eliminate studies that did not meet the established criteria. In the third phase, full-text articles were reviewed to verify the presence of empirical results, solid theoretical frameworks, and methodological clarity. Finally, a detailed record of each phase was organized using Zotero software, which facilitated reference management, removal of duplicates, and automatic generation of citations and bibliographies. A total of 27 articles were included in the final analysis, as summarized in a flow diagram representing the filtering process.

### 3.6. Data Extraction

Once the relevant studies were selected, data were extracted using a custom-designed analysis matrix. This matrix recorded the authors, year of publication, country of origin, study objectives, methodology, population and sample, instruments used, variables studied, and key findings. Theoretical frameworks, analytical approaches (e.g., SEM, PLS, factor analysis), industry sectors (SMEs, universities, digital platforms), and proposed marketing innovations were also codified. This information was categorized into thematic clusters such as dynamic capabilities, digital marketing, value co-creation, entrepreneurial orientation, social media strategies, and technological transformation. Such organization enabled structured comparisons and the

identification of relevant patterns regarding the evolution of marketing in dynamic environments.

### 3.7. Quality Assessment

The methodological quality of the 27 selected studies was assessed using the Joanna Briggs Institute (JBI) checklist, with the corresponding list applied according to the study type (quantitative, qualitative, mixed, or review). Key aspects evaluated included the clarity of problem statements, theoretical justification, coherence between objectives and results, rigor in instruments applied, construct validity, and the relevance of conclusions. Overall, a high proportion of studies were rated as having acceptable to excellent quality, with particularly strong consistency among quantitative studies employing structural models. This evaluation strengthened the credibility of the analysis and helped prioritize the most methodologically robust contributions in the academic discussion of marketing transformation in SMEs through data-driven approaches.

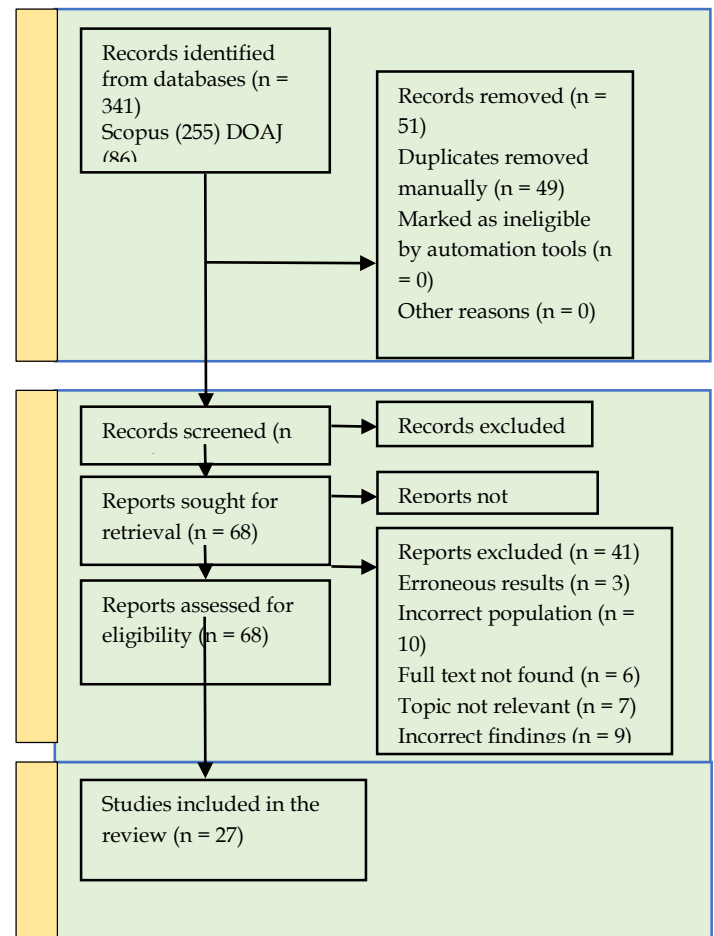


Figure 1: Flowchart of the Identification and Selection Process of Studies.

27 full-text publications were selected for



systematic analysis, as shown in Table 1.

**Table 1: Descriptive Data of the Selected Scientific Articles.**

No	Author	Title of the article	Methodology	Country	Year	Database
1	Sarmiento et al. (2021)	Increasing the Influence of Travel Vloggers Using YouTube to Indirectly Sell Travel Through Relationship Marketing and Online Service Quality	Quantitative	Spain	2019	Scopus
2	Bordian et al. (2022)	How Does Integrated Marketing Communication Drive Guest Satisfaction? A Proposal Through Ecological Knowledge and Value Co-Creation	Quantitative	Ukraine	2018	Scopus
3	Bernardino et al. (2021)	The Impact of Social Media and e-WOM on the Success of Reward-Based Crowdfunding Campaigns	Quantitative	United States	2019	Scopus
4	Berenguer-Contrí et al. (2024)	Technology and Value Co-Creation in B2B Tourism Relationships: A Relational Model Approach	Quantitative	Spain	2024	Scopus
5	Mendonça et al. (2025)	Problem-solving mindset in sales: Enhancing performance at trade fairs.	Quantitative	Portugal and Kosovo	2025	Scopus
6	Permata & Darma (2024)	The Impact of Viral and Influencer Marketing on Skintific Purchase Decisions: Exploring the Mediating Role of FoMO	Quantitative	Indonesia	2024	Scopus
7	Kerimova et al. (2025)	Marketing Tools to Shape the Influence of Product Policy	Systematic Review	Azerbaijan	2025	Scopus
8	Sulistiyo et al. (2022)	The Influence of Financial Literacy, Human Resource Competence, Product Innovation, and Marketing Access on SME Performance in Wonosobo District	Quantitative	Indonesia	2023	Scopus
9	Sharma & Padashetty (2025)	Impact of Mobile App Electronic Service Quality on Customer Perceived Value (CPV)	Quantitative	India	2025	Scopus
10	Zhao et al. (2022)	A Meta-Analysis of Online Impulse Purchases and the Moderating Effect of the Level of Economic Development	Mixed	Indonesia	2025	Scopus
11	Contreras et al. (2025)	Challenges in Human Talent Management: The Role of Internal Marketing in Unfavorable Times	Mixed	Mexico	2025	Scopus
12	Canaza et al. (2024)	Analysis of Digital Marketing and Its Effect on the Positioning of Peruvian Universities in 2023	Quantitative	Peru	2023	Scopus
13	Cutipa et al. (2022)	Innovator Competencies and Marketing Innovation: A Structural Equation Model for Furniture Manufacturing Firms in the Province of Puno (Peru)	Quantitative	Peru	2022	Scopus
14	Maldonado & Garzón (2025)	Critical Success Factors for Implementing Business Intelligence in Public Universities	Qualitative	Colombia	2025	Scopus
15	Triana et al. (2021)	Key Aspects of the Business Plan for Entrepreneurship in the Colombian Context	Quantitative	Colombia	2021	Scopus
16	González-Férriz (2024)	The Evolution of the Marketing Discipline: From Marketing 1.0 to 5.0 and Its Adaptation to New Technologies	Systematic Review	Spain	2024	Scopus
17	Maycotte et al. (2022)	Quality as an Intangible Market Demand and Its Relationship With Sustainable Organizations: An Exploratory Review	Systematic Review	Mexico	2021	Scopus
18	Soberanes & Martínez (2023)	Collaborative Learning Platform for Corporate Training of Small and Medium Enterprises: A Tool to Increase Business Productivity	Mixed	Mexico	2023	Scopus
19	Thanh et al. (2022)	Impact of Uncertainty and Technological Entrepreneurship Opportunities on the Success of Start-Ups in Emerging Countries	Quantitative	Vietnam	2022	Scopus
20	Franco et al. (2021)	Opening the Black Box of Dynamic Capabilities: An Innovation Management Approach in Business Models	Mixed	Brazil	2021	Scopus
21	Buccieri et al. (2020)	Performance of New International Ventures: The Role of International Entrepreneurial Culture, Ambidextrous Innovation, and Dynamic Marketing Capabilities	Quantitative	India	2020	Scopus
22	Puthusserry et al. (2020)	Exploring the Link Between Network Relationships, Learning Approaches, and Post-Entry Growth of Rapidly Internationalizing SMEs in Emerging Markets	Qualitative	India	2020	Scopus
23	Ferreira & Coelho (2020)	Dynamic, Innovation, and Brand Capabilities and Their Impact on Competitive Advantage and SME Performance in Portugal: The Moderating Effects of Entrepreneurial Orientation	Quantitative	Portugal	2020	Scopus



24	Scuotto et al. (2022)	Developing Dynamic Capabilities for International Marketing Knowledge Management	Quantitative	Italy	2022	Scopus
25	Liu et al. (2020)	The Influence of Digital Marketing Capabilities on International Market Performance	Quantitative	Taiwan	2020	Scopus
26	Ciszewska-Mlinarič et al. (2024)	International Dynamic Marketing Capabilities and International Performance During the Pandemic: A Study of Export Manufacturers in Poland	Quantitative	Poland	2024	Scopus
27	Weaven et al. (2021)	Surviving an Economic Recession: Dynamic Capabilities in SMEs	Qualitative	Australia	2021	Scopus

### 3.8. Countries of Origin of the Articles

The articles come from a wide geographic diversity, with Spain leading with six studies, followed by Indonesia with five and Colombia with four. Other countries represented include Mexico (3), India (3), Portugal (2), Vietnam (2), and with one study each: the United States, Poland, the United Kingdom, Peru, Brazil, Australia, Ukraine, Taiwan, Azerbaijan, and Turkey. This distribution reveals a notable concentration in Ibero-American countries and emerging Asian nations within this research.

### 3.9. Theories Used in the Studies

The predominant theories in the articles revolve around the Dynamic Capabilities View, used in at least seven studies, mainly linked to innovation, international marketing, and business resilience. The Relationship Marketing Theory and Consumer Behavior Theory appear in five studies, followed by the Knowledge-Based View, Entrepreneurial Orientation Theory, and the Uppsala Model of Internationalization. Other frameworks used include the Technology Acceptance Model (TAM), Herd Behavior Theory, Structural Equation Modeling (SEM), and Marketing Theories from 1.0 to 5.0. These conceptual bases reflect a preference for theoretical frameworks that integrate organizational learning, strategic innovation, behavioral analysis, and adaptive management in uncertain environments.

### 3.10. Research Objectives

The articles mainly aim to identify relationships between variables such as digital marketing, innovation, and business performance. Twelve studies seek to explain how capabilities, strategies, or perceptions influence variables like customer loyalty, brand positioning, or international performance. Another ten propose explanatory, mediating, or moderating models in contexts such as digital marketing, e-WOM, branding, or buying behavior. Six studies are exploratory or theoretical reviews, and only two focus on designing specific tools or platforms. Overall, the objectives show a strong orientation toward understanding causal mechanisms linking innovation, technology, and

business outcomes, especially in SMEs and digital contexts.

### 3.11. Types Of Methodology Used

Most articles (21) adopt a quantitative approach, using statistical analyses such as SEM, PLS, OLS regression, and factor analysis. Six studies use qualitative methods, including interviews, case studies, and documentary analysis. Three apply mixed methods, combining surveys with statistical analysis and qualitative interpretation. Additionally, five articles use systematic reviews or theoretical exploratory designs. This methodological diversity reflects a predominance of quantitative validation of models, although the value of qualitative approaches is acknowledged in studies of capabilities, cultural contexts, or complex organizational dynamics.

#### 3.11.1. Population And Sample Used

The populations studied mainly include SME owners, managers, and employees (12 articles), followed by digital consumers or students (9 studies), and international campaigns or companies (6 studies). Three investigations are based on digital platforms (Indiegogo, Skintific, mobile apps) without a traditional population universe. Samples also include academic institutions and tech startups. In general, the sample profiles reveal an interest in analyzing both supply (business perspective) and demand (consumer behavior), commonly focusing on youth and business segments in dynamic sectors such as technology, retail, education, and tourism.

#### 3.11.2. Instruments Used

The most frequently used instrument is the structured questionnaire, present in 24 studies, using Likert-type or semantic scales, applied either digitally or in person. Four studies use semi-structured interviews or focus groups, and three employ documentary analysis or systematic reviews. Structural equation models, path analysis, hierarchical regression, confirmatory factor analysis, and LMS platforms are also reported as data collection or analysis tools. This variety shows a strong empirical orientation based on structured data, with a growing trend toward multivariate

statistical analysis to measure complex constructs in marketing and innovation.

Variables addressed in the studies

The most recurring variables are dynamic capabilities (11 articles), marketing innovation (9), business or international performance (8), customer loyalty and satisfaction (6), digital marketing and brand positioning (6), and branding strategies and customer knowledge (5). Other notable variables include FoMO, organizational culture, digital service quality, and impulsive behavior. Although terminology varies, many studies share core constructs such as market orientation, competitive advantage, adaptability, and innovation, which are articulated to explain the success of strategies in highly dynamic digital markets.

### 3.11.3. Marketing Innovations

Among the most common innovations are the integration of digital technologies in marketing processes (14 articles), the use of e-WOM and social media to enhance campaigns (8), and the development of internal capabilities such as branding, empowerment, or co-creation (7). Novel strategies identified include the use of FoMO, emotional marketing, self-learning platforms, and market intelligence tools. Innovations are also seen in how customer loyalty, relationship quality, or Marketing 5.0 are interpreted. Overall, the articles show a consensus that innovation in marketing goes beyond digital tools, encompassing structural changes in organizational culture, dynamic capabilities, and customer relationship models.

**Table 2: Matches between Narrative Findings and Reviewed Articles.**

Category	Observed matches	Key authors (APA format with year)
Country of Origin	Studies from Spain (6), Indonesia (5), and Colombia (4) predominate, followed by Mexico and India (3 each), Portugal and Vietnam (2 each); also appearing are the USA, Poland, the United Kingdom, Peru, Brazil, Australia, Ukraine, Taiwan, Azerbaijan, and Turkey.	González-Férriz (2024); Canaza Calsina et al. (2024); Maldonado Romero & Garzón Santos (2025)
Theories Used	Dynamic capabilities (7) stand out, along with relationship marketing theory and consumer behavior (5), knowledge-based theory, entrepreneurial orientation, the Uppsala model, TAM, herding effect theory, SEM, and marketing 1.0-5.0.	Bucciari et al. (2020); Scuotto et al. (2022); Permata & Darma (2024)
Research Objectives	Twelve studies analyze how capabilities or strategies impact loyalty and performance; ten develop explanatory models; six are exploratory or review-based; two design tools or platforms.	Berenguer-Contri et al. (2024); Bordian et al. (2022); Mendonça et al. (2025)
Type of Methodology Employed	Twenty-one articles apply quantitative methodology (SEM, PLS, OLS), six are qualitative, three use mixed methods, and five apply theoretical reviews; a quantitative approach focused on empirically validating models predominates.	Ferreira & Coelho (2020); Sharma & Padashetty (2025); Liu et al. (2020)
Population and Sample	Twelve studies use entrepreneurs or SME employees, nine analyze consumers or students, six focus on international companies or campaigns; some samples are centered on platforms or institutions.	Sarmiento et al. (2021); Sulistiyo et al. (2022); Contreras García et al. (2025)
Instruments Applied	Twenty-four studies use structured questionnaires (Likert, semantic); four use interviews or focus groups; three apply document analysis or systematic review; SEM, factor analysis, regressions, and LMS are notable.	Puthusserry et al. (2020); Triana et al. (2021)
Variables Addressed	The most frequent variables are dynamic capabilities (11), marketing innovation (9), business performance (8), loyalty/satisfaction (6), digital marketing and positioning (6), branding and customer knowledge (5).	Franco et al. (2021); Ciszewska-Mlinarič et al. (2024); Liu et al. (2020)
Marketing Innovations	Highlights include the integration of digital technologies (14), use of e-WOM and social media (8), internal development such as branding or co-creation (7); FoMO, self-learning platforms, emotional marketing, and marketing 5.0 are also explored.	Kerimova et al. (2025); Permata & Darma (2024); Weaven et al. (2021)

**Table 3: Scientific Contributions on the Analyzed Topic.**

Strategic Dimension	Key Contributions	Representative References
Dynamic Capabilities	They enable proactive and resilient adaptation to changing environments through learning and flexibility.	Franco et al. (2021); Ferreira & Coelho (2020); Buccieri et al. (2020); Ciszewska-Mlinarič et al. (2024); Scuotto et al. (2022); Weaven et al. (2021)
Marketing Innovation	Value co-creation, digital branding, and experimentation strengthen competitive differentiation.	Cutipa et al. (2022); Mendonça et al. (2025); Sulistiyono et al. (2022); Bordian et al. (2022)
Digital Strategies and Social Media	e-WOM, FoMO, and digital segmentation intensify interaction and commercial conversion.	Bernardino et al. (2021); Permata & Darma (2024); Canaza et al. (2024); Sarmiento et al. (2021)
Value Co-Creation and Loyalty	An emotional and participatory relationship with the customer enhances satisfaction and loyalty.	Berenguer-Contró et al. (2024); Sharma & Padashetty (2025); Sarmiento et al. (2021); Contreras et al. (2025); Bordian et al. (2022)
Applied Emerging Technologies	Tools such as BI, AI, and CRM reconfigure strategic decision-making in marketing.	Maldonado & Garzón (2025); Liu et al. (2020); Sharma & Padashetty (2025); González-Férriz (2024); Franco et al. (2021)
Entrepreneurial Orientation and Adaptation	Organizational learning and an entrepreneurial mindset drive strategic transformation in uncertain environments.	Thanh et al. (2022); Puthusserry et al. (2020); Triana et al. (2021); Scuotto et al. (2022); Sulistiyono et al. (2022)

**Table 4: Theories and Models Used in the Reviewed Studies.**

Theory or Model	No. of Studies	Representative Authors
Dynamic Capabilities Theory	7	Franco et al. (2021); Ferreira & Coelho (2020); Scuotto et al. (2022); Ciszewska-Mlinarič et al. (2024); Weaven et al. (2021); Liu et al. (2020); Buccieri et al. (2020)
Relationship Marketing / Consumer Behavior	5	Sarmiento et al. (2021); Berenguer-Contró et al. (2024); Bordian et al. (2022); Sharma & Padashetty (2025); Bernardino et al. (2021)
Knowledge-Based View	3	Maldonado & Garzón (2025); Scuotto et al. (2022)
TAM Model (Technology Acceptance Model)	2	Soberanes & Martínez (2023); Zhao et al. (2022)
Uppsala Model of Internationalization	1	Puthusserry et al. (2020)
Herding Effect Theory	1	Permata & Darma (2024)
Marketing 1.0 - 5.0	2	González-Férriz (2024); Kozinets (2022)

**4. DISCUSSION**

According to the bibliographic review conducted, the following themes were addressed: The transformation of marketing in SMEs through a data-driven approach in dynamic environments: a systematic review.

**4.1. Dynamic Capabilities for Changing Environments**

Dynamic capabilities emerge as an indispensable resource for SMEs facing rapidly changing and highly competitive scenarios. In this regard, Franco et al. (2021) argue that the structured evaluation of

sensing, seizing, and transforming capabilities enables organizations to drive continuous innovation processes within business models. Furthermore, the simultaneous development of branding and innovation capabilities has been shown to enhance the exploitation of opportunities, thereby optimizing performance in turbulent environments (Ferreira & Coelho, 2020). Likewise, Buccieri et al. (2020) point out that when an entrepreneurial culture is combined with ambidextrous capabilities, SMEs achieve efficient strategic responses in volatile markets.

Additionally, Ciszewska-Mlinarič et al. (2024) argue that the positive effects of dynamic capabilities in international marketing are conditioned by extreme levels of environmental dynamism, suggesting a contextual elasticity in their impact. Complementarily, the development of adaptive performative routines focused on flexibility and continuous learning has proven to be more prevalent than ostensive schemes in recessive environments (Weaven et al., 2021). These findings suggest that merely possessing dynamic capabilities is not enough; their effectiveness depends on how they are activated in response to disruptions.

Consequently, current contributions allow us to infer a recurring pattern in the need to integrate dynamic capabilities with ongoing strategic assessment processes (Franco et al., 2021). Moreover, the exploitation of these capabilities is closely linked to organizational structures oriented toward change (Ferreira & Coelho, 2020). Therefore, the prevailing approach in the literature highlights the importance of articulating environmental perception with agile decision-making to ensure resilience in volatile contexts (Buccieri et al., 2020).

## 4.2. Marketing Innovation and Competitive Development

The competitive development of SMEs requires a strategic marketing innovation approach that integrates cognitive capabilities and adaptive resources. In this regard, Cutipa et al. (2022) propose that competencies such as experimentation and networking enhance the connection of ideas as the foundation for commercial innovation. Furthermore, entrepreneurial orientation and product innovation have been shown to improve marketing performance by generating sustained competitive advantage (Sulistiyo et al., 2022). In turn, Mendonça et al. (2025) argue that bricolage thinking enables agents to adapt in complex environments through structured improvisation and confidence in problem-solving.

Likewise, Permata & Darma (2024) establish that FoMO functions as a key mediator between digital marketing strategies and purchasing decisions, reinforcing the emotional bond with consumers. In parallel, the combination of integrated communication with ecological awareness drives co-creation of value, enhancing customer satisfaction as a strategic factor (Bordian et al., 2022). Therefore, innovation is no longer limited to products or processes but redefines the relational mechanisms between companies and users through an interactive logic.

These findings reflect a recurring pattern in the literature that links effective innovation with the ability to respond to change from within a dynamic structure (Cutipa et al., 2022). Similarly, strengthening commercial proposals requires integrating both internal factors and contextual perceptions (Sulistiyo et al., 2022). Hence, the most robust strategies are those that incorporate psychological, technological, and relational competencies in their design (Mendonça et al., 2025)

## 4.3. Digital Strategies and Social Media

Digital strategies based on social media have become decisive drivers of influence in dynamic environments. In this regard, Bernardino et al. (2021) demonstrate that the use of e-WOM and platforms such as Facebook strengthens social signaling and enhances the success of crowdfunding campaigns. From another perspective, Permata & Darma (2024) argue that the integration of influencer marketing and viral marketing triggers behavioral responses intensified by FoMO, increasing purchase propensity.

Furthermore, the dimensions of digital lead generation, conversion, and distribution have been found to be crucial for institutional positioning in the

educational sector (Canaza, et al., 2024). Similarly, Sarmiento et al. (2021) affirm that visibility on channels like YouTube, when aligned with strategic content, enhances the quality of digital relationships and fosters customer loyalty. This evidence reveals a trend toward personalization and emotional connection as central pillars of contemporary digital campaigns.

Studies concur that the effectiveness of digital marketing lies in its capacity to generate active participation within virtual communities (Bernardino et al., 2021). Moreover, findings highlight that social platforms do not merely transmit messages but configure interactive experiences. Therefore, successful strategies emerge from a precise articulation between content, channel, and user behavioral perception (Permata & Darma, 2024).

## 4.4. Co-Creation of Value and Loyalty

The concept of value co-creation has evolved into an essential component in building sustainable relationships with customers. In this line, Berenguer-Contrí et al. (2024) (2024) indicate that technological collaboration among tourism companies strengthens trust and engagement, laying the groundwork for commercial loyalty. Furthermore, ecological knowledge and strategic co-creation have been shown to enhance guest satisfaction when communication is coherent and well-segmented (Bordian et al., 2022). Complementarily, Sharma & Padashetty (2025) reveal that perceived service quality in mobile environments is directly linked to satisfaction, which acts as a mediator of experienced value.

Additionally, Sarmiento et al. (2021) maintain that content creators on digital platforms must prioritize relationship quality with their audience to foster repeat behaviors and active recommendations. It has also been observed that internal marketing influences talent attraction and retention when the organizational environment values two-way communication (Contreras et al., 2025). These findings reaffirm that value generation does not rely solely on the product, but also on the emotional and functional bond built through interaction.

The reviewed studies concur that co-creation and shared satisfaction form a relational cycle that strengthens loyalty (Berenguer-Contrí et al.; 2024). Moreover, the emotional involvement of both clients and employees emerges as a central axis in the construction of differentiated experiences (Bordian et al., 2022). Consequently, the most effective models integrate emotional, technological, and

communicational components as sustainable sources of loyalty (Sharma & Padashetty, 2025).

#### Emerging Technologies Applied to Marketing

The integration of emerging technologies is redefining the operational foundations of marketing in rapidly evolving and competitive environments. From this perspective, Maldonado & Garzón (2025) argue that the success of implementing Business Intelligence systems depends on the strategic alignment between data, organizational culture, and leadership. Moreover, the use of the internet for customer management enables the development of digital capabilities that positively impact international market performance (Liu et al., 2020). Additionally, Sharma & Padashetty (2025) demonstrate that mobile application quality, based on reliability and customer service, significantly increases perceived value and satisfaction.

Franco et al. (2021) further postulate that dynamic capabilities can be operationalized through concrete indicators to activate sustained innovation processes within business models. Marketing 5.0 also promotes the intensive use of technologies such as artificial intelligence, big data, and the Internet of Things as tools for personalizing experiences (González-Férriz, 2024). These technological innovations go beyond efficiency improvements, as they transform the relationships between companies and users.

The evidence shows that technology is not merely an accessory resource but a functional architecture embedded in strategic design (Maldonado & Garzón, 2025). Likewise, current approaches favor intelligent automation as a means to interpret, predict, and respond to consumer behavior (Liu et al., 2020). As a result, advanced technological capabilities allow for the redefinition of interaction, segmentation, and positioning processes based on adaptive structures (Sharma & Padashetty, 2025).

#### 4.5. Entrepreneurial Orientation and Strategic Adaptation

Entrepreneurial orientation functions as a catalyst for adaptive strategies in contexts marked by uncertainty and accelerated change. In this regard, Triana et al. (2021) assert that the perceived strategic value of marketing varies according to the profile and role of the actors involved in entrepreneurship. Similarly, post-entry learning based on knowledge networks and trial-and-error processes enables SMEs to diversify geographically and functionally in international markets (Puthusserry et al., 2020). From another perspective, proactive management of technological, political, and competitive uncertainties has been shown to facilitate the

transformation of risks into concrete opportunities (Thanh et al., 2022).

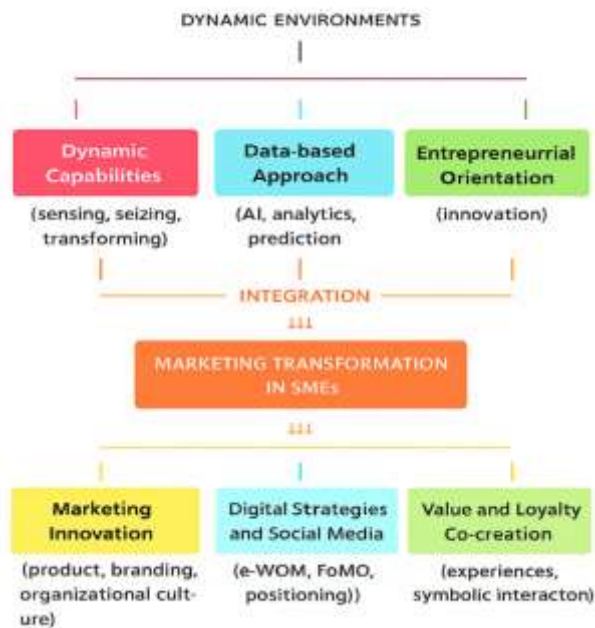
At the same time, Scuotto et al. (2022) highlight that individual dynamic capabilities such as adaptability and change enhance the management of marketing knowledge and foster creative responses in international environments. Furthermore, marketing performance improves when product innovation is linked to a sustained competitive advantage, mediated by access to financial resources (Sulistiyo et al., 2022). Within these frameworks, entrepreneurial orientation is not conceived as an abstract attitude but as a structured process that links intent, strategy, and contextual action.

Research reveals that the most effective strategies arise from the interplay of innovative thinking, organizational flexibility, and active environmental scanning (Triana et al., 2021). Likewise, accumulated experience and contact with external agents constitute key sources of competitive learning (Puthusserry et al., 2020). Consequently, the continuous alignment between internal capabilities and external conditions becomes a defining feature of resilient SMEs (Thanh et al., 2022).

#### 4.6. Proposal of a Structural Description

The model proposed is systemic and integrative in nature, encompassing six interconnected strategic dimensions. It offers a systemic view of the transformation of marketing in SMEs, integrating six interrelated strategic dimensions that emerged from the systematic review conducted. At the top, dynamic environments characterized by volatility, uncertainty, and technological change serve as structural drivers of transformation. In response, SMEs develop dynamic capabilities (sensing, seizing, and transforming), adopt a data-driven approach through analytical tools and technologies, and reinforce their entrepreneurial orientation through organizational learning and contextual innovation.

These three core capabilities converge in the transformation of marketing into an adaptive system. From this transformation, strategies emerge that are focused on marketing innovation (branding, differentiation, organizational culture), intensive use of digital strategies and social media (e-WOM, viral marketing, FoMO), and value generation through co-creation and customer loyalty processes. The interaction among these dimensions enables SMEs to consolidate a marketing logic that is sensitive to change, customer-centric, and evidence-based, thereby strengthening their resilience and competitive positioning.



**Figure 2: Modelo De Transformación Del Marketing En PYMES Mediante Un Enfoque Basado En Datos En Entornos Dinámicos.**

Note: Own elaboration based on the analysis of 27 reviewed scientific studies.

#### 4.7. Analytical Projections and Emerging Challenges

The analysis of the reviewed studies identifies lines of development that expand the research field on the transformation of marketing in SMEs. One of the current challenges lies in deepening the study of underexplored sectors, such as manufacturing, agribusiness, or traditional commerce SMEs, where digital adoption processes display dynamics distinct from those of technology or service-based sectors.

Moreover, there is a recognized need to move toward interdisciplinary approaches that integrate marketing theory, organizational capabilities, innovative culture, and technology management within more comprehensive analytical frameworks. Such approaches would allow for a deeper understanding of the internal mechanisms that mediate the strategic adaptation of SMEs to dynamic environments.

From a methodological standpoint, the review reveals a clear preference for quantitative studies using structural models, which has enabled the validation of causal relationships with statistical robustness. Nevertheless, there remains ample room for the development of qualitative or mixed-methods

research that explores, from an interpretative perspective, the perceptions, decisions, and organizational learning processes related to digital marketing and data use in high-uncertainty contexts.

These projections not only enrich the empirical foundation of the field but also invite a rethinking of future research designs based on emerging organizational realities and the new demands of the global market.

## 5. ARTICLE CONTRIBUTION

The systematic review identifies six strategic dimensions that explain how SMEs integrate data-driven approaches to strengthen their marketing in dynamic environments. It shows that the development of dynamic capabilities serves as an adaptive core linking innovation, performance, and competitive advantage in uncertain scenarios. Likewise, marketing innovation emerges as a multidimensional construct involving both individual competencies and organizational structures that foster experimentation, learning, and differentiation. Digital strategies and social media exhibit a progression from simple dissemination to advanced forms of emotional, reputational, and behavioral interaction, with a direct impact on commercial conversion.

Value co-creation, mediated by technologies, mobile platforms, and symbolic interactions, is consolidated as a legitimate source of loyalty and sustainability. The use of emerging technologies reshapes marketing structures through automation, predictive analytics, and personalization, expanding the possibilities for segmentation and positioning. Finally, entrepreneurial orientation supported by organizational learning and knowledge management enables SMEs to operate strategically in complex environments. This review thus offers a robust framework for understanding how marketing is transformed in practice through the integration of capabilities, technology, and contextual adaptation.

### 5.1. Limitations and Recommendations

One limitation of this review lies in the fact that, although the selected studies cover a wide range of countries and sectors, there is a thematic concentration on digital, technological, and service industries. This limits the possibility of extrapolating the findings to traditional or rural manufacturing sectors. Future research is recommended to incorporate field studies analyzing the real implementation of dynamic capabilities and digital strategies in SMEs with lower levels of digitalization, as well as the differentiated impact based on size,

age, and location of the company.

## 6. CONCLUSIONS

The findings of this literature review demonstrate that marketing in SMEs can no longer be conceived as an isolated or auxiliary function, but rather as a dynamic and strategic system composed of interrelated capabilities, technological infrastructures, and relational mechanisms that interact with volatile environments. This transformation is reflected in the ability of SMEs to detect external signals, reconfigure their value propositions, and deploy data-driven tools that enhance the customer experience across multiple touchpoints. Theoretically, this study contributes to the consolidation of an integrative framework that articulates Dynamic Capabilities Theory, Relationship Marketing, Knowledge-Based View, and digital transformation models, offering a comprehensive understanding of how SMEs adapt and evolve in dynamic ecosystems. By connecting these perspectives, the review advances the conceptualization of marketing as a cross-functional process grounded in continuous learning,

innovation, and strategic resilience.

Methodologically, this research provides a structured synthesis of 27 peer-reviewed studies, classified by theory, methodology, variables, and strategic outcomes. It highlights the predominance of quantitative validation in the field while signaling the need for richer interpretative models. This typological mapping lays the groundwork for future comparative research and the development of context-sensitive indicators. Practically, the review proposes a model that can guide SME managers in redesigning their marketing functions around key transformation levers: data analytics, organizational innovation, and customer co-creation. It underscores the importance of aligning marketing strategies with digital infrastructure, internal capabilities, and value-based relationships to ensure adaptive performance and long-term competitiveness in uncertain environments. In sum, the new marketing paradigm for SMEs is defined by integrative thinking, proactive adaptation, and evidence-based decision-making elements that position marketing not merely as a communicative tool, but as a core driver of business transformation.

**Declaration of Conflict of Interest:** The authors declare no conflict of interest related to this research.

**Declaration of Ai Usage:** The authors declare that artificial intelligence tools were used solely as a support resource during the development of this article, without replacing the human intellectual or reflective process at any point. After conducting an exhaustive review through various specialized platforms, the content was verified to show no signs of plagiarism, which is duly documented. Likewise, the authors affirm that this work is the result of an original and autonomous intellectual effort and has not been previously published or generated by automated systems or digital writing platforms.

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