

## Supply chain performance analysis using SCOR and digital marketing: a case study in the technology sector

### Análisis del desempeño de la cadena de suministro mediante SCOR y marketing digital: un estudio de caso en el sector tecnológico

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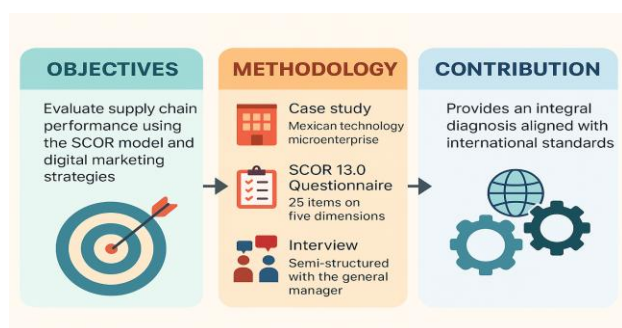
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#### Abstract

This study evaluates the logistics performance of a microenterprise using the SCOR v13.0 model, integrating digital marketing indicators to analyze its operational and commercial impact. A mixed-methods approach was employed, based on a structured questionnaire with five dimensions of the SCOR model (Plan, Source, Make, Deliver, and Return) and a semi-structured interview with the company's CEO. The results show strengths in sourcing and delivery, as well as weaknesses in planning and returns processes, particularly due to the lack of supporting digital tools. The conceptual integration of logistics practices and digital marketing reveals opportunities for professionalization, improved customer experience, and alignment with international supply chain management standards. This study contributes to the literature by demonstrating the applicability of the SCOR model to technology-based microenterprises in the service sector and its potential when combined with digital strategies.

#### Resumen

El estudio evalúa el desempeño logístico de una microempresa mediante la aplicación del modelo SCOR v13.0, integrando a su vez indicadores de marketing digital para analizar su impacto operativo y comercial. Se empleó un enfoque mixto basado en un cuestionario estructurado con cinco dimensiones del modelo SCOR (Plan, Source, Make, Deliver y Return) y una entrevista semiestructurada aplicada al director general de la empresa. Los resultados muestran fortalezas en abastecimiento y entrega, así como debilidades en planificación y procesos de devoluciones, especialmente por la ausencia de herramientas digitales de apoyo. La integración conceptual entre prácticas logísticas y marketing digital evidencia oportunidades de profesionalización, mejora en la experiencia del cliente y alineación con estándares internacionales de gestión de la cadena de suministro. El estudio contribuye a la literatura al demostrar la aplicabilidad del modelo SCOR en microempresas tecnológicas de servicios y su potencial al combinarse con estrategias digitales.



Supply chain, SCOR, Digital Marketing



Cadena de suministro, SCOR, Marketing digital

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## Introduction

Supply chain management has established itself as a strategic pillar for business competitiveness, particularly in organizations operating in highly technology-demanding environments. Models such as SCOR (Supply Chain Operations Reference) provide structured frameworks for diagnosing, standardizing, and improving logistics processes in companies of different sizes (Bolstorff & Rosenbaum, 2016). At the same time, the adoption of digital marketing has emerged as a determining factor in strengthening commercial presence, optimizing communication with customers, and complementing operational processes (Chaffey & Ellis-Chadwick, 2019).

In Mexico, many micro and small technology companies operate with partially structured logistics processes, which affects their internal efficiency, responsiveness, and competitive positioning. This problem manifests itself in coordination failures between departments, long delivery times, limitations in process standardization, and poor integration between operations and digital communication strategies. Added to this is the limited use of digital marketing as a tool to inform logistics decision-making, which creates gaps between customer perception and actual operational performance.

Given this situation, there is a need for a comprehensive evaluation framework that not only examines logistics performance using the SCOR model, but also analyzes how digital marketing practices can enhance information flow, improve demand visibility, and strengthen the customer experience. This premise gives rise to the central hypothesis of this study: the integration of the SCOR model with digital marketing strategies contributes to improving the logistics performance of a technology company by providing greater operational efficiency and a more comprehensive view of customer interactions.

The integration of both approaches allows for a systemic analysis of the supply chain. SCOR facilitates the evaluation of the Plan, Source, Make, Deliver, Return, and Enable processes, while digital marketing provides key information on customer behavior, satisfaction levels, demand patterns, and the effectiveness of commercial communication.

This combination makes it possible to identify areas for improvement that are not visible from a purely operational analysis and, in turn, align logistics strategies with the customer's digital experience.

In this context, the objective of this article is to evaluate the logistics performance of a Mexican technology company using the SCOR model, integrating elements of digital marketing to identify areas for improvement and establish a comprehensive diagnosis applicable to organizations with similar characteristics. This proposes an innovative approach that combines operational efficiency and customer relationship management as fundamental elements for increasing competitiveness in the technology sector.

## Literary Review

Supply chain management has undergone significant evolution in recent decades, driven by the need to standardize processes, improve operational efficiency, and respond to highly competitive business environments. Among the most widely used models for logistics analysis is the Supply Chain Operations Reference Model (SCOR), initially developed by the Supply Chain Council and currently administered by the Association for Supply Chain Management (ASCM). Since its first publication in 1996, the SCOR model has established itself as an international standard for logistics performance evaluation by integrating processes, metrics, and best practices into a common framework (APICS, 2017; ASCM, 2022).

### 1. Evolution and adoption of the SCOR model

The SCOR model structures the supply chain through five fundamental processes: Plan, Source, Make, Deliver, and Return, to which the Enable process has been added in more recent versions. This structure allows for comprehensive evaluation from strategic planning to physical and information flows. Authors such as Bolstorff and Rosenbaum (2016) highlight that SCOR provides clarity in metrics, facilitates comparison with global standards, and guides the implementation of continuous improvement initiatives.

Recent research has expanded its application to various sectors, including manufacturing, food, logistics services, and SMEs. Adam, M. et al (2020), for example, demonstrated that SCOR is effective for measuring performance in complex supply chains, while Prasetyaningsih et al. (2020) confirmed its usefulness in contexts with limited resources. Likewise, the incorporation of the SCOR Digital Standard (DS) has made it possible to link logistics activities with emerging technologies such as IoT, data analytics, and automation (Özkanlısoy, Ö 2023).

## 2. SCOR applied to SMEs

Although much of the literature on SCOR focuses on manufacturing and large companies, recent studies highlight its relevance for small businesses in the technology sector. Nguyen, T.T.H (2024) demonstrated that SCOR allows bottlenecks to be identified, logistics maturity levels to be measured, and performance benchmarks to be established for companies with flexible operating models. Additionally, Zhang, S. (2024) expanded the discussion by validating the model in technology product companies, concluding that SCOR facilitates alignment between operational processes, sourcing, and supplier relationships.

In Latin American contexts, Zuluaga Mazo et al. (2014) highlight the need for standardized tools that enable SMEs to address the lack of indicators and limited digitization. This is particularly relevant for technology microenterprises that depend on delivery times, inventory availability, and efficient returns management to compete in saturated markets.

## 3. Convergence between logistics and digital marketing

The growing digitization of markets has driven integration between logistics and digital marketing. Chaffey & Ellis-Chadwick (2019) argue that digital marketing has become an indispensable component for customer acquisition, retention, and loyalty, especially in technology sectors where users seek immediate information, product availability, and technical support.

In this regard, Masa'deh et al. (2023) document that the integration of marketing and logistics promotes synchronization between supply and demand, optimizes the customer experience, and improves the visibility of logistics processes. They add that SMEs often lack formal digital strategies, which limits their competitiveness, even when they have functional logistics processes.

The literature also emphasizes the importance of digital content as a tool for improving customer trust. Castilla et al. (2023) argue that technology companies that publish specialized content strengthen their credibility, reduce consumer uncertainty, and improve business performance, which is directly linked to the Make dimension of the SCOR model when adapted to technical service contexts.

## 4. After-sales management and its impact on SCOR

Several studies highlight the importance of the Return process within the SCOR model, as its proper management directly influences customer satisfaction, company reputation, and repeat purchases. Zambrano, L. E. & Zaldumbide, D.A. (2023) state that after-sales has become a key differentiator in technology companies, where customers demand immediate support, clear policies, and traceability in returns.

Dias, A & Pereira, L (2025) conclude that the absence of formal return policies generates negative perceptions about the seriousness and professionalism of companies, regardless of the quality of their products or services. This finding is particularly relevant for micro-enterprises that depend on local prestige and customer recommendations

## 5. Need for SCOR–digital integration in technology companies

Finally, the literature agrees that integrating SCOR with digital tools accelerates logistics maturity and significantly improves responsiveness Zambrano, L. E. & Zaldumbide, D.A.(2023); ASCM, (2022). Models such as DigitalSCOR propose a vision where information, indicators, and customer experience converge in standardized, accessible, and measurable processes.

For tech micro-enterprises, this convergence represents a viable route to professionalizing their operations without requiring large investments, through the use of simple tools such as digital forms, technical content, basic traceability, and SEO strategies.

### Methodology

The study was conducted using a mixed approach and a case study design. The unit of analysis was a technology microenterprise located in Querétaro, Mexico, specializing in the sale of technology accessories and video surveillance services.

Two instruments were used: first, the adapted SCOR v13.0 questionnaire, consisting of 25 items on a Likert scale, grouped into the five dimensions of the model. In addition, a semi-structured interview was conducted with the CEO, covering five categories: operations, supply, logistics, digital marketing, and areas for improvement.

Data collection took place between June and July 2025. Averages were obtained for each dimension of the SCOR model and triangulated with qualitative evidence from the interview. Given the sample size, descriptive and exploratory correlational analysis was applied.

### Results

The results indicate that the company lacks formal mechanisms for anticipating demand, managing inventory variability, and establishing performance metrics. Planning practices are carried out reactively, based on the CEO's experience rather than predictive or analytical models.

It was also identified that:

- Generally, no digital tools are used to simulate scenarios or analyze sales trends.
- There is also no formal supply schedule based, for example, on previous orders or past years' behavior.
- Inventory planning is not aligned with digital marketing guidelines, which causes peaks in demand without logistical forecasting.

This coincides with information obtained from the literature, which indicates that technology SMEs tend to operate intuitively, with little systematization in demand forecasting (Ouyang & Huang, 2024).

### Source Dimension (4.0/5) – Strengths in strategic relationships and reliable supply

The highest rating after Deliver corresponds to Source. The company maintains strong relationships with key suppliers (Dahua, TP-Link, Steren), supported by:

- Digitized purchasing processes through electronic transfers and orders.
- Stable delivery times.
- Availability of technical support from strategic suppliers.
- Continuous training provided by specialized brands.
- However, there are still opportunities for improvement in:
- Absence of supplier evaluation metrics.
- Lack of comparative analysis of prices and response times.
- High dependence on a single dominant supplier (Dahua).

### Make Dimension (3.8/5) – Good operating standard but no technical indicators

This dimension, adjusted to the context of technical services, showed favorable performance due to:

- Empirical standardization of installation and maintenance processes.
- High service customization.
- Efficient management of internal warranties.
- However, the following were found to be lacking:
- Productivity indicators.
- Digital records of installation times.
- Standardized technical documentation for customers and internal staff.

This limits the possibility of establishing technical benchmarking or demonstrating added value in digital channels.

**Delivery Dimension (4.5/5) – Stronger logistics system**

- The Delivery dimension received the highest score in the study. The associated factors were:
- Efficient fulfillment of deliveries and services.
- Direct communication via WhatsApp with immediate response times.
- Flexibility for in-store or home deliveries.
- Personalized service that enhances customer satisfaction.
- The main weaknesses identified were:
- Lack of digital traceability.
- Lack of public policies on social media delivery.
- There is no notification or order tracking system.

**Return Dimension (2.8/5) – The main weakness of the system**

The return and after-sales processes showed significant shortcomings:

- There are no visible return policies for customers.
- The process depends entirely on the intervention of the CEO.
- There are no records or indicators regarding reasons for returns.
- The company does not use digital tools to manage warranties.

This dimension is critical for technology companies, where after-sales service is a key factor in customer loyalty (Zambrano, L. E. & Zaldumbide, D.A., 2023).

**Box 1**

**Table 1**  
Comparison of performance by SCOR dimension vs. literature standards

| Dimension | Result | Expected standard | Gap      |
|-----------|--------|-------------------|----------|
| Plan      | 3.2    | 4.0–4.5           | High     |
| Source    | 4.0    | 4.0–4.6           | Medium   |
| Make      | 3.8    | 4.0               | Moderate |
| Deliver   | 4.5    | 4.0–4.5           | Low      |
| Return    | 2.8    | 3.5-4.0           | Critical |

*Note: The table shows that Plan and Return have the widest gaps, while Deliver and Source are close to international standards, although with key areas for digital improvement*

**Box 2**

**Table 2**  
Relationship between current practices and SCOR requirements

| Dimension | Current practice                     | Requirement SCOR                     | Compliance  |
|-----------|--------------------------------------|--------------------------------------|-------------|
| Plan      | Reactive planning                    | Demand analysis, KPIs                | Low         |
| Source    | Digital purchasing, stable suppliers | Formal supplier evaluation           | Medium-high |
| Make      | Good technical performance           | Indicators, documentation            | Medium      |
| Deliver   | Fast deliveries                      | Digital traceability                 | High        |
| Return    | Manual processes                     | Visible policies, digital management | Very low    |

*Note: The results show that the company operates efficiently in Deliver and Source, but needs to migrate to a formal scheme in Plan, Make, and especially Return.*

**Box 3**

**Table 3**  
Comparison of findings and literature

| Finding                      | Consistency with literature                             | Implication           |
|------------------------------|---|-----------------------|
| Weakness in planning         | Frequent in SMEs (Ouyang & Huang, 2024)                 | Operational risk      |
| Strength in supply           | Effective strategic relationships (Lima-Junior, 2019)   | Competitive advantage |
| Good performance in delivery | Influences customer satisfaction (Silva et al., 2023)   | Loyalty               |
| Poor returns                 | Lack of processes affects trust (Romero & Torres, 2022) | Reputational risk     |
| Limited digital marketing    | Common pattern in SMEs (Jiménez & Pérez, 2021)          | Low Visibility        |

*Note: The patterns identified in the company are consistent with those observed in multiple studies on technology SMEs: operational strength, analytical weakness, and lack of structured digitization.*

**Box 4****Table 4**

Relationship between digital marketing and SCOR

| Digital element    | Expected impact              | Current situation                 | Gap    |
|--------------------|------------------------------|-----------------------------------|--------|
| Social media       | Synchronize Plan and Deliver | Irregular frequency               | High   |
| SEO/Google Maps    | Greater visibility           | Profile without active management | Medium |
| Technical content  | Improve Make and trust       | Does not exist                    | High   |
| WhatsApp Business  | Improve Deliver              | Inefficient use                   | Low    |
| Forms and tracking | Improve Return               | Not implemented                   | High   |

*Note: The lack of integration between digital marketing and SCOR limits the company's potential for growth and professionalization.*

The results show that the SCOR model is a relevant tool for diagnosing the supply chain in technology micro-enterprises. The heterogeneity of the scores confirms that these organizations tend to combine efficient operational practices with structural weaknesses, as suggested by Adam, M. et al (2020) & Prasetyaningsih et al. (2020).

The reactive planning observed coincides with logistics maturity models in SMEs, where the lack of demand analysis and the absence of digital tools represent significant constraints to growth (Ouyang & Huang, 2024). Likewise, strength in sourcing is in line with the literature that argues that stable relationships with suppliers can partially compensate for the lack of formal systems, Deku, W.A., Wang, J., & Preko, K. (2024).

In the operational sphere, the Make dimension showed technical efficiency but a lack of documentation, which is consistent with studies that highlight the importance of content marketing in reinforcing professional perception in technology sectors. The Deliver dimension, with the highest score, confirms that personalized attention and immediate response time are key factors in the customer experience of technology products. However, the lack of traceability affects the transparency of the process, an essential element for advanced digital models such as DigitalSCOR.

Finally, the Return dimension, which is the weakest, constitutes the main strategic risk. Its status contrasts with the best practices described by Adam, M. et al. (2020), who point out that after-sales management is crucial for customer loyalty and corporate reputation.

The integration of digital marketing into the analysis reveals a structural disconnect between digital presence and logistics operations. The evidence confirms that the company lacks technical content, public policies, digital metrics, and positioning strategies, a common situation in Mexican micro-enterprises (Gutiérrez-Leefmans, C. et al, 2021). This disconnect limits the business's ability to align demand, provide clear information, and improve customer confidence.

**Conclusions**

The comprehensive analysis carried out using the SCOR model, complemented by an evaluation of digital marketing strategies, made it possible to accurately identify the strengths, weaknesses, and opportunities for improvement in the technology microenterprise studied. First, it confirms that the SCOR model continues to be a robust, systematic, and adaptable tool for diagnosing the logistics performance of organizations regardless of their size, provided that the dimensions of the model are properly contextualized to the nature of the business processes. The evaluated company showed remarkable performance in the Source and Deliver dimensions, demonstrating efficient relationships with its suppliers, competitive response times, and personalized customer service. These elements represent strategic assets that directly contribute to the end consumer's perception of professionalism and reliability.

However, the research also revealed critical areas that require priority attention to improve the overall efficiency of the supply chain. The Plan dimension is affected by the absence of formal demand forecasting mechanisms, as well as the lack of key performance indicators to assess inventory stability, sales variability, or responsiveness. Logistics operations, although functional, continue to rely on intuitive or experience-based decisions, limiting the possibility of adopting strategic planning that would allow for anticipating market behavior, adjusting purchases to demand cycles, and avoiding losses due to overstocking or shortages.

The Return dimension is the most significant challenge identified in the analysis. The lack of clear return policies, systematic processes for warranty management, and digital tools that enable post-sale traceability puts the company in a vulnerable position compared to more structured competitors. In technology markets, where trust, technical support, and after-sales service are critical factors in customer loyalty, the lack of standardization can negatively impact the business's reputation, even when customer service is responsive and efficient.

In terms of digital marketing, the study shows that the company maintains a limited and functional digital presence, based mainly on direct channels such as WhatsApp and Google Business. However, this presence lacks content strategies, performance metrics, SEO positioning, or integration with logistics processes. The underutilization of digital tools limits the organization's ability to increase its visibility, attract new customers, and transparently communicate key aspects such as inventory availability, promotions, commercial policies, or delivery times.

The conceptual integration between SCOR and digital marketing leads to the conclusion that logistics professionalization does not depend solely on advanced technological infrastructure, but also on the ability to standardize processes, document procedures, implement indicators, and use accessible digital tools geared toward communication, monitoring, traceability, and analysis. Finally, it is recommended to move towards the implementation of visible return policies, digital service forms, basic logistics metrics, valuable technical publications, and a digital plan aligned with operational cycles. These actions would reduce customer uncertainty, improve the overall efficiency of the supply chain, and strengthen the company's competitiveness in a dynamic and demanding technological market.

### Declarations

### Conflict of interest

The authors declare no interest conflict. They have no known competing financial interests or personal relationships that could have appeared to influence the article reported in this article.

### Author contribution

*Bárceñas-Nava, Ma. de los Angeles:* Contributed to the writing, structure, data analysis, and editing of the original draft.

*Trujillo-Beltrán, Elisa:* Contributed to the project design and drafting.

*Ramírez-Mendoza, Maximiliano:* Contributed with analysis of results.

*Kido-Miranda, Juan Carlos:* Contributed by reviewing the original draft and structure.

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The data supporting this research are available upon reasonable request to the corresponding author.

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### Abbreviations

List abbreviations in alphabetical order.

|         |   |
|---------|---|
| SCOR    | Supply Chain Operations Reference                 |
| PyMEs   | Small and medium-sized enterprises                |
| DS      | Digital Standard                                  |
| IoT     | Internet of Things                                |
| ASCM    | Association for Supply Chain Management           |
| APICS   | American Production and Inventory Control Society |
| SEO     | Search Engine Optimization                        |
| TP Link | Twisted Pair Link                                 |
| KPIs    | Key Performance Indicator                         |

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