

Strategic Approach To Digital Marketing: Literature Review In The Context Of Small And Medium-Sized Enterprises In The Agricultural Sector

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Abstract

In recent years, the incidence of technological and communication media, coupled with factors such as the Covid-19 pandemic, has led small and medium-sized agricultural industries to reinvent and transform their tools to stay on the market. Hence, the need for digital transformation in organizations led to the approach of this study, whose purpose was focused on analyzing under the qualitative methodology and documentary review, the empirical and epistemological reference of studies published in academic google databases and Scopus 2016-2021 regarding digital marketing strategies in small and medium enterprises in the agricultural sector in Ecuador, leading to determine according to review and content analysis the existence of a low percentage of publications regarding the subject. This situation leads to the conclusion that the agricultural sector is no stranger to the processes of change in a globalizing and interconnected world, motivating the proposal of digital marketing strategies that respond to small and medium enterprises' internal and external needs.

Keywords: strategies, digital marketing, small, medium-sized companies, agricultural sector

Resumen

En los últimos años la incidencia de los medios tecnológicos y de la comunicación, aunado a factores como la pandemia del Covid-19, ha llevado a las empresas en general con especial incidencia en pequeñas y medianas industrias del sector agrícola a reinventar y transformar sus herramientas para mantenerse en el mercado. De allí, que la necesidad de transformación digital en las organizaciones llevó al abordaje del presente estudio, cuyo fin se centró en analizar bajo la metodología cualitativa y de revisión documental, el referente empírico y epistemológico de estudios publicados en bases de datos de google académico y Scopus 2016-2021 respecto a estrategias de marketing digital en pequeñas y medianas empresas sector agrícola en Ecuador, llevando a determinar según revisión y análisis de contenido la existencia de un bajo porcentaje de publicaciones con respecto a la temática. Situación que lleva a concluir que el sector agrícola no es ajeno de los procesos de cambios en un mundo globalizante e interconectado, motivando la propuesta de estrategias de marketing digital que responda a las necesidades internas y externas de las pequeñas y medianas empresas.

Palabras claves: estrategias, marketing digital, pequeñas, medianas empresas, sector agrícola.

1. Introduction

In recent years, a review has been made of the main antecedents of digital marketing in small and medium-sized agricultural SMEs at the regional, national and international levels. As a result, SMEs have begun

repositioning themselves using digital marketing and new and innovative technologies applied to different sectors, including agriculture, to position their products in the market. One of the causes of the acceleration of the digital migration of SMEs is the impact that the Covid-19 pandemic has had on all sectors, with particular consideration in the agricultural sector, which is considered a priority for countries and the world as a mechanism for food security of the population.

A tour of some Latin American countries shows important data regarding technological means in recent years. Gómez (2018), in a study conducted in Colombia, expresses that information and communication technologies are being used with greater incidence in companies to improve their competitive position in the market. According to data from the National Institute of Statistics and Census INEA (2018), cited by the author above, 58.1% of Colombians use the Internet. In this same line, Gutiérrez and Nava (2016) state that the use of Information and Communication Technologies has allowed a better performance of companies in recent years, especially in the marketing field. However, in the case of SMEs, technological means have had less impact. Marketing practice is lower than in large companies in small and medium-sized enterprises (SMEs).

Puentes et al. (2016), who address a research experience focused on the implementation of digital marketing strategies to family SMEs of Colombian artisanal candy food products, express that this microenterprise is not entering the market due to the absence of digital marketing strategies derived from the lack of knowledge of the use of technological media. This situation has somehow limited the increased participation of SMEs in the digital context.

Patiño and Ruíz (2018) state that digital marketing is a fundamental advance in international business, especially in small and medium enterprises and the trade they promote internationally. The efficient management of SMEs in the market is still in an incipient phase because they do not have a technological infrastructure that projects products to national and international markets.

Basto (2021) states that one of the critical tools in the dynamization of the economy is marketing, especially in the field of small and medium-sized enterprises. In this dynamic, fundamental forces are generated and related: supply and demand, being these energized by marketing, an activity that plays a relevant role in the processes of strategic management: planning, organization, direction, and control in the world of commercial exchange of products. Moreover, marketing dynamizes the necessary goods for promoting products that come to dynamize the economy and, consequently the satisfaction of the population, especially the customers who purchase the product.

In the agricultural context, marketing as a process constitutes one of the main foundations of the Peruvian economy, considering the need, product and exchange as essential elements in marketing and competitiveness by directly intervening in the evaluation of policies, mission, vision, objectives, activities and strategies of SMEs. Furthermore, social networks have become one of the main tools to support SMEs for better performance in the competitiveness of services and products (Elías, 2013).

From this perspective, as proposed by Elías, innovation is an essential element in increasing productivity not only in the agricultural sector but in all other sectors at the local, national and international levels. The agricultural or primary sector is made up of activities related to the transformation of available natural resources into unprocessed primary products. The agricultural products sector is a primary activity of plant origin that constitutes the general agrifood sustenance of the population (Astudillo et al., 2013).

In this context, digital marketing plays a fundamental role, which studies of the technical market applications in the agricultural and livestock sectors in order to increase sales, reduce production costs, plan digital marketing strategies, reduce production costs, plan advertising strategies in correspondence with the mission, vision, objectives and values of small and medium enterprises.

Araque et al. (2015), knowing the internalization potential of SMEs in Ecuador, allows management decision-making and the design of local, national and international policies that lead to the use of technology and information tools.

Vite et al. (2018) study the approach to marketing in a content store for the commercialization of agricultural products derived from the agricultural sector, stating that Internet commerce represents a tool that small and medium-sized companies have used to place products on the global network through the use of virtual

stores. Another digital marketing strategy is the use of social networks for the commercialization of agricultural products.

According to Gonzalez and Flores (2020), SMEs are going through a national and international crisis, which unexpectedly affects performance, being small and medium-sized companies bear a greater weight in the face of environmental changes due to their informal and unsound structure in the management of resources. This is where strategic planning and digital media use as valuable tools for management since, through internal and external situational analysis, strategies and the resignification of management are defined according to new changes and demands. Furthermore, agricultural SMEs represent one of the fastest-growing sectors in recent decades worldwide, demanding high-impact investments, as established in the Paris agreement in 2016, in correspondence with the 2030 Agenda for sustainable development and the Food and Agriculture Organization of the United Nations (FAO) by proving that investing in the agricultural sector is an activity that contributes to the food security of the population in general.

According to Lombana (2018), agriculture in 2050 should provide food for 3 billion additional people, which implies that the agricultural sector must redouble the production area in the next 40 years, going from cultivating 1.2 billion to 3 billion hectares that impact food and raw material production by up to 70%, in order to ensure sustainability. Furthermore, faced with the countries' need for agrifood insurance, various tools have been put into practice through information and communication technology.

Developing countries such as Ecuador, with great potential for the use of agriculture from the investment and promotion of small and medium enterprises, SMEs as a strategic alternative for the use and marketing of products and raw materials that respond to food needs from the consolidation of strategic marketing models represented by the set of actions through which SMEs study the needs, demands, demands, perceptions, problems characteristic of a particular public, whether individuals or companies, which is the essential basis for addressing strategies to enable the placement and acceptance of the product in the market (Plaza and Blanco, 2015), demands, requirements, perceptions, characteristic problems of a particular public, whether individuals or companies, which constitutes the essential basis for the approach of strategies that allow the location and acceptance of the product in the market (Plaza and Blanco, 2015).

In recent years, SMEs in Ecuador has become the main engine of the country's economy and socio-productive and business development. To Pino (2018), the agricultural sector's contribution is historically related to the Ecuadorian economy related to the development and export crisis. Ecuador is an eminently agricultural country with a rural population concentrated in the Sierra Region.

As Lau 2020 (cited in Pantaleón, 2020) mentioned, Latin America, especially Ecuador, has experienced significant dynamism and technological advances leading to the repositioning of SMEs in the market. However, the current situation of small industry in Ecuador is summarized in the low technological level, low quality in production, lack of standards and high costs and demanding access to credit.

2. Approaches and trends in digital marketing for small and medium sized companies

For Perdigón et al. (2018), marketing is the social process aimed at satisfying the needs, desires, and motivations of individuals and organizations for the creation, planning, voluntary exchange, and competitiveness of products and services generated by the utility of services and products generated from utilities. It is important to highlight three key elements in the marketing process: need, product and exchange. The concept of need evidence the motivations, demands, and behavioral requirements of the buyer, the consumer or customer of SMEs (Gonzalez et al., 2022; Serpa et al., 2022), the concept of a product that drives the modes of action, production and organization of products, the exchange brings into play the mechanisms of balance between supply and demand. In this context, the use of social networks on the Internet increases the economic benefits by facilitating the development of marketing and communication activities, enhancing the positioning of businesses on the Internet, expanding the scope of their content and consolidating their image in

the market. However, there is a lack of research related to applying these business marketing technologies in the agricultural sector in developing countries.

The main success of the positioning of SMEs in the market is due to the use of digital strategies, which have led them to reach a level of awareness among customers and increase their popularity (Aguirre and Rozo, 2017). Hence, the purpose of the study is to identify the digital tools used that can serve as a reference to other contexts, investigate why companies use digital marketing and determine the marketing approaches and methods used by companies.

Striedinger (2018), in the research entitled digital marketing transforms the management of SMEs in Colombia, expresses that companies should be characterized by innovation and entrepreneurship permanently to achieve the objectives set and achieve the expected economic and financial results. In this sense, one of the modern tools of global impact is digital marketing, which considers an integrative strategy that contributes to strengthening small and medium industries of all economic and social sectors. In this field of management and entrepreneurship, digital marketing, under the communication channel, uses digital media to become the marketing mix. So, the research exposes the advantages of the companies that practice it.

Camacho (2018), in a study on digital marketing in SMEs, expresses the impact that SMEs have on the economy, which is no stranger to the changes and transformations derived from communication and information technologies to boost trade. In this context, small and medium-sized companies' knowledge of the market strategies they apply is investigated.

Martinez (2014) evaluates different digital marketing tools to implement in an SME company. He designs a digital marketing plan using Kotler's methodological process and uses media and tools, such as SEO self-managed web, to design the marketing plan using Philip Kotler's methodology. The resulting plan was implemented for six months, increasing by 84% the visits to the company's website through Google Adwords was, achieved an increase of 40% in clicks to the page, in email marketing was achieved an increase of 93% in emails read, Facebook has achieved 49% more fans, on Twitter 37.5%, increasing sales by a total of 3.9%.

Vargas and Chávez (2017) present an experience of digital marketing applied to the agricultural market in El Triunfo Canton in Ecuador, Guayas Province, which presents a fundamental analysis of the strengths of the use of digital marketing tools and strategies for SMEs for the impact on results and commercial positioning. It also contributes to the configuration of a referential framework that explains the importance of traditional and digital marketing in the development and entrepreneurship of small and medium enterprises. The research reflects weaknesses in the limited positioning of SMEs in the agricultural sector of digital marketing due to the lack of knowledge of the advantages of a communicational area and the strengths of the use of technological media as digital tools of impact on consumers of products.

Sotomayor et al. (2021) propose the approach of the technological context in small and medium-sized enterprises, where they express the relevance of technology in the organization, assuming the development and progress of a diversity of technological media: cell phones, radios, laptops, videos, use of the Internet, which necessarily leads to the necessary modernization of SMEs in the agricultural sector and the eminent projection in the global market.

Because of these weaknesses, some authors, such as Rodríguez and Bermúdez (2011), refer that the development of modern marketing theory is based on the conception that the purpose of production is to satisfy the customer-consumer. However, considering that the consumer is not the person who seems to be at the end of the journey but is throughout the process of productive activity. From there, the discussion in this research focuses on reviewing approaches, models and market practices from the point of view of its epistemological foundation and its contrast with the daily praxis. That is the confrontation of the theoretical and the real in specific contexts of SMEs, such as the case of the deepening of the marketing strategies applied by small and medium industries in Ecuador's coastal region.

The contributions of authors such as Bateman (1976), who makes significant contributions in terms of market theory, whose direct function of marketing is to provide services that facilitate the transfer of products and goods, transportation, storage, and the process involved from the producer to the consumer, are cited.

Similarly, Fredrick (1951, cited in Torres, 1987) states that marketing has been defined in many ways and from different perspectives.

The market is granted as the study of all operations and the agencies and organizations that deal with it from the strategic point of view and the planning of operations, including the mobility of products, from agricultural production to the process of the marketing chain of the final agricultural product, that is, from the manufacturer to the final consumers, as well as the effects of operations on producers, intermediaries and consumers.

These marketing processes require SMEs to modernize their operations to project themselves in the local, state, national and international markets, integrating technological innovation, communication and marketing as strategic tools to promote the positioning of agricultural products in the national and international markets.

The marketing comes to enhance the benefits of the small Ecuadorian industry with few potentialities that are little known and exploited as sources of employment and wealth of soil for agriculture.

For Mora (2009), in all the economies of the world, SMEs are of great importance since Micro and Small Enterprises play a fundamental role in the production of goods and services, demanding and buying products, and constitute a determining link in the chain of economic activity and employment generation. Moreover, small and medium-sized industries have created a family and social economy, encouraging family groups, improving their living conditions, and contributing to progress in general, as well as the use of raw materials.

SMEs are companies that combine capital, labor and productive means to obtain a good or service that satisfies various needs for a given sector and market. They are classified according to their sales volume, capital stock, number of workers, and production level (Astudillo et al., 2014).

Small and medium-sized agricultural enterprises are organizations that generate employment by supplying the demand for agricultural products. They are made up of human resources and capital with internal and external factors that condition production in the face of the growing globalization of markets.

According to Plaza (2019), SMEs are considered a strategic objective within the organization contemplated in the Constitution of the Republic of Ecuador as a strategic objective for the assurance of the population and development of the country. The value of their assets of agricultural SMEs is represented by soil, water and climate. Based on this trilogy, each organization has designed and implemented policies and strategies. One of the lines of empowerment of SMEs is strategic planning for product marketing purposes and a greater reach at the consumer level using less time, money and human resources.

However, Moreta (2017) expressed, “The lack of strategic planning is a reason for SMEs not to survive in the long term” (p.1).

For Carrillo (2016), SMEs are going through a national and international crisis, which unexpectedly affects performance, being the small and medium-sized companies that bear a greater weight in the face of environmental changes due to their informal and unsound structure in the management of resources. This is where strategic planning plays a fundamental role, being a valuable tool for management since through the internal and external situational analysis, strategies and the resignification of management are defined according to the new changes and demands.

In the context of the importance of strategic planning in consolidating SMEs and reducing weaknesses, they have been showing a result of informality in their management. Acosta and Pérez (2010) consider that the starting point for managing small and medium-sized industries is the design of strategies aimed at defining the roles played by each of the people who manage or are responsible for the industry, considering that their success will depend on what is planned and how this planning is operationalized. Hence, the strategic planning formulated by the SMEs implies the consideration of objectives, goals, policies, actions, control, and feedback of every one of the processes.

As Sallenave (1992) puts it, every organization, whether large or small, has objectives to achieve at three levels. Survival, growth, and profits are implicit and explicit in management decisions. Each level requires careful planning of actions directed at the organization, the product, the market, technology, competition,

capital, and personnel. For example, profit-driven strategies are directed at product price as a function of growth and quality, and profit-driven strategies involve assets and investment.

Despite the limited legal foundations that support the performance of SMEs in Ecuador, as expressed by Delgado and Chávez (2020) and some data are cited that allow the contextualization of the legal basis, in 1973, the small industry law was passed, which reflects the spirit of the importance of SMEs for the economic development of the country and the opening to new markets both in Ecuador and abroad.

According to the INEA report (2018), the agricultural production units categorized as small are represented by 547586 UPAS with 65% of the total production units. Medium 171531 for 20.4%, large 106563 represents 12.6% and very large totaling 17201 for 2.0%. Therefore, the land division is considered a problem.

3. Methodological approach

According to the objective's nature, the study is approached under a qualitative approach, defined by Rueda (2007) as the process by which the researcher assesses the qualities of objects, facts, phenomena and units of analysis studied. Hence, the procedure and tools of qualitative research are used to respond to the general objective aimed at analyzing the epistemological and empirical foundations that support the configuration of strategies for the strategic digital marketing plan for small and medium-sized enterprises in the agricultural sector in Ecuador in the context of covid-19.

As a complement to the previous positions, Hernández et al. (2014) point out that the qualitative approach uses data collection without numerical measurement to discover or refine research questions during the development of the interpretation. In addition, these authors refer that the qualitative research paradigm can be conceived as a group of practices or techniques of interpretive type, which allow scrutinizing the world, making it visible, and transforming it into observable representations such as annotations, recordings and documents. Hence, its two main qualities are that it is naturalistic and interpretive.

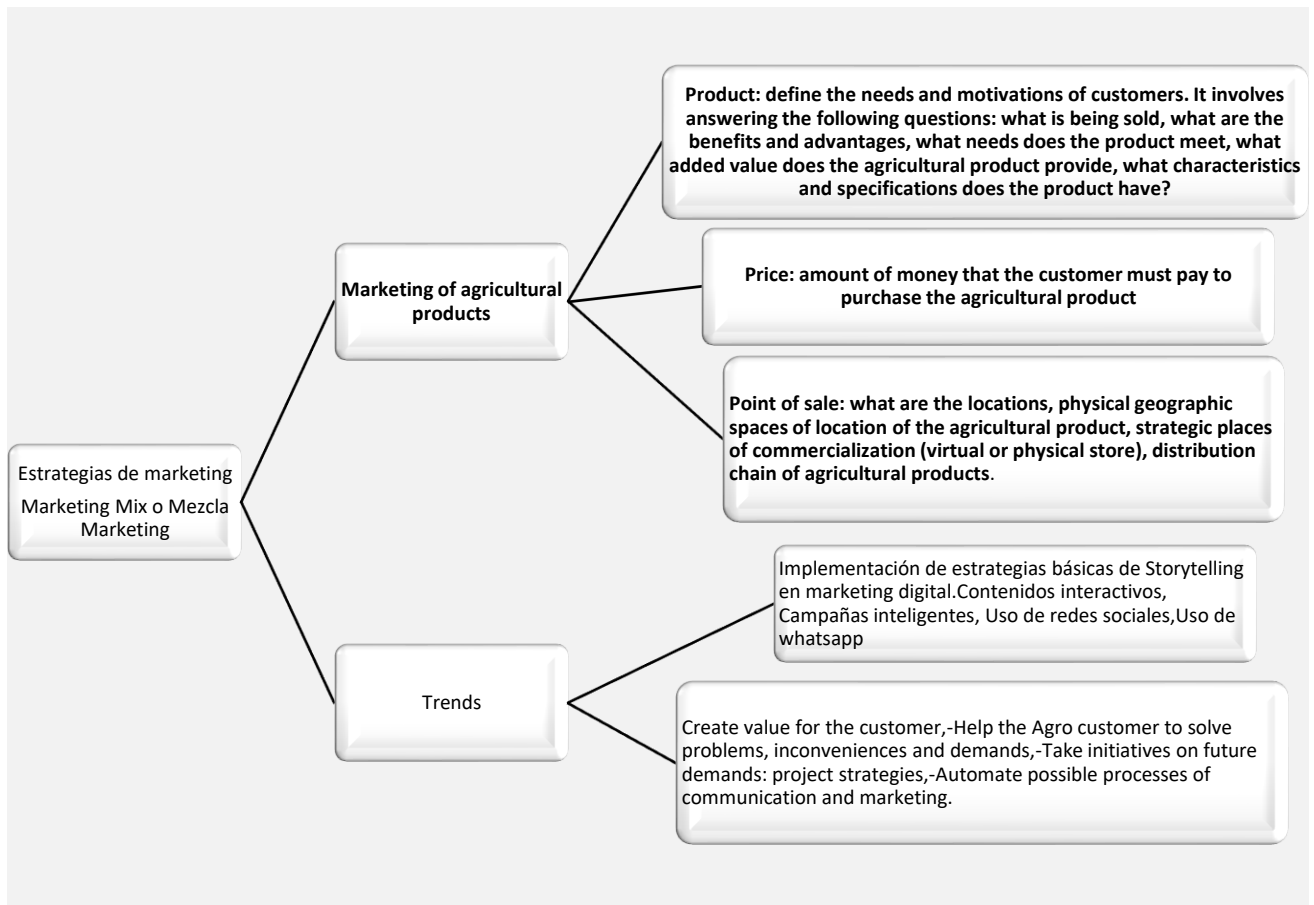
According to the qualitative approach of documentary review, defined by Martínez (2010) as a process of analysis of the content of a document, the results of published or unreported research on a specific topic are integrated.

The units of analysis were selected intentionally, and they were represented by documentary sources oriented to the theoretical and bibliographical analysis of the existing discourses inherent to the dimensions represented by a strategic digital marketing plan for small and medium enterprises in the agricultural sector with an emphasis on Ecuador.

The information search phase was developed based on reviewing and systematizing existing publications in the primary databases (Scopus, Scielo, Google Scholar). For the database information search system, the categories of analysis, year of publication, type of publication, sources, authors and findings of each of the studies were considered. This has allowed a broad vision of the subject to advance to the organization phase. From the hermeneutic review and interpretation, the sources were investigated to understand the approach and make sense of what each of the authors expressed, revealing the text's main ideas, the intentionality, the gaps and the convergent or divergent positions concerning the topic being addressed.

The process of documentary review in the databases above is shown in **Matrix 1**, which includes the articles cited in the text and the development of the research chapters related to the dimensions of analysis represented by the digital marketing strategies for small and medium-sized companies in the agricultural sector in Ecuador.

Figure 1. Digital marketing strategies



Note: a summary of strategies to promote marketing in SMEs is shown in Figure 1.

According to Fernandez (2020), a marketing plan begins with the description of the project, the mission, vision, objectives, approach of the purpose to be pursued for the development of an image of the product in the market, increase its visibility and relevance to consumers: It is about making the business visible to social networks and to motivate customers who are interested in the product. To do this, the study proposes a digital marketing plan whose objectives will have the characteristics of SMART: increase sales per year, incorporating the online presence by continuously monitoring the visits to our pages (which must be growing) and the search engine rankings. In the second moment for the configuration of the digital marketing plan, the internal and external situational analysis is addressed; being a new brand requires an impact at the level of the digital world to obtain visibility and acceptance. It must be differentiated from the competition by the treatment, the values it conveys, and the use of networks that will give an advantage when positioning itself in the market through search engines and online services. Another element to consider in the plan is the external evaluation, the application of the SWOT matrix, which means weaknesses, threats, strengths, and opportunities, the definition of digital strategies, and the identification of the Marketing Mix 2.0. Finally, implementation with a calendar and responsible for monitoring and controlling the plan.

Table 1. Matrix with a summary of significant elements inherent to articles published in the last five years inherent to digital marketing proposals.

N°	Authors	Title	Country/year	Results
1	Patiño García Carolina and Ruíz Quintero José Alexander	Design a digital marketing plan to implement a web platform to integrate the producers of the agricultural sector with the agro-industrial plant of the SENA Risaralda Regional Agricultural Center.	Colombia-Pereira 2018	In this research, they addressed the design of a digital marketing plan for which they relied on the web platform to achieve the integration of producers located in the agricultural sector, specifically in Risaralda, Pereira. The research is characterized as descriptive and mixed and uses the deductive method. Furthermore, it is worth mentioning that this study was carried out at the SENA Agroindustrial plant. Among the techniques applied were observation, survey and questionnaire. Finally, as a result, the relevance of the marketing plan design stands out, as the producers made interactive use of this platform with the products offered.
	Chávez Granizo, Gloria Patricia; Orozco Holguín, Jessica Digna y Delgado Dilmar Danilo	Traditional and digital marketing is an alternative for small and medium-sized companies. and medium-sized agricultural entrepreneurs	Ecuador 2018	Small and medium-sized companies move a large part of a country's economy. Based on this, the authors of this study proposed a proposal that contemplates both traditional and digital marketing actions. The study was carried out in several SMEs in the province of Guayas. For information collection, they interviewed those involved, such as small and medium producers, owners, and professionals in the agricultural and digital marketing areas. It should be noted among the results that the entrepreneurs who underwent the study do not have a marketing system that allows them to evolve and position their products in the market.
	Matamoros Maldonado, Carlos Alfredo Morán Valero, José Andrés	Incidence of digital marketing and its relationship with inventory turnover in medium-sized companies in the commercial sector in Guayaquil.	Guayaquil	The main purpose of this research is to analyze the impact of digital marketing and its relationship with inventory turnover in medium-sized companies. Methodologically it was approached through a non-experimental design, with a mixed approach with correlational documentary scope. For the collection of information, they made use of statistical packages; in addition, they applied interviews. As a result, it was found that the relationship between digital marketing and inventory turnover is not positive.
	Coello Vera, Karen Stefany and	Business plan for the creation of a company providing digital marketing services to small and	Guayaquil 2018	Digital marketing, more than a fashion or trend, is a valuable tool that will allow small and medium traders, in this specific case, the agricultural sector, to be at the forefront of technology and therefore offer their products to meet

	GavilanesBarrera, Cristina Elizabeth	medium-sized companies in the commercial sector.		consumer demand. In this sense, the objective of this study has been through a business plan to create a company that provides digital marketing services for customers. It was approached through mixed research, framed in a qualitative approach. The results showed favorable conditions to open a digital marketing company in Guayaquil.
5	Brian Stany Castro Gómez; Sandra Esteban Jiménez; Juan Manuel Moreno Toro; and Alberto Saavedra López	Strategic Planning for Digital Marketing in Colombia	Bogotá- Colombia 2017	Digital marketing plays an important role due to its ease with which it can reach many more consumers. In this sense, this research aims to promote through some strategies implemented to make the most of technological means for marketing various items of SMEs.
	Araneda Reyes, Pedro Iván;	Business plan for internationalization of digital marketing service for SMEs	Chile 2015	Based on the gigantic impacts that the technological revolution is generating, and along with it the use of digital marketing to continue crossing borders, the number one company in Chile called“Pago Rankin” that offers digital marketing services to SMEs in addition to being associated with Google, a situation that makes it a global opportunity to conquer other Spanish-speaking markets, which is why this research aims through the business plan to project itself in the United States and Mexico.
	Beltrán Aguilar, Dania	The Influence of Digital Marketing in Micro, Small and Medium Enterprises in Teotihuacan, State of Mexico Municipality.	Mexico 2019	The objective of this study was to analyze how digital marketing influences micro, medium and small businesses in the municipality of Teotihuacán. They used the deductive method with a descriptive methodological approach. They surveyed the various owners and consumers of the same place to collect the information. The sample consisted of 30 establishments in the municipality above. They found that micro, small and medium-sized merchants do not use digital marketing for their product commerce.
	Recarte Carrasco, Jorge Augusto	Proposal of a guide for implementing strategies and using digital marketing tools in the MYPES sector in Peru.	Peru 2019	The general objective of this study is to provide, through a guide, the relevant marketing tools and strategies for micro, small and medium-sized entrepreneurs; it is worth noting that digital marketing has effects for any productive sector, especially for the agricultural sector, which is the subject of the current research. As a recommendation, it is important and fundamental

			that the place on the web is quality so that the implemented strategies can generate optimal results.
Wicaksono, Tukur, Agus D. Nugroho, Zoltán Lakner, Anna Dunay, and Csaba B. Illés	Word of mouth, digital media and open innovation in agricultural SMEs	Hungary 2021	It is vital that SMEs are constantly evolving and advancing their marketing strategies such as digital marketing, taking advantage of the technological revolution will allow them to conquer a captive consumer population. That is why, in this study, an investigation has been carried out about the best means to promote digital marketing in the agricultural sector, specifically in Hungary. Among the results, it is highlighted that the Hungarian agribusinesses should focus on promoting through word of mouth and digital media.
Honghua Han, Jason Xiong, Kexin Zhao	Digital inclusion in the adoption of social media marketing: the role of product suitability in the agricultural sector.	China 2021	This research aimed to understand the factors that motivate the adoption of social media marketing (SMM) tools by rural farmers in China. For such purposes, they made use of the unified theory and acceptance of the use of technologies, specifically to the agricultural sector in China. A quantitative methodology was applied, using surveys and interviews. Among the results, it stands out that the evolution of the technological era is marking a great generational gap that is influencing farmers in the use of technology to promote their agricultural products.

4. Conclusions

The documentary review and content analysis of each of the approaches outlined at the epistemological and empirical level lead to refer as the central premise of analysis and discussion of most of the authors agree on the importance of digital marketing in the development and impact of SMEs in the agricultural sector at the level of local, national and international consumers.

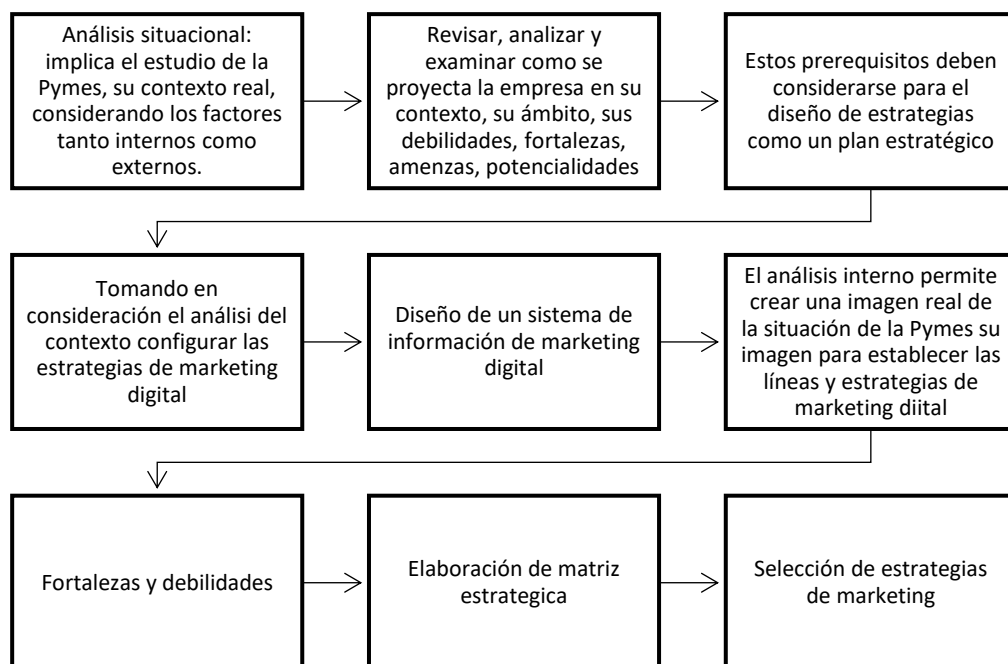
As well as several factors for determining the success of companies, the results reflect that those organizations that have been applying technological means from the intervention and management based on strategic plans of digital marketing are more successful than those that do not use it.

Within the plan, the most widely used tool in SMEs is social networks, with Instagram as the most frequently used network, through which they make their products visible to customers and promote their products and services. However, SMEs in the agricultural sector rarely or never use this tool. Although Instagram has become a means of communication and information for entrepreneurship, it is easy to use and low cost maintenance.

The review of scientific articles regarding the use of digital media by SMEs allowed determining a small number of articles published in the databases EBSCO, SCOPUS, Google academic for the issue of digital marketing in SMEs, with the little incidence in Ecuador and a greater number of publications in other Latin American and European countries, with the full purpose of helping to understand the problem of low use of digital marketing for small and medium enterprises in the agricultural sector.

As a contribution to the present research, Figure 2 shows a process for the design of digital marketing strategies that can be applied to SMEs of agricultural products.

Figure 2. Process for the design of marketing strategies



Note: SME cyclical process to be carried out in digital marketing as a strategy for market positioning.

The objective of small and medium-sized enterprises in the agricultural sector is to generate employment and supply agricultural products to the market. However, SME are made up of natural resources and capital, with the impact of internal and external factors that condition their production and face the growing globalization of markets, being managed as family estates, are not competitive, and lack the means of technology, communication and innovation to remain competitive in the market.

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