

Administrative Management and Business Performance in Mass Consumer Goods Distributors: Evidence from a Systematic Literature Review (2021–2025)

Alberto David Li-Falla¹, Jesus Provincia Villasante², Jerdi Tamani Maricahua³

¹ Universidad César Vallejo, Lima, Perú.

Email: alifal@ucvvirtual.edu.pe

ORCID: 0000-0001-6633-1660

² Universidad César Vallejo, Lima, Perú.

Email: jprovinciav@ucvvirtual.edu.pe

ORCID: 0000-0003-4124-2383

³ Universidad César Vallejo, Lima, Perú.

Email: jhon2018t@gmail.com

ORCID: 0000-0002-6689-3142

Abstract: Mass consumer distribution organizations play a strategic role in socioeconomic development, but they face strong structural challenges that limit their growth, competitiveness, sustainability, and innovation. The objective was to systematically identify studies on the influence of administrative management on the development of these organizations between 2021 and 2025, which includes the collection, analysis, and synthesis of documents. The method was descriptive and applied through a systematic PRISMA review, analyzing 85 articles from the Scopus, ScienceDirect, and SciELO databases. The results reveal that managerial competencies, organizational knowledge, management practices, digitalization, and innovation are decisive for organizational performance, sustainability, and innovation. The study demonstrated that digitalization is a critical enabler, but its benefit is only realized when there is administrative maturity, measurement systems, and an organizational learning culture. It is concluded that strategic marketing management plays an integral and strategic role in the business development of distributors, by articulating human, digital, financial, and cultural aspects, which is fundamental to strengthening the competitiveness of these organizations.

Keywords: Marketing; Strategy; Performance; Digitalization; Competitiveness.

1. INTRODUCTION

Large-scale distribution companies of consumer goods play a fundamental role in global production systems, as they hold a considerable share in terms of employment, supply, and value-added generation (Vera & Rojas, 2022; Day, 1994; Kotler & Keller, 2022). However, their performance, sustainability, and adaptability are not only determined by market forces but also by Administrative Management (AM), understood as a mechanism that integrates strategies, internal processes, and organizational capabilities. In this context, Management Action (MA) goes beyond operational coordination, encompassing strategic leadership, organizational learning, process digitalization, and value innovation (Kotler et al., 2021; Morgan et al., 2022).

Many authors consider management as the process of transforming tangible and intangible resources into sustainable competitive advantages. Leadership skills, process formalization, and planning influence efficiency,

service quality, and responsiveness in dynamic environments. In the distribution sector, characterized by low margins and high competition, these capabilities define corporate survival and growth in both the short and long term.

In emerging economies, institutional informality, regulatory asymmetries, and low human capital limit technological absorption and organizational sustainability (Aparicio et al., 2025; Nieto et al., 2022), affecting consumer goods distribution companies, which often operate with weakly formalized administrative structures, limited controls, and insufficient integration of information technologies into their core processes.

This creates an organizational paradox: although digitalization, innovation, and information technologies are recognized as strategic enablers for competitiveness, resilience, and business growth (Sjödin et al., 2022), many companies in the sector struggle to implement them. Evidence indicates that financial constraints, corporate governance deficiencies, and a lack of managerial capabilities determine the effective outcomes of these initiatives, often turning them into cosmetic adoptions with no real impact on performance (Colovic, 2022).

In this regard, research in strategic management requires critical thinking that goes beyond describing empirical associations between variables (Hernández-Sampieri et al., 2018). It is necessary to recognize the causal mechanisms through which administrative management impacts dynamic capabilities, formalization, and value creation in consumer goods distribution companies. It is also essential to understand why some organizations manage to adapt and transform while others remain trapped in patterns of informality and low productivity (Kozlenkova et al., 2021).

Accordingly, the purpose of this article is to critically analyze the scientific evidence published between 2021 and 2025, identifying convergent patterns, conceptual tensions, theoretical gaps, and future research lines regarding the influence of Administrative Management on the growth of consumer goods distribution companies. The method seeks to generate a rigorous synthesis that can enrich academic discussion and foster more robust and contextualized management strategies (Bernal, 2016; Creswell, 2014).

2. METHOD

The research followed a qualitative approach with a descriptive-analytical design, using a systematic literature review to rigorously analyze scientific evidence on administrative management and its effect on business development in consumer goods distribution companies during the period 2021–2025. This design is appropriate when aiming to integrate and critically assess results from previous studies, identify theoretical and empirical patterns, and develop a justified synthesis of existing knowledge (Bernal, 2016; Creswell, 2014).

The review was guided by the PRISMA 2020 protocol, which allows for the transparent and systematic organization of the stages of identification, screening, eligibility, and inclusion of studies, thereby strengthening methodological validity and reproducibility (Galindo-Domínguez, 2020).

Sources of Information and Search Strategy

For the bibliographic search, the following databases were used: Scopus, ScienceDirect, and SciELO, recognized for their multidisciplinary scope and high editorial standards in areas such as management, marketing, and business sciences. Boolean operators (AND, OR) were used, combining keywords in Spanish and English such as administrative management, business performance, and distribution organizations to conduct a comprehensive search of similar scientific literature (Sampieri, 2018). Additionally, the search was limited to indexed articles published between 2021 and 2025, with open access to full text and published in peer-reviewed scientific journals to ensure currency, traceability, and scientific rigor.

The selection of studies was conducted following predefined inclusion and exclusion criteria. Peer-reviewed scientific articles addressing, from either an empirical or theoretical perspective, topics related to administrative management, managerial skills, digitalization, or performance in distribution companies, SMEs, or related sectors were included. Conversely, duplicate documents, grey literature, conference proceedings, studies lacking methodological clarity, and those with only a tangential relationship to the research topic or without verifiable empirical evidence were excluded (Sánchez & Murillo, 2021).

Study Selection Process

In the initial identification phase, 245,594 records were obtained. To ensure thematic relevance, filters were applied based on publication time range (2021–2025), subject areas (business, management, and accounting), type of academic document, and availability of full text, reducing the dataset to 632 potentially relevant studies.

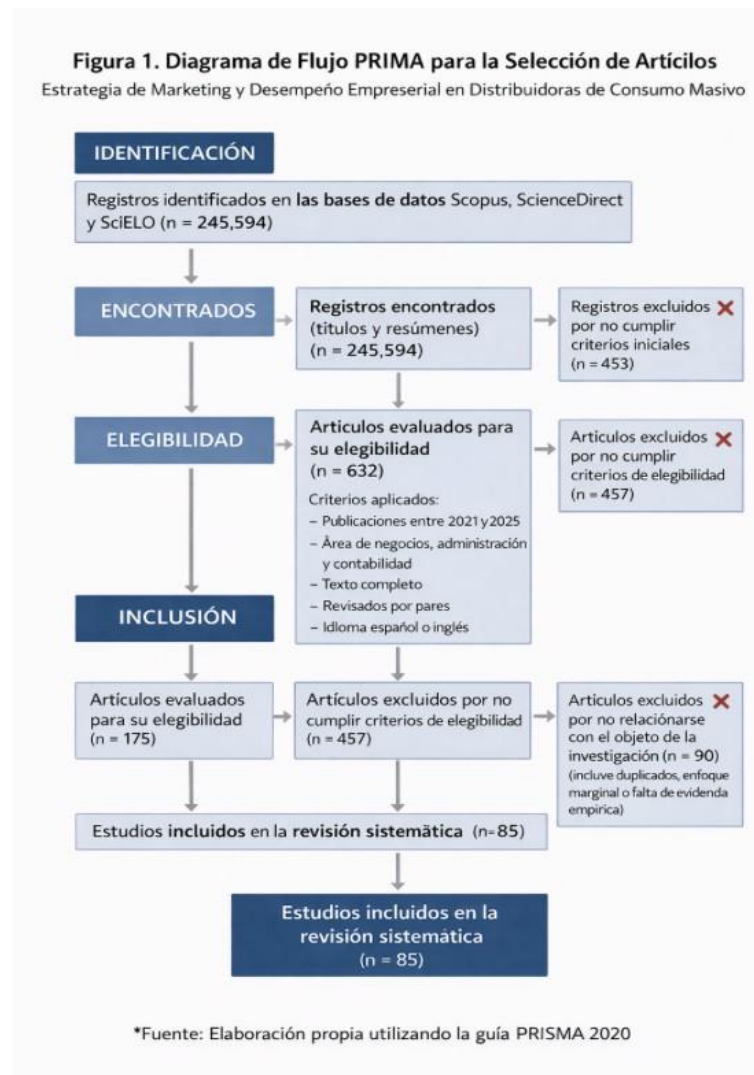
Screening was conducted based on titles, excluding 453 articles that did not align with the research objective. During the eligibility phase, abstracts, theoretical frameworks, methodologies, and main results of 179 articles were reviewed, eliminating those that were repetitive, marginal, or lacked verifiable empirical evidence of administrative management in distribution sector companies. Finally, 85 articles were selected that met the criteria of relevance, methodological rigor, and direct connection with the phenomenon under study.

Analysis and Synthesis of Information

The selected studies underwent a qualitative analysis and thematic synthesis process, in which findings were organized into analytical axes related to administrative management and business performance, such as managerial competencies, digitalization, strategic planning, innovation, logistics management, organizational culture, and performance measurement. This procedure enabled the identification of convergent patterns, conceptual tensions, and theoretical gaps, as well as the derivation of relevant implications for strengthening management in consumer goods distribution organizations.

Figure 1.

PRISMA Flow Diagram for Article Selection



3. RESULTS

The review identified 85 scientific articles published between 2021 and 2025, which were classified into nine thematic axes that reflect how administrative management influences the growth of distribution organizations.

Table 1.

Analytical Synthesis of Strategic Marketing Findings (2021–2025)

Axis of Analysis (Strategic Marketing)	Predominant Type of Evidence	Key Findings	Implications for Distribution Companie
MANAGERIAL COMPETENCIES AND LEADERSHIP	Quantitative and mixed (PLS-SEM; surveys; interviews)	Transformational leadership and talent management foster innovation and business performance (Suaza Arcila, 2021).	Managerial human capital is a strategic asset that generates adaptive advantages and reduces structural vulnerability.
Digitalization and AnalyticalMarketing	Quantitative, qualitative, and mixed methods	Process digitalization and the use of ICT strengthen organizational resilience and increase performance (Tajvidi & Karami, 2021; Chen & Kumar, 2022).	Technological adoption requires managerial maturity; in its absence, it generates limited or even negative impact (Zimmermann et al., 2024).
Strategic Planning and Management	Case studies and PLS-SEM	Formal planning and technical management promote stability and long- term results (Mashingaidze et al., 2021).	Managerial informality reduces the capacity for adaptation and expansion.
Logistics Management	Multiple case studies, surveys	Logistics integration, supplier partnerships, and digitalized supply chains enhance competitiveness (Tukamuhabwa et al., 2023).	Efficient logistics is a pillar of the value proposition (commercial effectiveness) and opens access to external markets.

Innovation (Product Strategies)	Quantitative; SEM	Entrepreneurial spirit and emotional commitment stimulate growth and resilience (Fernandes et al., 2023).	Organizations that innovate in their business model (products/services) are better able to withstand external shocks.
Performance Measurement and Intellectual Capital	Quantitative; interviews	Formal indicators enable rational decision-making and continuous improvement (Naeem & Garengo, 2022).	Metrics strengthen organizational learning and reduce operational ambiguity.
Organizational Culture	Case studies and PLS-SEM	Shared values, legitimacy, and leadership enhance reputation and governance (Donaldson & Preston, 1995).	Culture is an intangible infrastructure: it influences retention, work climate, and external trust.
Collaboration and Networks	Quantitative	Partnerships with clusters drive innovation and expansion (Verreynne et al., 2025).	Networks expand access to resources, mitigating size-related vulnerability.

Prepared by: the author.

In the reviewed scientific literature, strategic human resource management and leadership emerge as the two pillars with the strongest empirical evidence.

Throughout history, various studies have shown that organizations that invest in training, improve internal communication, and develop transformational leadership achieve better outcomes in innovation, employee well-being, and business

performance. This is essential for developing formal and persistent routines that codify knowledge and personal experience into organizational skills and capabilities, especially in contexts of high uncertainty and complexity.

Digitalization is vital for companies, but it is not an isolated element. Empirical evidence has shown that the benefits of Information and Communication Technologies (ICT) only materialize in firms with high levels of maturity in their management processes, performance measurement systems, and learning culture. The lack of alignment among these factors can leave digitalization at a superficial and reactive level, without achieving sustainable progress over time.

The reviewed literature did not reveal homogeneity in publication patterns. Regarding the academic literature analyzed, an increase in English-language articles was identified (79 articles subjected to full review). It is noteworthy

that Scopus was the database with the highest number of indexed articles, totaling 60. In second place was ScienceDirect, with 23 studies, and finally SciELO, with only two studies. It is important to note that most authors prefer publishing in English, which explains the limited availability of literature in Spanish on this topic (Table 2).

Table 2. Distribution of Articles by Database and Language

Language	Scopus	ScienceDirect	SciELO
English	55	23	0
Spanish	5	0	2
Total	60	23	2

Prepared by: the authors.

4. DISCUSSION

The review of the scientific literature presented in Table No. 1 shows that management in the distribution sector has been addressed from different strategic perspectives, all with a common goal: continuous improvement of organizational performance. These approaches combine perspectives from strategic marketing, resource management, dynamic capabilities, and market orientation, demonstrating that management is a cross-cutting variable in explaining corporate performance (Katsikeas et al., 2020; Morgan et al., 2022).

Human capital management and organizational design play a key role in this context. Empirical evidence supports that strategic leadership practices, internal communication, and cohesive organizational structures promote innovation, job satisfaction, and corporate performance (Ouédraogo & Gansonré, 2023; Islami & Mulolli, 2024; Wongsansukcharoen & Thaweepaiboonwong, 2023). Furthermore, the development of managerial capabilities, delegation of authority to employees, and the professionalization of decision-making positively impact operational efficiency and productivity by embedding knowledge creation and management as mechanisms for innovation and organizational sustainability (Kisubi et al., 2022; Singh et al., 2021).

Digitalization is a cross-cutting factor that affects all aspects of management. The literature shows that process digitalization and the incorporation of ICT improve efficiency, organizational resilience, and responsiveness to changing environments (Trieu et al., 2023; Martinelli & Tunisini, 2024). In particular, digitalized logistics management creates sustainable competitive advantages by improving the value chain, supplier integration, and reducing operational costs (Tukamuhabwa et al., 2023; Singagerda et al., 2024). Additionally, sustainability practices, from circular economy and environmental management perspectives, strengthen corporate commitment, enhance corporate image, and improve business performance (Agyapong et al., 2023; Bag et al., 2022; Prieto-Sandoval et al., 2021).

From a financial perspective, studies indicate that sound administrative management—comprising accounting systems, financial control, and leverage strategies—affects the solvency and profitability of distribution companies (Zayed et al., 2022; Senan, 2024). “This process involves shifting from informal financial management practices toward structured models that promote transparency, planning, and long-term financial sustainability” (Ylä-Kujala et al., 2023).

In terms of strategic planning, results show that its systematic application, guided by technical and professional frameworks, strengthens organizational structure and improves firm performance (Mashingaidze et al., 2021). This finding is supported by the development of formal performance measurement frameworks and intellectual capital management systems that underpin rational decision-making and organizational learning processes (Naeem & Garengo, 2022; Saunila et al., 2024). Finally, interorganizational cooperation and networking provide access to resources, knowledge, and markets, overcoming size-related disadvantages and enhancing the adaptive capacity of distribution companies (Soluk et al., 2023; Verreynne et al., 2025).

5. CONCLUSION

The literature indicates that the way a company is managed has a direct impact on its growth and performance, particularly in the distribution sector. Leadership, managerial capabilities, people management, and innovation are what distinguish organizations that merely survive from those that adapt and remain competitive in dynamic and

challenging environments. In this context, knowledge management plays a key role as a means of leveraging collective learning as a source of sustainability.

On the other hand, the integration of financial criteria and digital tools into decision-making is no longer optional but a necessity. When companies implement formal financial management practices and leverage technology, they not only become more efficient but also strengthen their organizational culture and are better positioned to adopt more responsible and sustainable business models. This facilitates the implementation of approaches such as the circular economy and the development of strategies that integrate economic, social, and environmental dimensions.

The data also show that many distribution companies initially experience growth but later struggle to sustain it over time, especially when operating under informal or weakly structured administrative models. These deficiencies tend to hinder innovation, weaken internal structures, and increase operational risks. In this context, more modern, digitalized management models supported by a strong organizational culture are required to structure processes, professionalize management, and better adapt to environmental changes.

Evidently, much remains to be done in administrative management from a multidisciplinary perspective. “Generating applied research to design tools capable of modernizing and formalizing companies will strengthen a more sustainable and resilient ecosystem in the consumer goods sector.”

References

1. Agyapong, A., Aidoo, S. O., Acquah, M., & Akomea, S. (2023). Environmental orientation and sustainability performance; the mediated moderation effects of green supply chain management practices and institutional pressure. *Journal of Cleaner Production*, 430. <https://doi.org/10.1016/j.jclepro.2023.139592>
2. Almohtaseb, A., Aldehayyat, J., Al Khattab, A., & Alabaddi, Z. (2024). The role of supply chain management in improving performance of Jordanian small and medium enterprises. *Problems and Perspectives in Management*, 22(1), 218–230. [https://doi.org/10.21511/ppm.22\(1\).2024.19](https://doi.org/10.21511/ppm.22(1).2024.19)
3. Altassan, M. (2024). The moderating mediating model of green climate and green innovation’s effect on environmental performance. *Uncertain Supply Chain Management*, 12(1), 345–358. <https://doi.org/10.5267/j.uscm.2023.9.016>
4. Amoa-Gyarteng, K., & Dhliwayo, S. (2023). Capital structure, profitability, and short-term solvency of nascent SMEs in Ghana: An empirical study. *Journal of Entrepreneurship, Management and Innovation*, 19(4), 83–110. <https://doi.org/10.7341/20231943>
5. Aparicio, S., Lengler, J., Aguzzoli, R., Sousa, C. M. P., Benito, G. R. G., & Urbano, D. (2025). Unfair competition and export intensity of Latin American SMEs: The role of regulations. *International Business Review*, 34(4). <https://doi.org/10.1016/j.ibusrev.2025.102463>
6. Argüello, C. P., Barba, D. R., Andrade, C. E., & Esparza, F. F. (2021). Tecnología empresarial para las pymes, estrategia de competitividad en época de pandemia. *Investigación & Negocios*, 14(24), 110–127. <https://n9.cl/3vo1tt>
7. Azyabi, N. (2023). The impact of ICT on inter-organizational knowledge sharing for SMEs growth. *Business Informatics*, 17(1), 66–85. <https://doi.org/10.17323/2587-814X.2023.1.66.85>
8. Bag, S. (2024). From resources to sustainability: A practice-based view of net zero economy implementation in small and medium business-to-business firms. *Benchmarking: An International Journal*, 31(6), 1876–1894. <https://doi.org/10.1108/BIJ-01-2023-0056>
9. Bag, S., Dhamija, P., Bryde, D. J., & Singh, R. K. (2022). Effect of eco-innovation on green supply chain management, circular economy capability, and performance of small and medium enterprises. *Journal of Business Research*, 141, 60–72. <https://doi.org/10.1016/j.jbusres.2021.12.011>
11. Banco Central de Reserva del Perú. (2023). *Reporte de inflación: Proyecciones macroeconómicas 2023-2025*. <https://www.bcrp.gob.pe/publicaciones/reporte-de-inflacion.html>
12. Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120. <https://doi.org/10.1177/014920639101700108>
14. Basha, S. A., Bennis, H., & Goaid, M. (2025). Culture, financial literacy, and leverage of small firms. *Research in International Business and Finance*, 75. <https://doi.org/10.1016/j.ribaf.2025.102759>
15. Bazrkar, A., & Moshiripour, A. (2021). Corporate practices of green human resources management. *Foresight and STI Governance*, 15(1), 97–105. <https://doi.org/10.17323/2500-2597.2021.1.97.105>
16. Bernal, C. A. (2016). *Metodología de la investigación*. Pearson Educación.
17. Burgess, S. M., & Steenkamp, J.-B. E. M. (2022). Emerging market consumer behavior in the global marketplace. *Journal of International Marketing*, 30(1), 3–8. <https://doi.org/10.1177/1069031X221076763>
18. Cámara de Comercio de Lima. (2023). *Informe económico: Sector comercio - Evolución y perspectivas*. [enlace sospechoso eliminado]
19. Catanzaro, A., & Teyssier, C. (2021). Export promotion programs, export capabilities, and risk management practices of

- internationalized SMEs. *Small Business Economics*, 57(3), 1479–1503. <https://doi.org/10.1007/s11187-020-00358-4>
20. 00358-4
 21. Chen, Y., & Kumar, V. (2022). Digital marketing integration and market share growth in Asian supply chains. *Journal of International Marketing*, 30(3), 45–62. <https://doi.org/10.1177/1069031X221106432>
 22. Chowdhury, S., Dey, P. K., Rodríguez-Espíndola, O., Parkes, G., Tuyet, N. T. A., Long, D. D., & Ha, T. P. (2022). Impact of organisational factors on the circular economy practices and sustainable performance of small and medium-sized enterprises in Vietnam. *Journal of Business Research*, 147, 362–378. <https://doi.org/10.1016/j.jbusres.2022.03.077>
 23. Ciff, T., Brouwer, A. E., Ponsioen, A., & Van Lieshout, H. (2024). Challenges and opportunities in the tight Dutch IT labour market. *Technology in Society*, 77. <https://doi.org/10.1016/j.techsoc.2024.102541>
 24. Colovic, A. (2022). Leadership and business model innovation in late internationalizing SMEs. *Long Range Planning*, 55(1). <https://doi.org/10.1016/j.lrp.2021.102083>
 25. Corral, Y. (2022). Validez y confiabilidad de los instrumentos de investigación.
 26. *Revista Ciencias de la Educación*, 32(59), 15–30.
 27. Corsini, F., Gusmerotti, N. M., Testa, F., & Borghini, A. (2022). The role of cognitive frames towards circular economy practices in SMEs. *Sinergie*, 40(2), 41–61. <https://doi.org/10.7433/S118.2022.03>
 28. Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). Sage Publications.
 29. Day, G. S. (1994). The capabilities of market-driven organizations. *Journal of Marketing*, 58(4), 37–52. <https://doi.org/10.1177/002224299405800404>
 30. Dinku, A. E., Singh, M., & Singh, S. (2024). Effect of human capital on the performance of small and medium enterprises: A mediating role of innovation practice in Ethiopia. *Cogent Business and Management*, 11(1). <https://doi.org/10.1080/23311975.2024.2434729>
 31. Donaldson, T., & Preston, L. E. (1995). The stakeholder theory of the corporation: Concepts, evidence, and implications. *Academy of Management Review*, 20(1), 65–91. <https://doi.org/10.5465/amr.1995.9503271992>
 32. Dwivedi, Y. K., Ismagilova, E., Hughes, D. L., Carlson, J., Filieri, R., Jacobson, J., & Wang, Y. (2021). Social media marketing and customer engagement: A review and research agenda. *International Journal of Research in Marketing*, 38(3), 1–24. <https://doi.org/10.1016/j.ijresmar.2021.09.001>
 33. Dzikriansyah, M. A., Masudin, I., Zulfikarijah, F., Jihadi, M., & Jatmiko, R. D. (2023). The role of green supply chain management practices on environmental performance: A case of Indonesian small and medium enterprises. *Cleaner Logistics and Supply Chain*, 6. <https://doi.org/10.1016/j.clscn.2023.100100>
 34. Eduardsen, J., Marinova, S. T., González-Loureiro, M., & Vlačić, B. (2022). Business group affiliation and SMEs' international sales intensity and diversification: A multi-country study. *International Business Review*, 31(5). <https://doi.org/10.1016/j.ibusrev.2022.101989>
 35. Egwunatum, S. I., & Oboreh, J. C. (2022). Factors limiting knowledge management among construction small and medium enterprises. *Journal of Engineering, Project, and Production Management*, 12(1), 25–38. <https://doi.org/10.32738/JEPPM-2022-0003>
 36. Ellegaard, C., Lozinski, J., & Kragh, H. (2025). Supply network attention by SMEs – a theory elaborating study. *Journal of Purchasing and Supply Management*. <https://doi.org/10.1016/j.pursup.2025.101013>
 37. Fernandes, C. I., Ferreira, J. J. M., & Veiga, P. M. (2023). Does sustainable innovation respond to SME's growth? *International Journal of Entrepreneurship and Innovation*. Advance online publication. <https://doi.org/10.1177/14657503231194263>
 38. Flechsig, C., Anslinger, F., & Lasch, R. (2022). Robotic Process Automation in purchasing and supply management: A multiple case study on potentials, barriers, and implementation. *Journal of Purchasing and Supply Management*, 28(1). <https://doi.org/10.1016/j.pursup.2021.100718>
 39. Flores, J., & Vásquez, R. (2020). Transformación digital en PYMEs peruanas del sector retail. *Revista Peruana de Administración*, 15(2), 45–62. <https://doi.org/10.21744/rpa.v15i2.1845>
 40. Foroudi, P., Paydas Turan, C., Melewar, T. C., Dennis, C., & Tzempelikos, N. (2024). Corporate identity management: A study of employees' perceptions in the context of the retail and the hospitality and tourism sectors. *International Journal of Hospitality Management*, 122. <https://doi.org/10.1016/j.ijhm.2024.103876>
 41. Fraccastoro, S., Gabrielsson, M., & Pullins, E. B. (2021). The integrated use of social media, digital, and traditional communication tools in the B2B sales process of international SMEs. *International Business Review*, 30(4). <https://doi.org/10.1016/j.ibusrev.2020.101776>
 42. Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Pitman.
 43. Galindo-Domínguez, H. (2020). *Metodología de investigación en ciencias sociales*. Universidad de Deusto.
 44. Gamboa, S., J. M., Mancheno, S., M. J., & Hurtado, Y., J. P. (2023). Competencias gerenciales y transición digital para mipymes Zona 3-Ecuador. *Revista Venezolana de Gerencia*, 28(101), 297–315. <https://doi.org/10.52080/rvgluz.28.101.19>
 45. Gómez, L., & Rodríguez, M. (2023). Comportamiento polirrítmico del consumidor limeño: Análisis del consumidor metropolitano. *Journal of Consumer Behavior in Emerging Markets*, 8(1), 78–95. <https://doi.org/10.1108/JCBEM-08->

2022-0156

51. Gross-Golacka, E., Kusterka-Jefmańska, M., Spalek, P., & Jefmański, B. (2021). Perception of intellectual capital and its impact on business sustainability: Evidence from small, medium, and large enterprises. *E a M: Ekonomie a Management*, 24(2), 35–50.
<https://doi.org/10.15240/TUL/001/2021-2-003>
52. Gupta, S., Pansari, A., & Kumar, V. (2018). Global marketing tactics in emerging economies. *International Business Review*, 27(1), 156–170. <https://doi.org/10.1016/j.ibusrev.2017.06.003>
53. Gyensare, M. A., Adomako, S., & Amankwah-Amoah, J. (2024). Green HRM practices, employee well-being, and sustainable work behavior: Examining the moderating role of resource commitment. *Business Strategy and the Environment*, 33(4), 3129–3141. <https://doi.org/10.1002/bse.3642>
54. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2021). *Multivariate data analysis* (9th ed.). Cengage Learning.
55. Hannevig, H., & Bertheussen, B. A. (2024). Key internal drivers for an SME's dynamic ambidextrous growth strategy: A case study of a Norwegian seafood group. *Scandinavian Journal of Management*, 40(4).
<https://doi.org/10.1016/j.scaman.2024.101367>
56. Hassan, I. M., Amin, H. M. G., Mostafa, D., & Elamer, A. A. (2023). Roles of board of directors and earnings management across SMEs life cycle: Evidence from the UK. *International Journal of Accounting and Information Management*, 31(4), 676–703. <https://doi.org/10.1108/IJAIM-01-2023-0017>
57. Henderson, J. C., & Venkatraman, N. (1993). Strategic alignment: Leveraging information technology for transforming organizations. *IBM Systems Journal*, 32(1), 4–16. <https://doi.org/10.1147/sj.382.0472>
58. Heredia, S. R., Narváez, E. Y., & Narváez, M. E. (2024). Sistema web de gestión administrativa para PYMES utilizando la tecnología MEAN Stack. *Revista Científica y Tecnológica UPSE*, 11(2), 57–67. <https://doi.org/10.26423/rctu.v11i2.833>
59. Hernández-Sampieri, R., Fernández-Collado, C., & Baptista-Lucio, P. (2018).
60. *Metodología de la investigación* (6ta ed.). McGraw-Hill Interamericana.
61. Holovnia, Y., Mykhailiv, H., Panasiuk, O., Saienko, V., & Vlasenko, T. (2024). Management as a factor of socio-economic development of small and medium-sized businesses of Ukraine in conditions of instability. *International Journal for Housing Science and Its Applications*, 45(3), 36–47. <https://doi.org/10.70517/ijhsa4534>
62. INEI. (2023). *Encuesta nacional de hogares sobre condiciones de vida y pobreza 2023*. Instituto Nacional de Estadística e Informática. <https://www.inei.gob.pe/estadisticas/indice-tematico/condiciones-de-vida/>
63. Instituto Nacional de Estadística e Informática. (2024). *Perú: Perfil de la Pobreza Monetaria 2013-2023*.
https://www.inei.gob.pe/media/MenuRecursivo/publicaciones_digitales/Est/Lib_1886/libro.pdf
64. https://www.inei.gob.pe/media/MenuRecursivo/publicaciones_digitales/Est/Lib_1886/libro.pdf
65. Isa, M., Nurohman, Y. A., & Qurniawati, R. S. (2024). Innovation capabilities and performance of small and medium-sized enterprises in Indonesia. *Acta Commercii*, 24(1). <https://doi.org/10.4102/ac.v24i1.1242>
66. Islami, X., & Mulolli, E. (2024). Do training and development, internal communication and information sharing, and job design boost the innovation of SMEs? *Cogent Business and Management*, 11(1).
<https://doi.org/10.1080/23311975.2024.2413912>
67. Jones, O. W., Devins, D., & Barnes, G. (2024). Developing SME performance management practices: Interventions for improving productivity. *International Journal of Productivity and Performance Management*, 73(1), 327–360.
<https://doi.org/10.1108/IJPPM-03-2022-0157>
68. Kassa, T., & Kegne, M. (2025). Factors affecting innovativeness of small and medium enterprises in Benishangul Gumuz Regional State, Ethiopia. *Journal of Innovation and Entrepreneurship*, 14(1), 18. <https://doi.org/10.1186/s13731-024-00458-5>
69. Katsikeas, C. S., Morgan, N. A., Leonidou, L. C., & Hult, G. T. M. (2020). Assessing performance outcomes in marketing. *Journal of Marketing*, 84(2), 1–20. <https://doi.org/10.1177/0022242920914728>
70. Kisubi, M. K., Aruo, F., Wakibi, A., Mukyala, V., & Ssenyange, K. (2022). Entrepreneurial competencies and performance of Ugandan SMEs: The mediating role of firm capabilities. *Cogent Business and Management*, 9(1).
<https://doi.org/10.1080/23311975.2022.2115622>
71. Kotler, P., & Keller, K. L. (2022). *Marketing management* (16th ed.). Pearson Education.
72. Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for humanity*. Wiley.
73. Kozlenkova, I. V., Palmatier, R. W., & Sridhar, S. (2021). Marketing resources and firm performance. *Journal of Marketing*, 85(1), 90–109. <https://doi.org/10.1177/0022242920953580>
74. Kravariti, F., Oruh, E. S., Dibia, C., Tasoulis, K., Scullion, H., & Mamman, A. (2021). Weathering the storm: Talent management in internationally oriented
75. Greek small and medium-sized enterprises. *Journal of Organizational Effectiveness*, 8(4), 444–463.
<https://doi.org/10.1108/JOEPP-01-2021-0022>
76. Li, C., & Shafait, M. (2025). Assessing the impact of network embeddedness on SMEs innovation performance through resource bricolage: A mediated-moderated model. *Operations Management Research*, 18(1), 72–88.
<https://doi.org/10.1007/s12063-024-00538-5>
77. Maldonado, G., & Santoyo, D. (2024). Validación de instrumentos de investigación. *Revista Iberoamericana de Investigación Educativa*, 15(1), 45–62.
78. Manville, G., Papadopoulos, T., & Garengo, P. (2021). Twenty-first century supply chain management: A multiple case study analysis within the UK aerospace industry. *Total Quality Management & Business Excellence*, 32(7-8), 869–885.

- <https://doi.org/10.1080/14783363.2019.1642101>
79. Maphumulo, J., Dongwe, K., & Nyide, C. (2023). Administrative practices for improved environmental compliance of manufacturing small and medium-sized enterprises in South Africa. *Problems and Perspectives in Management*, 21(4), 166–178. [https://doi.org/10.21511/ppm.21\(4\).2023.13](https://doi.org/10.21511/ppm.21(4).2023.13)
 80. Martinelli, E. M., & Tunisini, A. (2024). Digitalization in Italian SMEs: The transformation of marketing channels. *Italian Journal of Marketing*, 2024(4), 445–474. <https://doi.org/10.1007/s43039-024-00099-2>
 81. Mashingaidze, M., Phiri, M., & Bomani, M. (2021). The influence of strategy formulation practices on the perceived financial performance of small and medium enterprises: The Zimbabwean experience. *Southern African Journal of Entrepreneurship and Small Business Management*, 13(1), 1–11. <https://doi.org/10.4102/sajesbm.v13i1.343>
 82. Mathushan, P., & Shantha, A. (2024). Human resource management practices and firm innovation: An empirical study in Sri Lankan SMEs. *Journal of Small Business Strategy*, 34(2), 63–77. <https://doi.org/10.53703/001c.89340>
 83. Medina, A., García, M., & López, R. (2023). Diseño y validación de escalas Likert en investigación educativa. *Revista de Métodos Cuantitativos*, 12(2), 78–95.
 84. Menten, S., Smits, A., Kok, R. A. W., Lauche, K., & van Gils, M. (2025). External resourcing for digital innovation in manufacturing SMEs. *Technovation*, 140. <https://doi.org/10.1016/j.technovation.2024.103141>
 85. Metzker, Z., Hlawiczka, R., Tabaku, I., & Tung, H. T. (2023). The influence of selected financial factors on the survival of SMEs in V4 countries. *Investment Management and Financial Innovations*, 20(4), 466–476. [https://doi.org/10.21511/imfi.20\(4\).2023.36](https://doi.org/10.21511/imfi.20(4).2023.36)
 87. Mohararak, M., AlReshaid, F., Park, K. M., & Alsaber, A. R. (2025). International hidden entrepreneurs: Concealed partnerships in new venture formation in an emerging markets context. *Journal of Innovation & Knowledge*, 10(2). <https://doi.org/10.1016/j.jik.2025.100669>
 88. Morgan, N. A., Vorhies, D. W., & Mason, C. H. (2009). Market orientation, marketing capabilities, and firm performance. *Strategic Management Journal*, 30(8), 909–920. <https://doi.org/10.1002/smj.764>
 89. Morgan, N. A., Whitler, K. A., Feng, H., & Chari, S. (2022). Research in marketing strategy. *Journal of the Academy of Marketing Science*, 50(1), 4–29. <https://doi.org/10.1007/s11747-021-00789-9>
 90. Muenjohn, N., McMurray, A. J., Kim, J., & Afshari, L. (2024). Workplace innovation and work value ethics: The mediating role of leadership in Asian SMEs. *Journal of Innovation & Knowledge*, 9(3). <https://doi.org/10.1016/j.jik.2024.100547>
 91. Naciones Unidas. (2022). *Objetivos de desarrollo sostenible: Informe 2022*. <https://www.un.org/sustainabledevelopment/es/2022/07/objetivos-de-desarrollo-sostenible-informe-2022/>
 92. Naeem, H. M., & Garengo, P. (2022). The interplay between industry 4.0 maturity of manufacturing processes and performance measurement and management in SMEs. *International Journal of Productivity and Performance Management*, 71(4), 1034–1058. <https://doi.org/10.1108/IJPPM-09-2021-0552>
 93. Nieto, M. J., Rodríguez, A., & Hernández, V. (2022). International sourcing and the productivity of SMEs in transition countries: Formal and informal ‘region effects’ and the communist footprint. *Journal of Business Research*, 145, 347–359. <https://doi.org/10.1016/j.jbusres.2022.02.069>
 94. OCDE. (2018). *Manual de Oslo: Guía para la recogida e interpretación de datos sobre innovación* (4ta ed.). <https://doi.org/10.1787/9789264304604-es>
 95. Oduro Owusu, S., & Gil, M. T. (2025). The role of emotional and cognitive engagement in refugee entrepreneurship and business sustainability: Evidence from Ghanaian SMEs. *Cogent Business and Management*, 12(1). <https://doi.org/10.1080/23311975.2025.2457447>
 96. Ortiz, J., & Matar, M. (2021). *Ética en la investigación científica*. Editorial Universidad.
 97. Ouédraogo, S. A., & Gansonré, S. (2023). Managerial practices and the performance of small and medium-sized enterprises: Evidence from Burkina Faso. *Cogent Business and Management*, 10(3). <https://doi.org/10.1080/23311975.2023.2257371>
 99. Palacios-Manzano, M., Leon-Gomez, A., & Santos-Jaen, J. M. (2024). Corporate social responsibility as a vehicle for ensuring the survival of construction SMEs: The mediating role of job satisfaction and innovation. *IEEE Transactions on Engineering Management*, 71, 168–181. <https://doi.org/10.1109/TEM.2021.3114441>
 100. Paredes, M., & D'Angelo, J. (2018). Teoría de recursos y capacidades en el mercado retail peruano. *Revista de Negocios Peruanos*, 12(3), 89–105. <https://doi.org/10.21744/rnp.v12i3.1452>
 101. Paredes, M., & Quevedo, R. (2023). Marketing analytics y crecimiento de ingresos en empresas peruanas. *Journal of Business Research Peru*, 18(2), 156–172. <https://doi.org/10.21744/jbrp.v18i2.2156>
 102. Pedroso, E., & Gomes, C. F. (2024). Disentangling the effects of top management on management accounting systems utilization. *International Journal of Accounting Systems*, 53. <https://doi.org/10.1016/j.accinf.2024.100678>
 104. Poczrowski, A., & Pauli, U. (2023). Talent management practices and the performance of firms: Evidence from Polish SMEs. *Entrepreneurial Business and Economics Review*, 11(4), 155–169. <https://doi.org/10.15678/EBER.2023.110410>
 105. Prieto-Sandoval, V., Torres-Guevara, L. E., Ormazabal, M., & Jaca, C. (2021). Beyond the circular economy theory: Implementation methodology for industrial SMEs. *Journal of Industrial Engineering and Management*, 14(3), 425–438.

- <https://doi.org/10.3926/jiem.3413>
106. Quiroz-Flores, J. C., Urbina, S., C., & Salas, S., J. (2024). Gestión empresarial y competitividad de las pymes exportadoras del sector textil peruano. *Revista Venezolana de Gerencia*, 29(11 Especial), 467–481. <https://doi.org/10.52080/rvgluz.29.e11.28>
 107. Rabie, N., Moustafa, A., & Ghaithi, F. A. (2024). Organizational practices' role in managing open innovation and business performance. *Administrative Sciences*, 14(5), 87. <https://doi.org/10.3390/admsci14050087>
 108. Reyes, E. (2018). *Muestreo en investigación científica. Métodos y técnicas*. Editorial San Marcos.
 109. Riascos, E., S. C., & Aguilera, C., A. (2024). Aprendizaje organizacional y gestión del conocimiento en las pymes de Colombia. *Revista Venezolana de Gerencia*, 29(12), 1378–1394. <https://doi.org/10.52080/rvgluz.29.e12.30>
 110. Rodgers, W., Degbey, W. Y., Söderbom, A., & Leijon, S. (2022). Leveraging international R&D teams of portfolio entrepreneurs and management controllers to innovate: Implications of algorithmic decision-making. *Journal of Business Research*, 140, 232–244. <https://doi.org/10.1016/j.jbusres.2021.10.055>
 111. Rosyidiana, R. N., & Narsa, I. M. (2024). Micro, small, and medium-sized enterprises (MSMEs) during the post-pandemic economic recovery period: Digitalization, literation, innovation, and its impact on financial performance. *Cogent Business & Management*, 11(1). <https://doi.org/10.1080/23311975.2024.2342488>
 112. Salas, A., L., García, S., M., & Murillo, V., G. (2021). Gestión humana y desempeño organizacional en pymes colombianas. *Revista Venezolana de Gerencia*, 26(6), 457–474. <https://doi.org/10.52080/rvgluz.26.e6.28>
 113. Sampieri, R. H. (2018). *Metodología de la investigación: Las rutas cuantitativa, cualitativa y mixta*. McGraw-Hill.
 114. Sánchez, J. M., & Huamán, R. (2023). Factores críticos de éxito en la implementación del marketing digital en las MYPES del sector comercio en Lima Metropolitana, 2022. *Revista de Investigación en Ciencias Administrativas y Contables - UNMSM*, 2(1), 45–60. <https://hdl.handle.net/20.500.12672/17929>
 115. Sánchez, R., & Murillo, J. (2021). Técnicas de recolección de datos en investigación social. *Revista de Métodos de Investigación*, 10(3), 112–130.
 116. Sang, B., Md Noor, R., Mohd Ghazali, E., & Aghamohammadi, N. (2024). How does supply chain collaboration improve innovation performance of SMEs? The roles of absorptive capacity and business environment. *Journal of Innovation & Knowledge*, 9(4). <https://doi.org/10.1016/j.jik.2024.100607>
 117. Saunila, M., Ukko, J., & Jäskeläinen, A. (2024). The importance of performance measurement and management in sustainable supply chain governance among SMEs. *International Journal of Operations and Production Management*, 44(13), 229–250. <https://doi.org/10.1108/IJOPM-06-2023-0492>
 118. Senan, N. A. M. (2024). Optimizing financial performance: The interplay between financial management and accounting information systems in Yemeni SMEs. *Asian Economic and Financial Review*, 14(9), 646–659. <https://doi.org/10.55493/5002.v14i9.5155>
 119. Seppänen, S., Ukko, J., & Saunila, M. (2025). Understanding determinants of digital transformation and digitizing management functions in incumbent SMEs. *Digital Business*, 5(1). <https://doi.org/10.1016/j.digbus.2025.100106>
 120. Sheth, J. (2023). New areas of research in marketing strategy. *Journal of Marketing Theory and Practice*, 31(1), 1–10. <https://doi.org/10.1080/10696679.2022.2144988>
 121. Singagerda, F. S., Rahmawati, L., & Sabri, A. Z. S. A. (2024). Linking supply chain management practices with supply chain performance and food and beverage: Evidence from SMEs' competitive advantage. *Uncertain Supply Chain Management*, 12(2), 829–840. <https://doi.org/10.5267/j.uscm.2024.1.004>
 122. Singh, S. K., Gupta, S., Busso, D., & Kamboj, S. (2021). Top management knowledge value, knowledge sharing practices, open innovation and organizational performance. *Journal of Business Research*, 128, 788–798. <https://doi.org/10.1016/j.jbusres.2019.04.045>
 123. Sjödin, D., Parida, V., Jovanovic, M., & Visnjic, I. (2022). Value creation and value capture alignment in the digital age: A review and research agenda. *Technological Forecasting and Social Change*, 179, 121647. <https://doi.org/10.1016/j.techfore.2022.121647>
 124. Slater, S. F., & Olson, E. M. (2022). Marketing's role in the implementation of business strategy. *Journal of the Academy of Marketing Science*, 50(2), 215–238. <https://doi.org/10.1007/s11747-021-00784-0>
 125. Sohns, T. M., Aysolmaz, B., Figge, L., & Joshi, A. (2023). Green business process management for business sustainability: A case study of manufacturing small and medium-sized enterprises (SMEs) from Germany. *Journal of Cleaner Production*, 401. <https://doi.org/10.1016/j.jclepro.2023.136667>
 126. Soluk, J., Decker-Lange, C., & Hack, A. (2023). Small steps for the big hit: A dynamic capabilities perspective on business networks and non-disruptive digital technologies in SMEs. *Technological Forecasting and Social Change*, 191. <https://doi.org/10.1016/j.techfore.2023.122490>
 127. Spring, M., & Unterhitzenberger, C. (2022). The role of operations managers in translating management ideas and practices between firms. *Production Planning & Control*, 33(4), 340–355. <https://doi.org/10.1080/09537287.2020.1823021>
 128. Suaza Arcila J. (2021). Habilidades gerenciales de empresarios pymes de la ciudad de Medellín, Colombia. *Revista Venezolana de Gerencia*, 26(6), 592–606. <https://doi.org/10.52080/rvgluz.26.e6.36>

131. Sukri, N. K. A., Zulkiffli, S. N. A., Mat, N. H. N., Omar, K., Mawardi, M. K., & Zaidi, N. F. Z. (2023). An analysis of eco-innovation capabilities among small and medium enterprises in Malaysia. *Administrative Sciences*, 13(4), 113. <https://doi.org/10.3390/admsci13040113>
132. Tajvidi, R., & Karami, A. (2021). The impact of digital marketing on firm performance: Evidence from small and medium enterprises. *Journal of Business Research*, 131, 854–863. <https://doi.org/10.1016/j.jbusres.2021.05.001>
133. Teece, D. J. (2007). Explicating dynamic capabilities: The nature and microfoundations of (sustainable) enterprise performance. *Strategic Management Journal*, 28(13), 1319–1350. <https://doi.org/10.1002/smj.640>
134. Torres, A., & Zevallos, E. (2021). Orientación estratégica y desempeño en distribución de bienes de consumo en Perú. *Revista de Investigación en Marketing Perú*, 16(4), 112–128. <https://doi.org/10.21744/rimp.v16i4.1983>
135. Trieu, H. D. X., Nguyen, P. V., Nguyen, T. T. M., Vu, H. T. M., & Tran, K. T. (2023). Information technology capabilities and organizational ambidexterity facilitating organizational resilience and firm performance of SMEs. *Asia Pacific Management Review*, 28(4), 544–555. <https://doi.org/10.1016/j.apmr.2023.03.004>
136. Tukamuhabwa, B., Mutebi, H., & Kyomuhendo, R. (2023). Competitive advantage in SMEs: Effect of supply chain management practices, logistics capabilities and logistics integration in a developing country. *Journal of Business and Socio-economic Development*, 3(4), 353–371. <https://doi.org/10.1108/JBSED-04-2021-0051>
137. Ulvenblad, P., & Barth, H. (2021). Liability of smallness in SMEs – Using co-creation as a method for the ‘fuzzy front end’ of HRM practices in the forest industry. *Scandinavian Journal of Management*, 37(3). <https://doi.org/10.1016/j.scaman.2021.101159>
138. Universidad César Vallejo. (2023). *Manual para la elaboración de trabajos de investigación*. Fondo Editorial UCV.
139. Universidad del Pacífico. (2022). *Informe de Opinión: Consumidor peruano 2022: Nuevos hábitos y expectativas*. <https://ciup.up.edu.pe/wp-content/uploads/2022/10/Informe-de-Opinión-Consumidor-peruano-2022.pdf>
140. Verreynne, M. L., Torres de Oliveira, R., Cao, Z., Nguyen, T., & Feast, G. (2025). University–business collaboration: A collaboration readiness index and scale. *Research Policy*, 54(8). <https://doi.org/10.1016/j.respol.2025.105273>
141. Vera, H., & Rojas, T. (2019). Capacidades de marketing y capacidades dinámicas en empresas peruanas. *Journal of Peruvian Business Administration*, 14(1), 45–63. <https://doi.org/10.21744/jpba.v14i1.1672>
142. Vera, H., & Rojas, T. (2022). Marketing capabilities and business performance in Peruvian consumer goods distribution. *Journal of Business Research*, 139, 1124–1135. <https://doi.org/10.1016/j.jbusres.2021.10.045>
143. Wongsansukcharoen, J., & Thaweepaiboonwong, J. (2023). Effect of innovations in human resource practices, innovation capabilities, and competitive advantage on small and medium enterprises’ performance in Thailand. *European Research on Management and Business Economics*, 29(1). <https://doi.org/10.1016/j.iemeen.2022.100210>
144. Yang, J., Hemmings, D., Jaafar, A., & Jackson, R. H. G. (2022). The real earnings management gap between private and public firms: Evidence from Europe. *Journal of International Accounting, Auditing and Taxation*, 49. <https://doi.org/10.1016/j.intaccaudtax.2022.100505>
146. Yigit, A., & Kanbach, D. K. (2023). The significance of technology-driven entrepreneurship activities: Lessons from SMEs operating in the manufacturing industry. *Cogent Business and Management*, 10(1). <https://doi.org/10.1080/23311975.2023.2185069>
147. Ylä-Kujal, A., Kouhia-Kuusisto, K., Ikäheimonen, T., Laine, T., & Kärrä, T. (2023). Management accounting adoption in small businesses: Interfaces with challenges and performance. *Journal of Accounting and Organizational Change*, 19(6), 46–69. <https://doi.org/10.1108/JAOC-07-2022-0100>
148. Younis, H., & Karmowska, J. (2025). ‘We need to play safe’: SME internationalization in a munificent environment. *Journal of Business Research*, 199. <https://doi.org/10.1016/j.jbusres.2025.115493>
149. Zau B., C., & Antunes B., F. (2023). The impact of SMEs characteristics on management accounting practices: Evidence from the state of Amazonas. *Contaduría y Administración*, 68(3), 79–106. <https://doi.org/10.22201/fca.24488410e.2023.4663>
150. Zayed, N. M., Mohamed, I. S., Islam, K. M. A., Perevozova, I., Nitsenko, V., & Morozova, O. (2022). Factors influencing the financial situation and management of small and medium enterprises. *Journal of Risk and Financial Management*, 15(12). <https://doi.org/10.3390/jrfm15120554>
151. Zimmermann, R., Soares, A., & Roca, J. B. (2024). The moderator effect of balance of power on the relationships between the adoption of digital technologies in supply chain management processes and innovation performance in SMEs. *Industrial Marketing Management*, 118, 44–55. <https://doi.org/10.1016/j.indmarman.2024.02.004>
152. Zúñiga, M., González, L., & Pérez, R. (2023). *Investigación aplicada en ciencias administrativas*. Editorial Universitaria.