The Relationship between Competitiveness and Digital Marketing Innovation for a Digital Campaign Design: First Insights Based on a Panel Study in Mexico

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EXECUTIVE SUMMARY

The study proposes linking the national competitiveness model (NCM) with a digital marketing innovation model (DMIM) for a digital campaign design. The methodology is based on a literature review using Delphi Panel with Analytic Hierarchy Process (AHP) and a questionnaire presented to 200 (100 professors and 100 CEO) digital marketing specialists located in Guadalajara, Mexico. The results point to a construct with 8 main variables of the NCM and 10 main variables involved in a DMIM for a Digital Campaign Design.

Keywords: Digital Marketing Innovation, Model; Competitiveness, Digital Campaign Design

INTRODUCTION

According to the OECD (2005), innovation is "the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations." Innovation aims to improve a firm's performance by gaining a competitive advantage. Marketing innovation is defined as "[t]he implementation of a new marketing method involving significant changes in product design or packaging, product placement, product promotion or pricing." As you can see, digital marketing is in itself an innovation and can be a potential driver to improve the current placing of Mexico's competitiveness (51/138 countries, WEF 2017). The web portal Millones de Voces (2017) reports a sector with more than 200 small and medium enterprises (SMEs), firms located in Guadalajara, Mexico and several recognized institutes that are teaching and training digital marketing. This sector is interested in a model that can be used to assess DMIM capability to improve competitiveness level based on the NCM. This study is divided into six sections: 1) Problem, hypotheses and rationale of the study; 2) Literature review; 3) Methodology based on two visions: those of academics and experts on digital marketing innovation and competitiveness to obtain a final DMIM related to the NCM, and the design of a questionnaire; 4) Results; 5) Conclusions; 6) Limitations and future studies.

PROBLEM, HYPOTHESES AND RATIONALE OF THE STUDY

Our problem is presented as a research question: What are the main variables of DMIM that are capable of improving the competitiveness level based on the NCM? To solve this, it is necessary to propose a construct **based on two factors**. Hence, regarding DMIM, we propose the following: SQ1: Are there differences between the academics' vision vs the experts' vision?; SQ2: What is the scheme of the model?; SQ3: What are the variables involved in constructing a final questionnaire?

LITERATURE REVIEW

The National Competitiveness Model (NCM)

Competitiveness is the ability and performance of a company, sub-sector or country to sell and supply goods and services in a given market, in relation to the ability and performance of other firms, sub-sectors or countries in the same market (IMCO, 2016; Kotler & Lane, 2006). As a part of the Quality National Prize (Premio Nacional de Calidad), Mexico has designed its own National Competitiveness Model (PNC, 2017), adopted here in this study, with the following variables shown in Table 1.

TABLE 1: NATIONAL COMPETITIVENESS MODEL (NCM)

Item	Variable	Description
1	Leadership Transformer (**LDT**)	Leaders reflect on their behaviour and commitment to achieve the mission of organization, change and innovation; they communicate with their staff and motivate them in their development and overall well-being; they are aware of and they respond to their own growth opportunities.
2	Customer Value Generation (**CVG**)	The organization knows its clients intimately; knows what creates its value and responds with innovative proposals that ensure a memorable experience; follows the evolution of their needs and establish the basis for a constant alignment with them.
3	Strategic Planning (**STP**)	The organization ensures the fulfilment of its vision and mission; analyzes their environment, understands their challenges, sets priorities, defines strategic objectives, aligns their resources and capabilities to ensure their execution, monitors and evaluate expected results.
4	Guidance to change, innovation and continuous development (**CICD**)	The values of the organization lay the foundation for developing a culture focused on change, innovation and continuous improvement that is reflected in the way staff organize and engage to generate new ideas to respond to the challenges they face.
5	Social Commitment (**SCO**)	The organization assumes responsibility for the social and environmental environment in which it operates. This commitment is reflected in its initiatives to reduce its environmental footprint, promote the integral well-being of its personnel and respond to the social needs of its community.
6	Wellness and Inclusion (**W&I**)	The organization ensures the integration of all of its staff through the creation of a shared identity and response to their physical and emotional needs in the workplace, as well as in the communities where they live.
7	Knowledge (**KNW**)	The organization collects, organizes, shares and analyzes knowledge through the use of its resources and the skills of its staff, thereby generating the intellectual capital of the organization it capitalizes for the improvement and innovation of its products, services and processes.
8	Agility (**AGY**)	The organization responds quickly, adaptively and flexibly to the changes that occur in its internal and external environment.

Source: PNC (2017)

Digital Marketing Innovation

Competitiveness recognizes the potential of the innovation which is defined as "implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organisational method in business practices, workplace organisation or external relations and it involves the innovation of: product, service, marketing, process and organization" (OECD, 2015). In this sense, digital marketing is of itself, an innovation; thus, the importance to get the DMIM, from which we have developed a definition:"[A] process to design strategies and tactics for planned implementation by selecting a set of digital marketing tools. These should be based on the mission-vision, the market segmentation, goal settings and value proposition of the firm and through monitoring performance profitability of the digital campaign design in a permanent way" (Mejía-Trejo, 2017, Mejía-Trejo et al., 2016; Kannan & Hongshuang, 2017; SmartInsights, 2017; Scuotto, Del Giudice, & Carayannis, 2016; Egol, Peterson, & Stefan, 2014; Kharchuk, Kendzor, & Petryshyn, 2014) . To determine the variables involved in the DMIM, we analysed 15 papers. The results are found in Table 2.

TABLE 2: SEARCHING THE DMIM

No.	Year	Authors (Year)	Definition of Digital Marketing	Main Digital Marketing Variables approaching
1	2017	Mejía-Trejo	"[A] process to design strategies and tactics for planned implementation by selecting a set of digital marketing tools. These should be based on the mission-vision, the market segmentation, goal settings and value proposition of the firm and through monitoring performance profitability of the digital campaign design in a permanent way."	Planning (PLN) Market (MKT) Strategy (STG) Goal Settings (GST) Tactics (TAC) Mission & Vision (MVS) Digital Marketing Tools (DMT) Value Proposition (VAL) Performance (PER) Profitability (PRO)
2	2016	Mejía-Trejo et al.	"…is a function of Web Strategy, Web Technology, Web Integration and Web Experience."	Web Strategy = Strategy (STG) Web Technology= Digital Marketing Tools (DMT) Web Integration (WBI) Web Experience (WBE)
3	2017	Kanang & Hongshuang	"…an adaptive, technology-enabled process by which firms collaborate with customers and partners to jointly create, communicate, deliver, and sustain value for all stakeholders."	Market (MKT) Strategy (STG) Value (VAL) Digital Marketing Tools (DMT) Profitability (PRO)
4	2017	SmartInsights	"…is a function of Planning, Reach, Act, Convert and Engage."	Mission & Vision(MVS) Planning (PLN) Value Proposition (VAL) Goal Settings (GST) Market (MKT) Reach Or Awareness as Tactics (TAC) Act or Leads &Sales as Tactics (TAC) Engagement or Retention Customer For Repetitive Visits as Tactics (TAC)
5	2016	Scuotto et al.	"…is social networking sites as marketing tools …or on how these channels increase marketing communication effectiveness."	Performance (PER)
6	2014	Egol et al.	"…can offer detailed data on and analysis of consumer behavior, as well as precise results about a marketing program's effectiveness, with a degree of detail and precision that previous generations of CMOs could hardly fathom."	Digital Branders as a strategy (STG) Customer Experience Designers as a Strategy (STG) Demand Generators as a Strategy (STG) Product Innovators as a Strategy (STG)
7	2014	Kharchuk et al.	"…has the marketing strategy… to conduct market analyze, segment the market, develop marketing approach, right product portfolio and finally marketing plan… Digital marketing begins from E-communication marketing strategies and ends with the usage of digital strategies orientated on customer online buying services, such as mobile marketing or smart finance."	Market (MKT) Strategy (STG) Value Proposition (VAL) Environmental Conditions (ENV) Organizational Innovation (OGI) Organizational Performance (OPR)
8	2014	Stokes	"…drives the creation of demand using the power of the Internet, and satisfies this demand in new and innovative ways. The Internet is an interactive medium. It allows for the exchange of currency, but more than that, it allows for the exchange of value."	Value Proposition (VAL) Strategy (STG)
9	2015	Marketo	*"…is the endorsement of goods, services, and company brands through online media channels."*	Digital Marketing Tools (DMT)
10	2015	Boelsen-Robinson et al.	"is the process of using new media to engage in promotional activities, and includes strategies such as the use of advergames, child-designated areas on websites and viral marketing."	Branding. Products, Selling Points as a Strategy (STG) Connectivity as a Digital Marketing Tools (DMT)

				Message as a Value Proposition (VAL)
11	2017	Brindle	"...the traditional split between offline and online marketing no longer stands, and they are no longer classed as separate, segmented activities, but must be integrated in order to deliver the optimum experience to the end user."	Market (MKT) Digital Marketing Tools (DMT)
12	2017	Martin	"...the definition has rapidly expanded beyond websites and email to social, immersive experiences, and mobile. Now, digital marketing can be anything from an online banner ad to a sponsored Instagram post to long-form content marketing to augmented reality."	Conversion as a Strategy (STG) Digital Marketing Tools (DMT) Performance (PER) Profitability (PRO)
13	2015	Hase Solutions	"...is a function of mission, vision, goal settings, performance, tools, ROI, and strategy."	Mission & Vision (MVS) Goal Settings (GST) Performance (PER) Digital Marketing Tools (DMT) Profitability (PRO) Strategy (STG)
14	2013	WSI	"...is a huge step forward for the marketing industry, many business owners are in such a rush to get online that they fail to develop a proper strategy for the move into the digital space."	Digital Marketing Tools (DMT) Tactics (TAC) Strategy (STG) Performance (PER)
15	2012	Smith	"...is a tool can help small firms to compete on more equal terms with larger rivals on marketing."	Strategies (STG)

Source: Own

METHODOLOGY

A matrix was constructed to show the DMIM variables according to Table 2 representing the academic vision approach. **See Table 3.**

TABLE 3: DMIM VARIABLES AS AN ACADEMIC VISION APPROACH

DMIM Variables	Number of Author (according to Table 2)															TOTAL
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
PLN	X			X												2
MKT	X		X	X			X				X					5
GST	X			X									X			3
STG	X	X	X			X	X	X		X		X	X	X	X	11
TAC	X			X										X		3
MVS	X			X									X			3
VAL	X		X	X			X	X		X						6
PER	X				X							X	X	X		5
PRO	X		X									X	X			4
DMT	X	X	X						X	X	X	X	X	X		9
WBI		X														1
WBE		X														1
ENV							X									1
OGI							X									1
OPR							X									1
TOTAL																56

Note: Planning (PLN); Market (MKT); Goal Settings (GST); Strategy (STG);Tactics (TAC); Mission-Vision (MVS); Value Proposition (VAL); Performance (PER); Profitability (PRO); Digital Marketing Tools (DMT); Web Integration (WBI); Web Experience (WBE); Environmental Conditions (ENV); Organizational Innovation (OGI); Organizational Performance (OPR); Source: Own

After this, we applied the qualitative part of this research by applying the Delphi Panel and Analytic Hierarchy Process (AHP; Saaty, 1997) to the 200 specialists (100 professors and 100 CEO) in digital marketing as designers of digital campaigns. We focused on the experience of each of them in the association with the variables and the suggested order implemented to the DMIM. The results are showed in Table 4.

TABLE 4: FOCUS GROUP BY DELPHI PANEL AND AHP TO DETERMINE THE MAIN VARIABLES OF DMIM

Objective	ID	Variable as academic vision (from Table 3)	Variable as academic vision (100 professors)		Variable as expert vision (100 CEOs)		%Difference (Academic Vision-Experts vision)
			Frequency (from Table 3)	AHP weighing (%) importance	Order suggested to be implemented	AHP weighing (%) importance	
Alternatives	1	PLN	2	3.6	8	9.9	-6.3
	2	MKT	5	8.9	3	9.8	-0.9
	3	GST	3	5.4	4	9.9	-4.5
	4	STG	11	19.6	5	9.7	9.9
	5	TAC	3	5.4	6	5.8	-0.4
	6	MVS	3	5.4	1	4.7	0.7
	7	VAL	6	10.7	2	4.8	5.9
	8	PER	5	8.9	9	8.9	0.0
	9	PRO	4	7.1	10	6.8	0.3
	10	DMT	9	16.1	7	4.9	11.2
	11	WBI	1	1.8	-	4.8	-3.0
	12	WBE	1	1.8	-	5	-3.2
	13	ENV	1	1.8	-	5	-3.2
	14	OGI	1	1.8	-	5	-3.2
	15	OPR	1	1.8	-	5	-3.2
TOTAL			56	100		100	

Source: Own

We excluded the variables of academic vision with AHP weighing (%) less than 2 in importance for practical reasons. We explained each of these variables to determine our general conceptual model of DMIM in the order suggested for implementation as follows. See Table 5.

TABLE 5: DMIM VARIABLES INVOLVED

Order Suggested (see Table 4)	DMIM Variables	Indicator	Main question	Authors
1	Mission-Vision (MVS)	Mission. This is a written declaration of an organization's core purpose and focus that normally remains unchanged over time. It is the cause of a firm's campaign and day-to-day operational objectives. Vision. This is the effect of the firm's campaign. It expresses the high-level goals for the future.	What is the mission and vision involved in the digital campaign?	Mejía-Trejo, 2017; SmartInsights, 2017; Hase Solutions, 2015
2	Value Proposition (VAL)	It is the reason why customers turn to one company over another for solving their problems or satisfying their needs. It consists of a selected bundle of products and/or services that caters to the requirements of a specific Customer Segment. In this sense, it is an aggregation or bundle of benefits.	What is the value proposition inserted in the digital campaign?	Mejía-Trejo, 2017; Kanang & Hongshuang, 2017; SmartInsights, 2017; Kharchuk et al., 2014; Stokes, 2014; Boelsen-

|				
				Robinson et al., 2014
3	Market (**MKT**)	It is all about market segmentation as target. It comprises the heart of any business model. Without (profitable) market, no company can survive for long. In order to better satisfy markets, a company may group them into distinct segments with common needs, common behaviors or other attributes.	What is the intended main market for the digital campaign?	Mejía-Trejo 2017; SmartInsights, 2017; Kanang & Hongshuang, 2017; Kharchuk et al., 2014; Brindle, 2017.
4	Goal Settings (**GST**)	All digital marketing campaigns require objectives to be reached, for instance: -Branding positioning; The numbers (real & potential) from the customer database; Sales; Product & service (current and new) information.	Which goals should we use for the digital campaign?	Mejía-Trejo, 2017; SmartInsights, 2017; Hase Solutions, 2015
5	Strategy (**STG**)	This stage represents what to do to achieve the GST: Awareness. Acquisition strategy to build awareness off-site and on offline media to drive web presence. Engagement & Loyalty. Capture and retention as a growth strategy to build customer and fan relationships to encourage repeat visits and sales. Desire & Experience. Strategy based on the samples and testing of a service or a product with a novelty presentation to increase the sensations and emotions in order to be acquired. Effectiveness on Call to Action. Conversion strategy to achieve marketing goals of leads and sales on web presence and offline.	What to do to achieve the goal settings for the digital campaign?	Mejía-Trejo, 2017, 2016; Kanang & Hongshuang, 2017; Egol et al., 2014; Kharchuk et al.,2014; Stokes, 2014; Boelsen-Robinson et al., 2014; Martin, 2017; Hase Solutions, 2015; WSI,2013; Smith,2012
6	Tactics (**TAC**)	This represents all the activities to be implemented to follow the strategies. These involve, mainly, the use of the digital marketing tools (DMT): **Strategy** 		Awareness	Engagement & Loyalty	Desire & Experience	Effectiveness of Call to Action
DMT	SEO/SEM	Content Marketing	Augmented Reality	Home & Site-Wide Page
	Affiliate & Partner Marketing	Newsletters & Email Marketing	Virtual Reality	Landing Page Design
	On line Advertising	E-Contact Strategy	Wearable Marketing	Search and Browse Page
	On line PR	Customer Service & Support		Basket and Checkout
	Social Media	Mobile Marketing		Social Commerce
		Social CRM		
		Blogging				What activities needed to implement the DMT for the digital campaign?	Mejía-Ttrejo, 2017; Smartinsights, 2017; WSI, 2013
7	Digital Marketing Tools (**DMT**)	This involves all digital marketing tools, such as Search Engine Optimization (SEO); Search Engine Marketing (SEM); Affiliate and Partner Marketing; Online Advertising; Online Public Relations; Social Media Marketing; Home & Site-Wide Page Effectiveness; Landing Page Design Effectiveness; Search and Browse Page Efficiencies; Category and Product Page Efficiencies; Basket and Checkout Efficiency; Social Commerce; Content Marketing; Newsletters; Email marketing; E-Contact Strategy; Customer and Service Support; Mobile Marketing; Augmented Reality; Virtual Reality; Wearable Marketing; Social CRM, etc.	What kinds of digital marketing tools are we ready to use in the digital campaign?	Mejía-Trejo, 2017, 2016; Kanang & Hongshuang, 2017; Marketo, 2015; Boelsen-Robinson et al., 2015; Brindle, 2017; Martin, 2017; Hase Solutions, 2015; WSI, 2013

8	Planning **(PLN)**	This is the step where all the tools and techniques are programmed logistically to be implemented in the practice. This is the overall strategy for digital marketing. Defining a strategy to integrate communications across different customer touchpoints is often forgotten. Planning involves setting goals, creating a coherent strategy to achieve them and putting in place evaluation tools in place to make sure one is on the right track.	What about the schedule and times for implementing the digital marketing tools and for obtaining results in the digital campaign?	Mejía-Trejo, 2017; SmartInsights, 2017
9	Performance **(PER)**	This implies knowing how well the digital campaign is working. Practically, it involves the measurement and assessment of all the previous stages. Its support is the web analytics in order to obtain a full control of the digital campaign.	How effective is the performance of the digital campaign?	Mejía-Trejo, 2017; Scuotto et al. 2016; Martin, 2017; Hase Solutions, 2015; WSI, 2013
10	Profitability **(PRO)**	It is expressed in terms of return on investment (ROI) about how the digital campaign is working on, at short, medium or long terms.	What is the return of investment on the digital campaign?	Mejía-Trejo, 2017; Kanang & Hongshuang, 2017; Martin, 2017; Hase Solutions, 2015

Source: Own

RESULTS

The final DMMI-NCM *ex ante* is shown in **Figure 1.**

FIGURE 1: GENERAL CONCEPTION OF DMIM RELATED TO COM
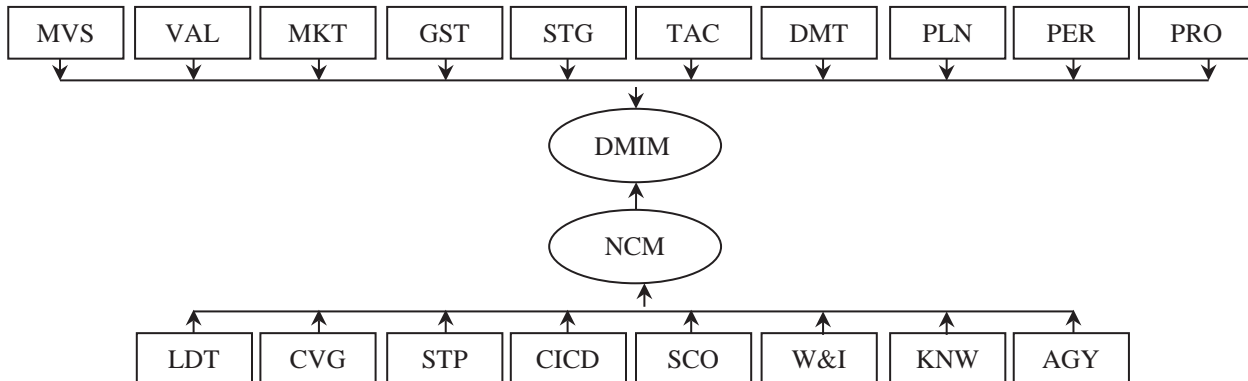
Source: Own

The final questionnaire proposed is shown in Table 6.

TABLE 6: FINAL QUESTIONNAIRE PROPOSED

	NATIONAL COMPETITIVENESS MODEL (NCM) FACTOR		
ITEM	**VARIABLE**	**INDICATOR (LIKERT SCALE: 5)**	**AUTHOR**
1	Leadership Transformer (**LDT**)	Your firm is engaged in achieving its mission and vision, change and innovation, with permanent communication with its staff, showing a real concern for its well-being. The firm is aware and responds to its own growth opportunities.	**PNC (2017)**
2	Customer Value Generation (**CVG**)	Your firm knows its clients intimately, knows what creates its value and responds with innovative proposals that ensure a memorable experience, follows the evolution of their needs and establishes a basis for a constant alignment with them for competitiveness.	
3	Strategic Planning (**STP**)	Your firm ensures the fulfillment of its mission and vision, analyzes the environment, understands the challenges, sets priorities, defines strategic objectives, aligns its resources and capabilities to ensure their execution, monitors and evaluates expected results for competitiveness.	
4	Guidance to Change, Innovation and Continuous Development (**CICD**)	Your firm considers the values of the organization, lays the foundation for developing a culture focused on change, innovation and continuous improvement that is reflected in the way that the staff is organized and engaged to generate new ideas and respond to the challenges they face for competitiveness.	
5	Social Commitment (**SCO**)	Your firm assumes responsibility for the social and the environmental issues in which it operates. This commitment is reflected in its initiatives to reduce its environmental footprint, it promotes the integral well-being of its personnel and responds to the social needs of its community for competitiveness.	
6	Wellness and Inclusion (**W&I**)	Your firm ensures the integration of all of its staff through the creation of a shared identity and responds to their physical and emotional needs in the workplace, as well as in the communities where they live.	
7	Knowledge (**KNW**)	Your firm collects, organizes, shares and analyzes knowledge through the use of its resources and the skills of its staff, thereby generating the intellectual capital of the organization, capitalizing on the improvement and innovation of its products, services and processes for competitiveness.	
8	Agility (**AGY**)	Your firm responds quickly, adaptively and flexibly to the changes that occur in its internal and external environment for competitiveness.	
9	Mission-Vision (**MVS**)	Your firm considers the mission and vision involved in the digital campaign for competitiveness. Your firm considers the trademark as a strategic asset to be used in the digital campaign design for competitiveness.	Mejía-Trejo, 2017; SmartInsights, 2017; Hase Solutions, 2015
10	Value Proposition (**VAL**)	Your firm identifies and applies the value proposition in the digital campaign design for competitiveness.	Mejía-Trejo, 2017; Kanang & Hongshuang, 2017; SmartInsights, 2017; Kharchuk et al., 2014; Stokes, 2014; Boelsen-Robinson et al., 2014
11	Market (**MKT**)	Your firm has a specific market segmentation as a target for the digital campaign for competitiveness.	Mejía-Trejo, 2017; SmartInsights, 2017; Kanang & Hongshuang, 2017; Kharchuk et al., 2014; Brindle, 2017.
12	Goal Settings (**GST**)	Your firm determines the goal for the digital campaign design to increase: -The branding positioning -The number (real & potential) of customers database -Sales -Product & service (current and new) information	Mejía-Trejo,2017; SmartInsights, 2017; Hase Solutions 2015
13	Strategy (**STG**)	You firm determines the strategies to apply in the digital campaign design for competitiveness: -Awareness -Engagement & Loyalty -Desire & Experience	Mejía-Trejo, 2017, 2016; Kanang & Hongshuang, 2017; Egol et al., 2014; Kharchuk et al., 2014; Stokes, 2014; Boelsen-Robinson et al., 2014;

		-Effectiveness on Call to Action	Martin, 2017; Hase Solutions, 2015; WSI,2013; Smith,2012
14	Tactics **(TAC)**	Your firm considers the use of Digital Marketing Tools for each strategy in the digital campaign for competitiveness, such as: -Awareness (SEO/SEM; Affiliate & Partner Marketing; Online Advertising; On line PR; Social Media) -Engagement & Loyalty (Content Marketing; Newsletters & Email Marketing; E-Contact Strategy; Customer service & support; Mobile Marketing; Social CRM; Blogging) -Desire & Experience (Augmented Reality; Virtual Reality, Wearable Marketing) -Effectiveness on Call to Action (Home & Site-Wide Page; Landing Page Design; Search and Browse Page; Basket and Checkout; Social Commerce)	Mejía-Trejo,2017; Smartinsights, 2017; WSI,2013
15	Digital Marketing Tools **(DMT)**	Your firm is constantly surveilled to determine what kind of digital marketing tools are ready to use in the digital campaign design for competitiveness	Mejía-Trejo, 2017, 2016; Kanang & Hongshuang, 2017; Marketo, 2015; Boelsen-Robinson et al., 2015; Brindle, 2017; Martin, 2017; Hase Solutions, 2015; WSI, 2013
16	Planning **(PLN)**	Your firm has designed a strong program with schedules and times to implement the digital marketing tools, in order to obtain results in the digital campaign design for competitiveness	Mejía-Trejo, 2017; SmartInsights, 2017
17	Performance **(PER)**	Your firm determines the KPIs for performance monitoring to determine in real time the current performance of the digital campaign for competitiveness. Use of Web Analytics.	Mejía-Trejo, 2017; Scuotto et al., 2016; Martin, 2017; Hase Solutions, 2015; WSI, 2013
18	Profitability **(PRO)**	Your firm makes a profitability analysis to determine in real time the current profitability of the digital campaign for competitiveness.	Mejía-Trejo, 2017; Kanang & Hongshuang, 2017; Martin, 2017; Hase Solutions, 2015

Source: Own

CONCLUSIONS

Starting from our research question: What main variables of the DMIM are capable of improving their competitiveness level based on the NCM? To solve this, it was necessary to propose a construct based on two factors. The first factor was taken from the National Competitiveness Model (NCM), but the second factor was the result of the Delphi Panel with Analytic Hierarchy Process (AHP) and 200 (100 professors and 100 CEO) digital marketing specialists located in Guadalajara, Mexico.

Regarding the specific question SQ1: are there differences between the academics' vision vs. the experts' vision? There are important issues to consider when comparing the academics' vs. experts' vision (See Table 4). For instance, STG is cited as 19.6 % importance in terms of the academic vision vs, 9.7% of the expert vision (9.9 as % difference amongst them). The case is revised with 16.1% importance in terms of the academic version vs. 4.9% importance of expert vision (11.2 as % difference amongst them). Another similar case is the variable VAL with 10.7% importance of academic version vs. 4.8% importance of expert vision (5.9 as % difference amongst them).

We also obtained the higher experts' differences (more than -2) with the academic vision as: PLN (-6.3); GST (-4.5). These are the first insights to be developed as concepts and definitions from the academic vision to be implemented in a practical way for the experts. It is also important from the point of view of the experts to implement the final DMIM variables, as we see in Table 4. This represents an opportunity to be assessed by the academic vision.

About SQ2: Which is the scheme of the model? It is solved with Figure 1 and involves the use of the National Competitiveness Model (NCM) based on 8 variables: Leadership Transformer (LDT); Customer Value Generation (CVG); Strategic Planning (STP); Guidance to Change, Innovation and Continuous Development (CICD); Social Commitment (SCO); Wellness and Inclusion (W&I); Knowledge (KNW); Agility (AGY) and our Digital Marketing Innovation (DMIM) based on 10 variables: Planning (PLN); Market (MKT); Goal Settings (GST); Strategy (STG);Tactics (TAC); Mission-Vision (MVS); Value Proposition (VAL); Performance (PER); Profitability (PRO) and Digital Marketing Tools (DMT).

A final questionnaire was designed with this construct between NCM-DMIM to implement our research question.
Finally the SQ3: Which are the variables involved in the final questionnaire? We proposed the variables in Table 6 as a first approach to be implemented.

LIMITATIONS AND FUTURE STUDIES

The first limitation is the location of the survey which involved only the city of Guadalajara. For future studies, it is important to consider other regions of Mexico. The second limitation concerns the model of competitiveness. This could be designed with other variables involving other sources like the Competitiveness Mexican Institute (IMCO, Instituto Mexicano de la Competitividad) or the SME Competitiveness Index (SMECO, 2017). The third limitation is that the final questionnaire was applied to professors (academics' vision) and directors or CEOs (experts' vision). The results could be different with operative managers, customers and/or suppliers.

It would also be interesting to know how the relationships among the variances of the variables of NCM and DMIM are. About future studies, it would be interesting to do some studies considering the DMIM as dependent variable to determine and analyze more significant variables from the NCM. Finally, it would be interesting, using exploratory factor analysis, to do a search of reduction of both original variable models (NCM and DMIM) and confirmatory factor analysis to find underlying relationships among the NCM and DMIM variables through structural equations analysis, using techniques based on licensed software, such as EQS, LISREL, AMOS.

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