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TOWARD A HIERARCHICAL ARCHITECTURE OF AI-ENABLED MARKETING CAPABILITY IN SMES: A SYSTEMATIC LITERATURE REVIEW AND THEORY-DEVELOPMENT AGENDA

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Abstract

This article reconceptualizes AI-Enabled Marketing Capability (AIMC) for small and medium enterprises (SMEs) as a hierarchical capability architecture rather than a flat multidimensional construct, clarifies its theoretical boundaries across three capability orders, and proposes a theory-development agenda linking AIMC, Digital Platform Capability (DPC), Digital Marketing Performance (DMP), and Market Turbulence. A PRISMA 2020-guided systematic literature review integrated with the taxonomy-development procedure of Nickerson et al. (2013) synthesizes 65 peer-reviewed articles from Scopus and Web of Science (2019–2025). Quality appraisal applies five criteria adapted from CASP and Joanna Briggs Institute protocols. Results identify eight AIMC sub-dimensions organized into four tiers (Core, Contextual, Peripheral, Contested) and three hierarchical capability orders

(first-order operational routines, second-order organizational capabilities, higher-order dynamic marketing capabilities). The article advances theory by repositioning AIMC within Dynamic Capability Theory's sensing-seizing-reconfiguring logic, integrates Augmentation Theory as the micro-level mechanism, and connects AIMC to Indonesia's Islamic SME digital ecosystem as a contextually specific boundary condition. A structured research agenda matrix identifies six priority directions for future empirical validation

Keywords: *AI-Enabled Marketing Capability, Hierarchical Capability Architecture, SMES, Systematic Literature Review, Digital Marketing Performance*

A. INTRODUCTION

Artificial intelligence has moved rapidly from experimental technology into everyday marketing practice. Among SMEs, recommendation algorithms, conversational agents, analytics dashboards, and generative content tools increasingly support customer engagement, targeting, and segmentation. In Indonesia, this shift is especially visible in social commerce WhatsApp Business, TikTok Shop, Instagram, and digital marketplaces where UMKM operate as the primary economic actors of the national halal digital economy. Islamic banking institutions serving these SMEs increasingly recognize that AIMC is a strategic indicator of business viability and creditworthiness.

A foundational distinction motivates this review: tool adoption refers to whether a firm uses a specific AI application, while AIMC refers to the organizational competence to sense market signals, integrate AI-enabled insight, augment managerial judgment, and reconfigure marketing routines (Manis & Madhavaram, 2023). Treating these as equivalent creates construct ambiguity and weakens cumulative theory development. More critically, existing conceptualizations treat AIMC as a flat multidimensional construct rather than recognizing that AI-enabled routines operate at different levels of organizational abstraction from operational automation to strategic capability orchestration.

Four specific gaps drive this article:

Gap 1 (Definitional): Most studies conceptualize AIMC at the technology level rather than the organizational capability level, creating construct boundary ambiguity.

Gap 2 (Structural): No prior study develops a hierarchical AIMC architecture distinguishing first-order routines from second-order capabilities and higher-order dynamic capabilities for SMEs.

Gap 3 (Mechanism): The capability-conversion mechanism from AIMC to marketing

performance through DPC remains theoretically underdeveloped.

Gap 4 (Boundary): The contingent role of Market Turbulence in moderating the DPC-to-DMP relationship remains largely unexplored.

This article addresses these gaps through four research questions (Table 1) and contributes a hierarchical AIMC architecture, quality-appraised synthesis of 65 studies, and a structured future research agenda not as an empirical test of causality, but as a rigorous construct architecture for future validation.

Table 1. Research Questions, Purpose, and Gap Addressed

Research Question	Purpose	Gap Addressed
RQ1	How is AIMC conceptualized and bounded in SME marketing literature?	Definitional (Gap 1)
RQ2	What hierarchical capability architecture can be developed for AIMC in SMEs?	Structural (Gap 2)
RQ3	Which theoretical lenses best explain how SMEs realize value from AIMC?	Mechanism (Gap 3)
RQ4	How can the AIMC architecture support moderated mediation testing?	Boundary-condition (Gap 4)

B. LITERATURE REVIEW

AIMC: From Tool Adoption to Hierarchical Capability

The literature reveals a progressive conceptual evolution across four stages (Table 2). Early AI marketing studies (pre-2018) treat AI as task-level automation without organizational integration. Between 2018 and 2021, AI usage is reconceptualized as coordinated organizational competence (Huang & Rust, 2021). From 2021 to 2023, AI capability is linked to competitive advantage and resource reconfiguration (Manis & Madhavaram, 2023). The most recent wave (2023–2025) treats AIMC as a multidimensional organizational capability suitable for hierarchical structuring (Mikalef et al., 2023).

Crucially, existing conceptualizations remain flat — treating AIMC as a collection of co-equal dimensions. This article argues that AIMC is hierarchical: lower-order AI-enabled routines provide inputs for second-order organizational capabilities, which in turn enable higher-order dynamic marketing capabilities through digital platform orchestration. This repositioning aligns AIMC with Collis's (1994) capability hierarchy, Winter's (2003) zero-order and dynamic capability distinction, and Teece's (2007) sensing-seizing-reconfiguring framework.

Table 2. Evolution of AIMC Conceptualization

Stage	Period	Conceptualization	Representative Literature
1. AI as tool	Pre-2018	AI treated as task-level automation without organizational integration	Early AI application studies
2. AI as capability	2018–2021	AI reconceptualized as coordinated organizational competence	Huang & Rust (2021)
3. AI as strategic asset	2021–2023	AI capability linked to competitive advantage and marketing resource reconfiguration	Manis & Madhavaram (2023)
4. AI as organizational capability	2023–2025	AIMC as multidimensional competence requiring hierarchical structuring	Mikalef et al. (2023); present study

Theoretical Framework: Hierarchical Integration

Three theoretical lenses are integrated hierarchically to explain AIMC's value creation across capability orders.

Dynamic Capability Theory (DCT; Teece et al., 1997; Teece, 2007) is the primary lens. Advantage emerges from continuously sensing market opportunities, seizing them through marketing action, and reconfiguring routines as conditions change. DCT explains higher-order AIMC: how AI-enabled capabilities are mobilized, orchestrated, and reconfigured under turbulent market conditions. Within AIMC, analytics and insight support sensing; personalization and content deployment support seizing; and AI tool and workflow restructuring supports reconfiguration (Zollo & Winter, 2002).

Resource-Based View (RBV; Barney, 1991; Vorhies & Morgan, 2005) explains the value condition of AIMC at the second-order level: if AI-enabled organizational routines are rare, difficult to imitate, and organization-specific, they generate durable performance differentials. RBV provides the resource logic; DCT provides the dynamic mobilization logic. Augmentation Theory (Huang & Rust, 2021) provides the micro-level mechanism at the first-order level: AI creates value through human-AI complementarity rather than full automation. In Indonesia's Islamic SME ecosystem, AI augments owner-manager judgment rather than replacing it a critical distinction in resource-constrained environments where AI infrastructure investment is limited and halal compliance requires human judgment.

Table 3. Comparative Role of Theoretical Lenses Across Capability Orders

Theory	Role	Core Logic	Capability Order
Dynamic Capability Theory	Primary lens	Sensing, seizing, and reconfiguring under environmental change	Higher-order dynamic marketing capability (orchestration under turbulence)
Resource-Based View	Supporting lens	Advantage from valuable, rare, inimitable, non-substitutable resources	Second-order organizational capability (AI-enabled marketing routines)
Augmentation Theory	Mechanism lens	AI creates value through human-AI complementarity	First-order operational routines (AI tool augmentation of human judgment)

C. RESEARCH METHODOLOGY

This study combines PRISMA 2020 with the taxonomy-development procedure of Nickerson et al. (2013). The review is explicitly not labelled a bibliometric-systematic review because no co-citation, co-word, or bibliographic-coupling analysis is performed. Databases: Scopus and Web of Science. Time span: 2019–2025. Document type: peer-reviewed English-language journal articles. The search string was expanded beyond prior reviews to capture organizational capability perspectives: ("AI-enabled marketing capability" OR "artificial intelligence marketing capability" OR "AI marketing capability" OR "AI-driven marketing" OR "machine learning marketing capability" OR "AI organizational capability" OR "digital marketing capability AI") AND ("SME" OR "small and medium enterprise" OR "MSME" OR "small business") AND (capability OR capabilities OR competence OR taxonomy OR hierarchy OR architecture). Filtered for peer-reviewed articles in English.

PRISMA stages: 1,847 initial records identified; 628 after duplicate removal and document-type filtering; 298 full-text reports assessed; 65 articles included in the final corpus. Each article was appraised against five quality criteria adapted from CASP and Joanna Briggs Institute protocols (Table 4).

Classification thresholds were set following a preliminary frequency distribution analysis that revealed natural breaks in the appearance frequency of sub-dimensions. Core (≥25%) represents a threshold consistent with Nickerson et al.'s (2013) requirement of robust recurrence; Contextual (15–24%) captures emerging constructs with sector-specific salience; Peripheral (5–14%) separates occasionally cited from absent dimensions. Contested dimensions were identified through inconsistent or conflicting operationalization across studies, regardless of frequency.

Table 4. Quality Appraisal Criteria and Corpus Summary

Criterion	Quality Indicator	Description	n Met
QA1	Theoretical grounding	Article cites established theory (DCT, RBV, Marketing capability)	58/65 (89%)
QA2	Methodological rigor	Empirical or systematic methodology clearly described	52/65 (80%)
QA3	Construct relevance	AIMC or adjacent construct explicitly operationalized	65/65 (100%)
QA4	SME/firm applicability	Unit of analysis is SME or firm level	48/65 (74%)
QA5	Recency and citation impact	Published in Q1-Q3 journal or cited >20 times	60/65 (92%)

Articles scoring below satisfactory on both QA1 (theoretical grounding) and QA3 (construct relevance) were excluded from taxonomy coding but retained for descriptive profiling. All 65 articles met the minimum threshold of QA3 = 100%, confirming the construct validity of the corpus.

Table 5. Inclusion and Exclusion Criteria

Code	Criterion	Justification
I1	Peer-reviewed articles in Scopus or Web of Science	Scientific quality and reproducibility
I2	Published 2019–2025	Captures post-2019 acceleration of AI marketing research
I3	Addresses AI capability, AI-driven marketing competence, or AI marketing taxonomy	Relevance to the focal construct
I4	Applicable to SME-level or firm-level analysis	Aligns with the unit of analysis
I5	Written in English	Ensures international review consistency
E1	Pure consumer-behavior AI studies without capability lens	Outside organizational unit of analysis
E2	General AI strategy studies focused exclusively on large enterprises	Outside SME scope
E3	Book chapters, conference papers, editorials, grey literature	Ensures consistent review standard

D. RESULT AND DISCUSSION

Descriptive Profile

The final corpus of 65 articles clusters in 2021–2025, consistent with the acceleration of AI marketing tools, the generative AI wave, and increasing managerial interest in AI-enabled capability. Key journals include: Journal of Business Research (11 articles, Q1), Journal of the Academy of Marketing Science (7, Q1), International Journal of Information Management (6, Q1), Technological Forecasting and Social Change (6, Q1), International Journal of Market Research (4, Q2), Journal of Marketing (4, Q1), Industrial Marketing Management (3, Q1), Information and Management (3, Q1), and other Q1–Q3 journals (21 articles). This distribution confirms disciplinary breadth and methodological maturity sufficient for a synthesis claim.

Hierarchical AIMC Architecture

The central theoretical contribution of this synthesis is the reconceptualization of AIMC as a hierarchical capability architecture organized across three orders (Table 6). This repositioning addresses the structural gap identified in the introduction and aligns AIMC with established capability hierarchy theory (Collis, 1994; Winter, 2003).

First-order AI-enabled operational routines constitute the foundation: these are individual AI tool applications that augment specific marketing tasks — analytics, personalization, content generation, and conversational AI deployment. They correspond to Augmentation Theory's micro-mechanism. Second-order AI-marketing capabilities emerge when first-order routines are integrated, coordinated, and linked to organizational marketing processes — constituting the Core and Contextual AIMC dimensions identified through taxonomy coding. Higher-order dynamic marketing capabilities develop when AIMC is orchestrated through digital platforms (DPC) to sense market shifts, seize opportunities, and reconfigure marketing routines — the strategic level explained by DCT.

Table 6. Hierarchical AIMC architecture across three capability orders

Capability Order	Nature	AIMC Dimensions	DCT Logic
First-Order Routines	Individual AI tool application augmenting specific marketing tasks	All 8 AIMC dimensions at tool-use level	Foundation for capability emergence; Augmentation Theory micro-mechanism
Second-Order Capabilities	Integrated, coordinated AI-marketing routines linked to organizational	Core: Analytics, Personalization; Contextual: Content, Conversational AI	Organizational sensing and seizing (RBV: valuable, rare, inimitable capability bundle)

	processes		
Higher-Order Dynamic Capability	AIMC orchestrated through DPC to reconfigure marketing routines under turbulence	AIMC-DPC-DMP system; Peripheral and Contested dimensions activated strategically	Dynamic reconfiguration (DCT: sensing-seizing-reconfiguring under Market Turbulence)

Four-Tier AIMC Taxonomy

Within the second-order capability level, the synthesis identifies eight AIMC sub-dimensions organized into four tiers. Core dimensions appear in ≥25% of studies and are the strongest candidates for future scale development. Table 7 presents the complete taxonomy.

Table 7. Four-tier AIMC Taxonomy Synthesized from 65 Studies (2019–2025)

Tier	Dimension	Synthesized Definition	Frequency
Core	AI-Driven Analytics and Customer Insight	Using AI to process customer and market data for segmentation, prediction, and decision support	52/65 (80%)
Core	AI-Based Personalization and Recommendation	Tailoring content, offers, and recommendations to individual customers via AI algorithms	45/65 (69%)
Contextual	Content Generation and Creative Automation	Generating marketing copy, visuals, or video content using generative AI tools	13/65 (20%)
Contextual	Conversational AI / Chatbot Engagement	Deploying AI-driven chat interfaces for customer service, lead engagement, and relationship maintenance	11/65 (17%)
Peripheral	Programmatic Ad Optimization	Automated bidding, placement, and budget optimization across digital advertising channels	7/65 (11%)
Peripheral	Predictive Lead Scoring	AI-based ranking of leads by predicted conversion likelihood to prioritize marketing effort	5/65 (8%)
Contested	Full Marketing Automation / Autonomous Decision-Making	End-to-end marketing automation without human oversight; operationalization varies widely across studies	Variable
Contested	AI-Driven Dynamic Pricing	Real-time algorithmic price adjustment; inconsistently classified as AIMC, pricing capability, or platform capability	Variable

Relevance for Indonesia's Islamic Digital Economy

The taxonomy maps closely onto AI-marketing practice in Indonesian SMEs. Core dimensions correspond to tools already visible in marketplace analytics dashboards, WhatsApp Business metrics, Meta Advantage+, TikTok Shop insights, and generative AI content assistants. In Indonesia's halal digital economy governed by the KNEKS Masterplan (2020–2024) and OJK's digital finance road map AIMC development among UMKM carries additional theoretical significance: AI marketing capability affects SME revenue performance, which in turn affects financing repayment capacity for Islamic banking clients and non-performing financing rates.

Augmentation remains the most plausible first-order mechanism: Indonesian Islamic SMEs combine owner-manager market intuition with AI-generated insights rather than deploying fully autonomous marketing systems. Halal compliance requirements also introduce a human-oversight imperative: content generation and conversational AI must be supervised to ensure syariah-compliant messaging, making full automation (Contested tier) particularly unlikely at scale. This context suggests that Contextual and Peripheral dimensions will display lower salience in Indonesia than in Western markets an empirically testable proposition.

Discussion

From Descriptive Taxonomy to Hierarchical Capability Theory Extension

The key theoretical advance of this article is the repositioning of AIMC from a descriptive, flat taxonomy to a hierarchical capability architecture. Prior reviews (Chintalapati & Pandey, 2021; Dwivedi et al., 2021) identify AI marketing dimensions without explaining how they aggregate into organizational capabilities and ultimately into dynamic marketing capabilities. This article resolves that gap by connecting AIMC's three capability orders to the DCT sensing-seizing-reconfiguring logic, RBV's resource value logic, and Augmentation Theory's human-AI complementarity logic.

This repositioning has a direct corollary for the AIMC → DPC → DMP chain: DPC is not simply a downstream capability but the orchestration mechanism through which second-order AIMC routines are elevated to higher-order dynamic capabilities. The translation from second-order to higher-order depends on the quality of platform integration, data flow, and organizational ambidexterity all of which intensify in salience under Market Turbulence (Ahmed et al., 2022; Cenamor et al., 2019). Table 8 summarizes the theoretical contributions.

Table 8. Theoretical Contribution Matrix

Contribution	What the study does	Why it advances the literature
C1 Conceptual	Repositions AIMC as hierarchical capability architecture, not flat multidimensional construct	Resolves construct boundary ambiguity; enables DCT-consistent theory testing
C2 Taxonomic	Develops reproducible four-tier taxonomy from 65 quality-appraised studies	First reproducible hierarchical AIMC synthesis specific to SME contexts
C3 Theoretical	Integrates DCT, RBV, Augmentation Theory across three capability orders	Explains sensing, value creation, and human-AI complementarity in a single framework
C4 Contextual	Connects AIMC to Indonesia's Islamic SME digital ecosystem as boundary condition	Grounds Western taxonomy in emerging-economy Islamic finance context
C5 Agential	Specifies falsifiable AIMC-DPC-DMP-Market Turbulence pathway	Transforms review from descriptive exercise to testable theory-development agenda

AIMC in Indonesia's Islamic Digital Ecosystem

This article connects AIMC to Indonesia's Islamic digital economy through three contextually specific mechanisms. First, Indonesia's KNEKS Masterplan 2020–2024 designates UMKM digitalization as a priority instrument for Islamic financial inclusion, making AIMC development a policy-relevant target for Islamic banking development programs. Second, OJK's roadmap for Islamic banking (2023–2027) identifies digital marketing capability as a key indicator of SME bankability connecting AIMC directly to Islamic bank risk assessment and SME financing approval criteria. Third, the halal value chain introduces a human-oversight requirement that structurally constrains full marketing automation and dynamic pricing (Contested tier), making the first-order and second-order capability orders more relevant for Islamic SME contexts.

Future research should develop a contextually specific extension of the AIMC taxonomy for halal digital marketing contexts potentially introducing a 'Halal-Compliant AI Marketing Capability' construct that captures the syariah governance layer applied to conversational AI, content generation, and personalization routines.

Review-Based Propositions

The reviewed literature supports six propositions linking AIMC, DPC, DMP, and Market Turbulence. P1: AIMC strengthens DPC through analytics and personalization that enhance platform integration. P2: DPC improves DMP through engagement, conversion, and reach. P3: AIMC may exert a direct effect on DMP before full platform conversion. P4: DPC partially mediates the AIMC-DMP relationship. P5: The DPC-DMP relationship strengthens under higher

Market Turbulence (dynamic capabilities are more consequential when markets shift rapidly). P6: The indirect AIMC-DPC-DMP effect is stronger under high Market Turbulence (moderated mediation). These propositions constitute the empirical agenda for companion studies.

Managerial and Policy Implications

For SME owners: AIMC development should follow the taxonomy hierarchy Core dimensions (analytics, personalization) first, before Contextual and Peripheral applications. Investment in AI tools without organizational capability integration produces first-order routines but not second-order capabilities.

For Islamic banking institutions (BSI, BPRS network, BMT): AI literacy programs for SME financing clients should target second-order capability development — coordinated use of AI analytics and personalization for marketing not merely tool adoption. This directly improves SME marketing performance, reduces NPF risk, and advances Islamic financial inclusion goals.

For Indonesian government agencies (Ministry of Cooperatives & SMEs, KNEKS, OJK, BI): AIMC capability building should be incorporated into national UMKM digitalization programs, with evaluation frameworks distinguishing first-order AI tool adoption from second-order organizational capability and third-order dynamic marketing capability development.

Research Agenda Matrix

Table 9 presents a structured research agenda identifying six priority themes for future empirical validation.

Table 9. Research Agenda Matrix

Theme	Research Gap	Future Research Direction
AI Analytics Capability	Treated as static, tool-level data processing; dynamic reconfiguration unexplored	Develop longitudinal models of dynamic AI analytics capability in Indonesian UMKM contexts
Human-AI Orchestrati on	Owner-manager judgment interaction with AI personalization recommendations underexplored	Examine human-AI complementarity in SME marketing decision-making using experimental or qualitative methods
AIMC-DPC Mechanism	Translation mechanism from AI capability to platform performance remains theoretically underdeveloped	Test AIMC → DPC → DMP mediation using PLS-SEM in Indonesian UMKM with social-commerce focus
Market Turbulence	Moderating role of Market Turbulence in DPC-DMP pathway rarely tested empirically	Test moderated mediation: AIMC → DPC → DMP moderated by Market Turbulence in Banyumas/Central Java SMEs

Islamic Digital Economy	AI marketing capability not examined within halal digital value chains	Validate AIMC taxonomy in Indonesian Islamic SME contexts; develop Halal-Compliant AIMC sub-dimension
Capability Developm ent	Studies capture capability presence, not trajectory; development pathways unknown	Longitudinal studies tracking AIMC capability-building trajectories through platform ecosystem participation

Limitations

Key limitations: temporal scope (2019–2025) excludes pre-2019 foundational work; 65 articles, while expanded, remains a focused corpus that could be extended to 100+ articles for bibliometric-systematic review ambitions; quality appraisal is adapted from CASP rather than a fully validated instrument; and the predominantly global literature requires empirical validation in Indonesia/ASEAN contexts. These limitations define the precise boundary of the paper's claims: it develops a rigorous construct architecture, not an empirical confirmation.

E. CONCLUSION

This systematic literature review reconceptualizes AIMC in SMEs as a hierarchical capability architecture organized across three orders: first-order AI-enabled operational routines, second-order AI-marketing organizational capabilities, and higher-order dynamic marketing capabilities. Synthesizing 65 quality-appraised Scopus and Web of Science articles (2019–2025), the study identifies eight AIMC sub-dimensions in four tiers Core (analytics and personalization), Contextual (content generation and conversational AI), Peripheral (programmatic optimization and predictive lead scoring), and Contested (full automation and dynamic pricing).

The article resolves the flat-taxonomy limitation of prior reviews by integrating DCT, RBV, and Augmentation Theory across capability orders; advances taxonomy methodology through quality appraisal and justified classification thresholds; and creates a falsifiable theory-development pathway for future empirical testing. Connection to Indonesia's Islamic digital economy through KNEKS policy, OJK regulation, and halal compliance constraints grounds the taxonomy in a specific context and opens a genuinely novel research direction for Islamic finance scholarship.

Future research should empirically validate the taxonomy and test the full AIMC-DPC-DMP-Market Turbulence moderated mediation model in Indonesian SME contexts, particularly among UMKM within the Islamic banking financing ecosystem of Banyumas and Central Java.

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