



STRATEGIC MARKETING ORIENTATIONS FOR SOCIAL VALUE GENERATION: SYSTEMATIC LITERATURE REVIEW AND RESEARCH AGENDA

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Abstract:

This study aimed to identify research that addresses strategic marketing orientations from a social perspective and to discuss how studies in this area have been related over time. From the Web of Science database, we analyzed 104 studies and conducted a systematic literature review followed by bibliometric analysis. The bibliometric analysis showed the main focus of studies on strategic marketing orientation aimed at generating social value: service-dominant logic (SD-Logic), social entrepreneurship, customer participation in innovation, innovation capabilities, product development, and social marketing. The analysis and reading of the selected articles allowed us to conclude that investigations into strategic marketing orientations with a social bias are scarcely present in the literature, highlighting the need for further studies to develop knowledge on the subject.

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1. Introduction

The constant complexity of human and business relationships has required companies to constantly improve their approach to their customers, bringing them closer to their products or services (Morgan *et al.*, 2019). For this to happen, marketing strategies are used, together or separately, to maximize profits and gain a competitive advantage over its rivals or competitors (Agic *et al.*, 2016; Ozbekler & Ozturkoglu, 2020; Urde *et al.*, 2013). For example, the strategic business focus for customers, known as strategic orientation for the market, is already consolidated in the literature as an important element for business success (Narver & Slater, 1990; Sahi *et al.*, 2018). The marketing orientation can have other areas of focus, for example, on innovation (De Arroyabe *et al.*, 2021), the brand (Anees-ur-Rehman *et al.*, 2016), stakeholders (Morgan *et al.*, 2019), or customer value (Fernández & Moraga, 2017), amongst others.

Above all, it is possible to recognize that the strategic marketing orientation of a company is changeable and suffers internal and external influences according to the pressures of society and the economy itself, which puts it in constant transformation (Burt *et al.*, 2021). Movements like social entrepreneurship (Scillitoe *et al.*, 2018) and corporate social responsibility (Luu, 2019) have gained strength, as well as those focused on innovation (Cheng & Sheu, 2017) and value cocreation (Hossain *et al.*, 2020).

There is evidence that these movements are being incorporated by the corporate body within their businesses (Mubushar *et al.*, 2021; Shin & Park, 2019), aiming for a better society (Martínez-Cañas *et al.*, 2016; Campbell *et al.*, 2023) and better ethics (Karpen *et al.*, 2012; Parsons *et al.*, 2021). However, these emerging themes in related literature are abundant but scattered. It has been shown to be opportune to carry out a systematic literature review and bibliometric analysis on strategic marketing orientations aimed at generating social value in order to identify and group the research fronts that deal with this topic.

Thus, this study proposes to answer the following questions: How does the literature define and understand strategic marketing orientations aimed at a social bias? How have studies that address these themes been related over the years? The objectives of this study, therefore, are to identify studies that have addressed strategic marketing orientations from a social perspective and discuss how studies in this area have been related over time. For this purpose, we used a base of 104 articles published on the Web of Science between 1997 and 2022.

It is considered here that strategic marketing orientations with a social bias are marketing management philosophies that focus on the consumer, but also take into account the impacts of the company's marketing activities on society, differentiating this strategic marketing orientation from others, such as for the market, for the brand, and others (Zhou *et al.*, 2009). The company's marketing decisions go beyond market impacts;

they also have social impacts and objectives (Ward & Lewandowska, 2008). Considering the evidence that there is interest from businesses and researchers in developing a society that reconciles profits and the well-being of individuals (Diochon & Anderson, 2011), it was relevant to deepen the understanding of strategic marketing orientations directed towards a social bias.

The use of techniques employed based on the analysis of keywords and references used in research resulted in the identification and groupings of related themes (Waltman *et al.*, 2010; Van Eck & Waltman, 2014; Ghorbani *et al.*, 2022), providing new studies opportunities. This is because strategic marketing orientations with a social bias are still little known in the literature. Existing theoretical frameworks (e.g. Agic *et al.*, 2016; Narver & Slater, 1990; Urde *et al.*, 2013) generally do not consider the social impacts of marketing decisions, revealing a knowledge gap on how to strategically guide the marketing of organizations taking into account not only the consumer but also the impacts on society.

Regarding the practical justification of this research, we emphasize that there is a growing business interest in developing its activity combined with the generation of social values, such as cooperation (De Arroyabe *et al.*, 2021), shared economy (Apt & Davis, 2019), and corporate social responsibility (Luu, 2019). The development of literature that relates commercial activity with social values can generate new ideas for a society that maintains its lucrative ability and also generates value for people and society.

2. Theoretical Framework

With consumers increasingly embracing the need to fulfill a social commitment and ethical role in society, companies are changing the way they offer their products and services to customers in an interactive, collaborative, and dialogical process of value cocreation (Grönroos, 2017; Karpen *et al.*, 2012; Martínez-Cañas *et al.*, 2016; Parsons *et al.*, 2021; Liu *et al.*, 2023). Ethically-oriented consumption (Karpen *et al.*, 2012; Parsons *et al.*, 2021), concerned with social (Son *et al.*, 2018; Weerawardena & Mort, 2012) and environmental issues (Barr *et al.*, 2011), is increasingly on the agenda of society (Li *et al.*, 2018; Martínez-Cañas *et al.*, 2016). However, the incipience of these themes results in scattered and non-systematized studies on the strategic marketing orientations of companies focused on social value. Therefore, organizing studies that relate strategic marketing orientations to social value proves to be a relevant task to identify state of the art and advance knowledge about the connection between these two themes.

2.1 Strategic Marketing Orientations

Overcoming the competition is one objective of companies, allowing them to have a greater market share, be less subject to external pressures, and gain greater control over pricing itself (Eidizadeh *et al.*, 2017). To face these challenges, it is up to companies to implement marketing strategies and make decisions about the ways in which they act in the market (Axic *et al.*, 2016). Such strategies consist of principles that guide and influence

the activities of a company and generate behaviors aimed at ensuring its viability and performance, which are nominees for strategic orientations (Hakala, 2011). Some of these strategic orientations stand out in the literature, such as market orientation for the brand, for value, and for innovation (Agić *et al.*, 2016; Rashidi-Sabet & Madhavaram, 2022; Chen *et al.*, 2023; Dahan & Shoham, 2023).

The most consolidated strategic orientation in the marketing literature is the one focused on the market, whose studies by Narver and Slater (1990) and Kohli and Jaworski (1990) gave rise to continuous analyzes of their effectiveness in business (Sahi *et al.*, 2018; Mohiuddin Babu *et al.*, 2019; Mazzarolo *et al.*, 2021). Market orientation may vary depending on the focus of the company, but its premise is centered on a set of values and beliefs that puts the consumer first when the organization's strategy is being drawn up (Deshpandé & Webster, 1989). For Narver and Slater (1990), market orientation refers to an organizational culture designed to create behaviors among a company's employees with the ultimate intention of creating value for customers. Its focus is on customer needs (customer orientation), attention to competitors (competitor orientation), and interdepartmental coordination (Mazzarolo *et al.*, 2021).

Once the strategic marketing orientation to the market became consolidated, widespread, and easier to copy, other niches of strategic marketing orientation were formed (Morgan *et al.*, 2019). Studies focused on the brand, for example, began with Urde (1994) and were solidified as an effective way to differentiate a product or service among customers. Recently, the evolution of brand orientation has been presented by Sepulcri *et al.* (2020), demonstrating how brand-focused marketing strategies can be a key driver of business performance.

Over the last three decades, companies have sought to add value to their products or services (Zeithaml *et al.*, 2020). The conceptualization of customer value may depend on the experience obtained by the customer with the product (positivist paradigm), or it may vary between clients and the subjective interpretations of each one of them (interpretative paradigm) (Zeithaml *et al.*, 2020). There is also a third way of looking at the value proposition paradigm for the customer, that is, from the point of view of social constructionism, which states that customer value is subjectively interpreted, but the social context gives rise to these interpretations (Zeithaml *et al.*, 2020).

The company can also strategically orient itself towards innovation, providing an enabling environment for the implementation of proactive growth-based strategies (Dobni, 2010). Organizations that have a high innovation orientation engage in value creation strategies, such as market segmentation and development of new products/services, which has shown positive financial results, for example, in commercial (Norris & Ciesielska, 2019) and social enterprises (Silva *et al.*, 2019), also generating social value (Frey *et al.*, 2019; Shin & Park, 2019).

It has been noticed that strategic marketing orientations have been evolving from a restricted look at the product/service, customer, and competition to a customer, society, and company symbiosis (Agić *et al.*, 2016; Martínez-Cañas *et al.*, 2016) in which everyone is co-responsible for the product/service being offered in a value cocreation process

(Grönroos, 2017; Zeithamal *et al.*, 2020). More and more, this product/service must contemplate benefits that generate social value for the client, that is, benefits or cost reductions to society in ways that go beyond private gain (Li *et al.*, 2018).

2.2 Social Value

Social value is understood as something that generates value for society through efforts that meet social needs and problems (Dietz & Porter, 2012; Li *et al.*, 2018; Jaw *et al.*, 2023; Neutzling *et al.*, 2024). It can be created in different ways, both by the public and private sectors, as well as by a third sector (Jain *et al.*, 2019). Also, it can be seen as a positive externality that a company generates for society from its efforts to generate economic value (Li *et al.*, 2018; Akomea *et al.*, 2023; Bashar *et al.*, 2023; Cucino *et al.*, 2023; Hasan *et al.*, 2023).

Auerswald (2009) points out that every enterprise is, in a way, a social enterprise and uses large corporations as an example of enterprises that generate social value by generating stable jobs and low-cost products. However, these companies seek, in the first place, financial value, which differentiates them from social entrepreneurs, who are focused on creating new and disruptive models for society, dedicating themselves to social value but not ignoring market forces (Sengupta & Sahay, 2018).

Some studies have already linked the capabilities of generating financial returns with social value. However, these are usually made from environments in which such a symbiosis of subjects is already expected, as in the job market for the disabled (Bellostas *et al.*, 2016), renewable energy (Sengupta *et al.*, 2020), or social business organizations (Li *et al.*, 2020). Kraus *et al.* (2017). For example, a scale has been developed to measure the strategic orientation of marketing focused on social entrepreneurship in order to obtain a deeper analysis of the relationship between (social) entrepreneurial orientation and the performance of social enterprises. For the authors, long-term financial performance cannot be achieved without creating social value and vice versa. Relations of positive interdependence between economic and social values are found in the literature (Li *et al.*, 2018; Shin & Park, 2019; Haase, 2021; Floriano & Matos, 2022).

There is little doubt that it is possible to generate financial value while creating social value (Dohrmann *et al.*, 2015). For Sengupta *et al.* (2020), it makes more sense to understand how the market and social value overlap in social entrepreneurship instead of trying to figure out which part is “social” and which part is “market”, and converge on a single-way of articulating problems, solutions, and implementation.

Therefore there is a growing interest in socially oriented entrepreneurship like everyone else, in which many, if not all, companies have some degree of social and market interest (Neck *et al.*, 2009). Similar to a strategic marketing orientation, social orientation is also pervasive throughout an organization that is mission-oriented to create social value and where new practices for the collective good have become institutionalized (Howaldt & Schwartz 2010). However, such a social orientation is not incompatible with market orientation, which is necessary for the commercialization or exploitation of the product/service (Scillitoe *et al.*, 2018).

As seen, the strategic orientations that generate social value have been gaining space in themes that have a financial return, such as poverty reduction, combating deforestation, global warming, and employability, because such matters have also entered the agenda of common people, not just government agents (Halberstadt & Kraus, 2016; Kraus *et al.*, 2017). There is evidence, therefore, that companies are waking up to a marketing strategy orientation aimed at generating social value as a way to make profits, captivate their customer, and deliver something in return to society (Kraus *et al.*, 2017; Spieth *et al.*, 2019).

Thus, it is possible to perceive that there is a recent movement in the literature and in the market directed toward the achievement of social purposes by companies, even those aimed at making a profit (Haase, 2021; Sardana *et al.*, 2019; Talavera & Sanchis, 2020). Identifying this literature and systematizing this knowledge, currently fragmented, proves to be relevant to demonstrate what is already known about the subject of strategic marketing orientations and social value, as well as pointing out the knowledge gaps that motivate new investigations on the connections between these themes.

3. Methods

This study uses two methodological approaches: a systematic literature review (SLR) followed by bibliometric analysis. The SLR was conducted in order to provide a list of articles that were subsequently submitted for bibliometric analysis. We used the Web of Science (WoS) and SCOPUS for the SLR, as suggested by Paul and Criado (2020). WoS is considered a consistent and reliable source for scientific journal research (Birkle *et al.*, 2019), just like SCOPUS. Furthermore, we used two bibliometric analysis techniques: co-occurrence of keywords and bibliographic coupling.

3.1 Systematic Literature Review (SLR)

SLR is a systematic way of collecting and summarizing past research (Snyder, 2019). Through a literature review article, it is possible to identify gaps in research on a given subject, starting from theories and methods widely applied in different configurations and found in the contexts of the studies carried out (Paul & Criado, 2020).

For the SLR to be carried out, we consulted the Web of Science and SCOPUS databases in order to find scientific journals that discuss strategic marketing orientation and social value. We considered only peer-reviewed articles in English, dated from any period, as long as they have been approved by the scientific community. Articles that did not meet these requirements were excluded. In addition, the following string was applied: ("market* orient*" OR "strategic orient*") AND ("social value" OR "cocreation" OR "co-creation" OR "social market*"). We conducted the search on February 24, 2022. Initially, we found 204 articles in WoS and 136 in SCOPUS. Applying the exclusion criteria, there were 188 articles in WoS and 109 in SCOPUS.

Then, the title, abstract, and keywords were read, initiating the exclusion process. For an article to be considered in the analysis, it could not contain any of the exclusion criteria, specifically: (a) articles with missing technical information, such as author, year, and abstract; (b) articles not entirely related to the areas of marketing and business; and (c) articles that do not deal with strategic marketing orientation with a social bias.

At the end of this process, 116 remained in WoS and 81 in SCOPUS. After this filter, the articles were separated for full reading in order to synthesize their main information. This last step also allowed the exclusion of articles that did not directly research the theme of this study or were missing important elements for this analysis, such as incomplete data, absence of keywords, or the article itself was not located in the indicated journal. At the end of the review, we selected 104 from WoS and 24 from SCOPUS. However, all 24 SCOPUS articles were also in WoS, which led us to analyze only the WoS data. Then, this database was chosen for the bibliometric analysis. The graphic scheme that summarizes the systematic literature review procedure is shown in Figure 1.

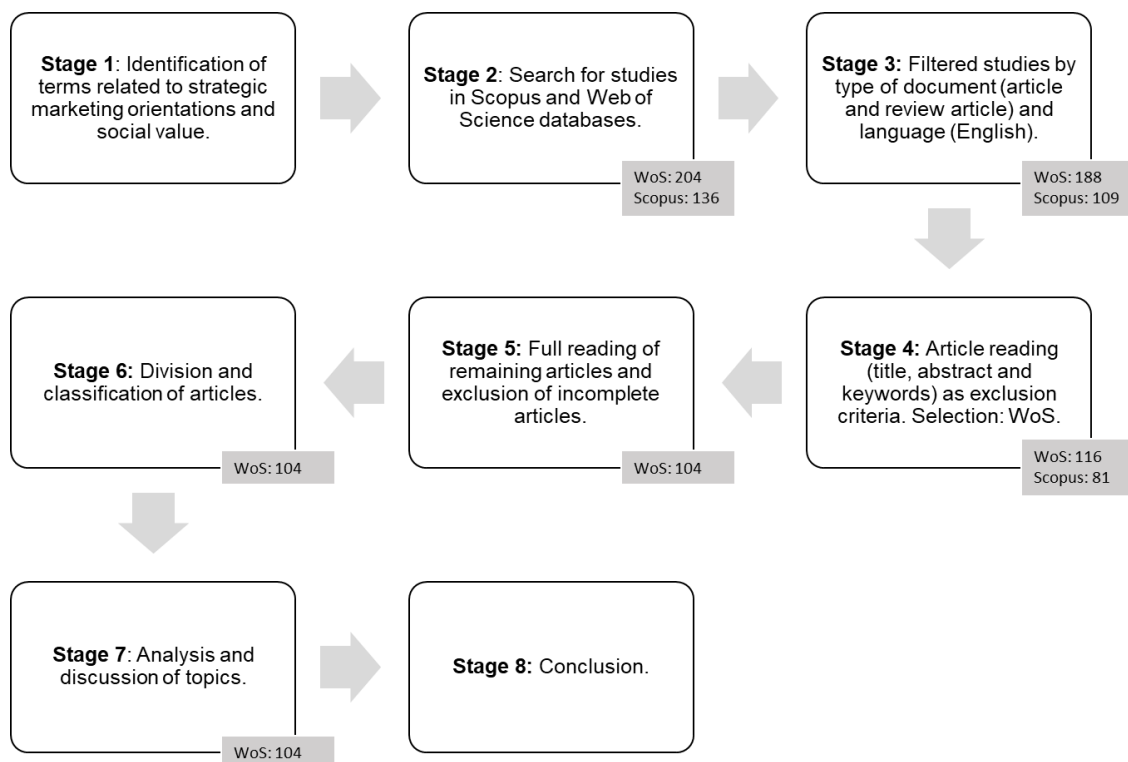


Figure 1: Process of systematic literature review of strategic marketing orientations and social value

3.2 Bibliometric Analysis

Bibliometric analysis is a quantitative technique that uses statistical and mathematical methods to study scientific bibliographic materials (Merigó *et al.*, 2016; Pritchard, 1969). In other words, bibliometrics seeks to carry out a quantitative analysis of information

(Araújo, 2006). We performed the analysis in VOSviewer, a software created to develop and explore connection networks (Van Eck & Waltman, 2020).

A bibliometric network consists of nodes and edges. The nodes can be, for example, publications, journals, researchers, or keywords, and the edges indicate relationships between pairs of nodes (Van Eck & Waltman, 2014). The size of each node refers to its weight, so the larger a node, the more relevant it is according to the adjusted occurrence. The size also differentiates the lines, showing that the clusters connected by thicker lines have a higher occurrence. Nodes and lines of the same color indicate belonging to the same cluster, and closer nodes have a stronger relationship. A cluster is a set of related nodes (Malodia *et al.*, 2023).

3.2.1 Co-occurrence of Keywords

The co-occurrence of keywords refers to the frequency with which two keywords were found among selected articles in the respective list (Van Eck & Waltman, 2014). For the bibliometric analysis of the co-occurrence of keywords, we inserted our own file in VOSviewer, contemplating the 104 articles in the final list and making the first selection by the co-occurrence of authors' keywords and fractional counting.

The minimum occurrence of keywords was 02, deleted after the same string of keywords and their synonyms, such as “cocreation” and “co-creation” and “social value” and “social value creation”. Words spelled differently, such as “business model innovation” and “business model”, created a thesaurus file, and the analysis was restarted. After these steps, the clusters were adjusted to a minimum size of five, aiming to group the keywords better. In this case, each node represents a keyword, and the size of the node represents the number of times this word is repeated. In the end, six clusters were generated.

3.2.2 Bibliographic Coupling

The bibliographic coupling used the number of references that the articles have in common to relate searches so that this relationship increases as the number of articles shared in the studies increases (Perianes-Rodriguez *et al.*, 2016).

In this case, a bibliometric map was generated from the bibliographic coupling, with the unit of analysis in documents and fractional counting. VOSviewer also requests the minimum number of citations of a given document. The default value of five citations was chosen. There were 85 documents with at least five citations in the data set. Finally, the minimum number of items in the clusters was adjusted to five for better grouping, totaling six clusters at the end. In this analysis, the maps were organized so that the nodes represented the articles, and the size of the nodes represented the number of citations of each article, normalized by year.

4. Results Of Bibliometric Analysis

4.1 Keyword Co-occurrence Results

For the bibliometric analysis of the co-occurrence of keywords, we inserted our own file in VOSviewer, contemplating the 104 articles in the final list. After adopting the procedures described above, six clusters were generated in order to group the keywords better, as shown in Figure 2. Each node represents a keyword, and the size of the node represents the number of times this word is repeated.

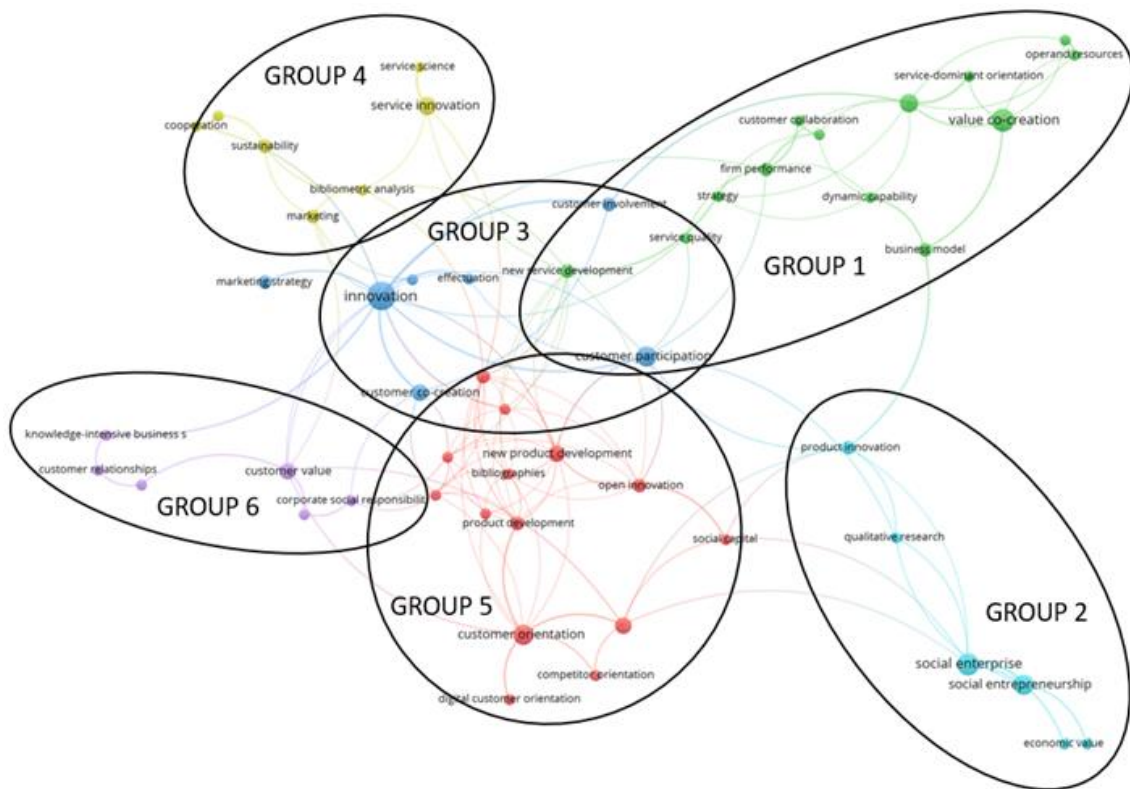


Figure 2: Grouping of keywords

When analyzing Figure 2, we can observe that Group 1 related words, such as “value cocreation” and “service-dominant orientation”, are examples of this grouping, as in the studies by Parsons *et al.* (2021) and Siguaw *et al.* (2014). Group 2 brought terms such as “social enterprise” and “social entrepreneurship”, usually bringing in studies on how to connect companies dedicated to the logic of the market with social objectives, as seen in Weerawardena and Mort (2012) and Sengupta *et al.* (2020). Group 3 encompassed “innovation” and “customer participation”, which was dealt with by Kristensson *et al.* (2008), Morgan *et al.* (2019), and Matthing *et al.* (2004), who analyzed consumer participation in the development of new products, creating a stronger link with cluster 2. Group 4 connected words like “service innovation” and “sustainability”, which are related to obtaining a competitive advantage with service innovation, as verified by Mendes *et al.* (2017) and Feng *et al.* (2021). Group 5 connected the keywords “new product

development”, “customer orientation”, and “open innovation”, as seen in studies by Paschen *et al.* (2021) and Randhawa *et al.* (2021). Group 6 coupled “customer value” and “corporate social responsibility”, bringing together elements from the public sector, as well as how social and cultural contexts relate to market practices, as noted in Arnould (2005) and Gylling *et al.* (2012).

A more detailed analysis of the co-occurrence map reveals that “customer orientation”, “social enterprise”, “cocreation”, and “innovation” have the highest link strengths (total link strength), signaling a trend for companies oriented to a concomitant social mission to the customer and demanding their businesses to be constantly rethought, that is, have innovation, as in Cheng and Sheu (2017) and Martínez-Cañas *et al.* (2016). Among the most cited words, “customer cocreation”, “firm performance”, and “dynamic capability” stand out, again indicating the importance of the customer in generating company results (Feng *et al.*, 2021) and one of the means for the company to remain internally competitive, that is, through dynamic capabilities (Teece *et al.*, 1997; Wilden & Gudergan, 2017).

4.2 Bibliographic Coupling

The bibliographic coupling used the number of references that the articles have in common to relate searches, and the relationship between them is greater as the number of articles shared in the studies increases (Perianes-Rodriguez *et al.*, 2016). In this case, the bibliometric map was generated for the bibliographic coupling, with the unit of analysis in documents and fractional counting. After adopting the procedures described above, six clusters were generated referring to the bibliographic coupling. Table 1 indicates the most cited studies in each of these groupings.

Table 1: Most Cited Studies By Bibliographic Coupling

Authors	Journal	Main theme	Cluster	Total citations
Karpen <i>et al.</i> (2012)	Journal of Service Research	S-D logic	A	168
Heinonen and Strandvik (2015)	Journal of Services Marketing		A	124
Karpen <i>et al.</i> (2015)	Journal of Retailing		A	92
Martinez-canás <i>et al.</i> (2016)	Frontiers in Psychology		A	34
Weerawardena <i>et al.</i> , (2010)	Journal of World Business	Social entrepreneurship	B	171
Weerawardena and Mort (2012)	Journal of Public Policy & Marketing		B	72
Guzman-Alfonso and Guzman-Cuevas (2012)	Journal of Organizational Change Management		B	40
Chierici <i>et al.</i> (2019)	Management Decision		B	30
Matthing <i>et al.</i> (2004)	International Journal of Service Industry Management	Customer participation in innovation	C	271
Kristensson <i>et al.</i> (2008)	International Journal of Service Industry Management		C	247
Cui and Wu (2016)	Journal of the Academy of Marketing Science		C	216
Gustafsson <i>et al.</i> (2012)	Journal of Service Management		C	188
Ngo e O’Cass (2013)	Journal of Business Research	Innovation capabilities	D	176
Santos-Vijande <i>et al.</i> (2013)	Journal of Business & Industrial Marketing		D	71
Edvardsson <i>et al.</i> (2013)	Journal of Service Management		D	55
Chae (2012)	International Journal of Production Economics		D	51
O’Cass and Ngo (2012)	Industrial Marketing Management	Product development	E	106
Lin <i>et al.</i> (2010)	International Journal of Production Economics		E	49
Wilden and Gudergan (2017)	Journal of Service Theory and Practice		E	31
Randhawa <i>et al.</i> (2021)	Journal of Business Research		E	29
Barr (2011)	Applied Geography	Social marketing	F	113
Arnould (2005)	Journal of Retailing		F	81
Golding and Peatti (2005)	Sustainable Development		F	62
Granot <i>et al.</i> (2014)	Journal of Consumer Culture		F	24

Source: Research data.

The bibliographic coupling map is shown in Figure 3. It already paired the clusters according to the co-occurrence groupings of the keywords. That is, the set of articles in Group A in Figure 3 is related to the set of keywords in Group 1 in Figure 2, and so on up to Group F, which is related to Group 6.

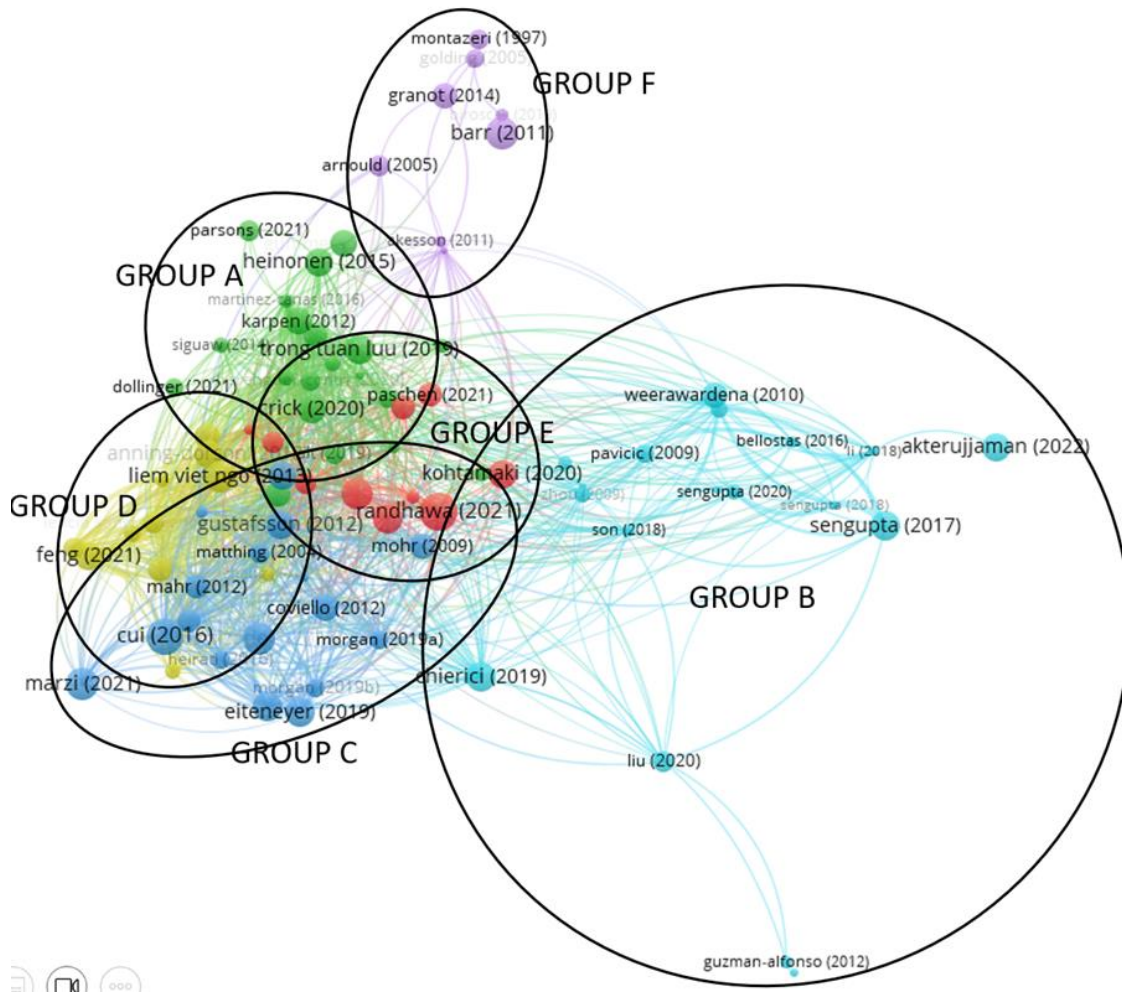


Figure 3: Grouping of bibliographic coupling

By analyzing each of the groupings, one can see some couplings between the articles. Group A, whose main subject is S-D logic, is more voluminous, with 20 articles. Its main subjects are the development of a dominant service logic for business and value cocreation (Heinonen & Strandvik, 2015; Karpén *et al.*, 2012). Group B, which focuses mainly on social enterprises, features 18 articles and current topics, such as the development of social enterprises, with Weerawardena *et al.* (2010) as the main study. In Group C, which brings together studies on customer participation in innovation, the most cited articles in the survey are those of Kristensson *et al.*, 2008 and Matthing *et al.*, 2004), which focus on involving customers in the value cocreation and innovation.

Group D, whose main theme refers to innovation capabilities, is very focused on service logic, notably on how to engage customers in the development of new products

(Chae, 2012; Feng *et al.*, 2021). It is very close to Group C, where innovation is one of the main topics. Group E focused on product development and presented the most recent average of publications, with topics such as "social media marketing", "artificial intelligence", "innovation", and "value cocreation", indicating a promising area of study. Its central position on the thematic map indicates that the cluster is related to all other clusters. The last coupling, Group F, refers to social marketing. It has the oldest articles which focus on sustainability and consumer behavior.

In all groupings, the methodologies alternate between qualitative and quantitative, which indicates that the topics discussed are still being constantly developed and tested (Jervis & Drake, 2014; Valtakoski, 2019). Of the 84 articles included in the bibliographic coupling, 43 were qualitative, 40 quantitative, and only 1 used both techniques. In Group F, all 8 articles used a qualitative method, which indicates that studying social marketing requires more in-depth research. However, it also opens up a field for quantitative research in the area.

5. Analysis of Clusters and Discussion of Results

In the joint analysis of the groups, we found that the first group (1A, which is equivalent to Group 1 in Figure 2 and Group A in Figure 3), Lógica S-D, dealt with the dominant logic of services and was connected with the other groups, except social marketing, signaling that this marketing paradigm is relevant to value cocreation processes, also present in the Social Entrepreneurship group (Groups 2B) and Product Development (Groups 5E). The Customer Participation in Innovation (Groups 3C) and Innovation Capabilities groups (Groups 4D) revealed that the processes of innovation and innovation in services also depend on the processes of value cocreation by customers. The logical connection of innovation processes is in the development of new products, which was present in the Product Development group (Groups 5E), making the links between the authors and keywords.

Analyzing each group separately, Group 1 of co-occurrences of keywords related to Group A of bibliographic coupling, termed S-D Logic, focused on how customers get involved in the cocreation processes (Bonnemaizon & Batat, 2011). Within the perspective of the present study, the research identified in the S-D Logic Group was dedicated to analyzing how organizations use strategic marketing orientations to manage the cocreation processes together with their customers, from the S-D premise.

The S-D logic, together with the resource and capabilities perspectives of the companies, provides the theoretical reasoning necessary for a company to create quality service and good customer experiences (Karpen *et al.*, 2015). In these terms, studies such as those by Alt *et al.* (2019) and Makkonen and Sundqvist-Andberg (2017) positioned customer orientation as an important strategic orientation for value cocreation. Sahi *et al.* (2018) went further and included orientation toward competition, one of the ramifications of market orientation (Narver & Slater, 1990). Therefore, both constitute

strategic initiatives of an organization by which it seeks to provide value to customers by satisfying their needs and/or combating the actions of competitors (Sahi *et al.*, 2018).

In light of the dominant logic of the service (Vargo & Lusch, 2004), the customer is an operative resource for value cocreation and can function in a business strategy that portrays superior value creation (Karpen *et al.*, 2012). With consumers increasingly embracing the need to fulfill a social and ethical role in society, the cocreation process is understood to emphasize the social and moral aspects of cocreation (Martínez-Cañas *et al.*, 2016).

Key benefits (such as trust, loyalty, satisfaction, and personalized experiences) are obtained by companies and consumers after consumers engage in this cocreation process, notably when ethical products are the object of cocreation activities (Martínez-Cañas *et al.*, 2016). In this context, Luu (2019) considers that when customers perceive that the organization conducts business beyond legal requirements, also including morals and ethics, it is likely that they feel valued and identify with the organization. That is, consumers are increasingly looking for solutions to their own concerns. They are interested in building a better world and are guided by their ethical values in the purchasing decision processes (Hollenbeck & Zinkhan, 2010).

Group 2 co-occurrence of keywords related to Group B of bibliographic coupling, referring to social entrepreneurship, was formed by studies that focused on social enterprises. Half of the studies were of the survey type, and others used different methods, such as a systematic literature review, interviews, and case studies. In this grouping, unlike the S-D Logic group, the social context is very relevant, and the generation of social value assumes particular relevance. Among the variables found in some of these studies on social entrepreneurship (Pavičić *et al.*, 2009; Zhou *et al.*, 2009), it is possible to identify as recurrent those tested as antecedents of success in social enterprises, such as market intelligence generation, market intelligence dissemination, and market responsiveness (Kohli & Jaworski, 1990).

In a systematic review of the literature on social enterprises, Sengupta and Sahay (2018) demonstrated that social enterprises use market orientation to obtain not only economic value but also social value. This is a recurring theme within Social Entrepreneurship (Liu & Huang, 2020) and in the literature on social enterprises (Frey *et al.*, 2019; Shin & Park, 2019) that need to generate social value concomitantly with obtaining the economic resources used mainly to achieve this social purpose.

The studies linked to the Social Entrepreneurship group conclude that it is possible to develop socially responsible and financially viable activities and generate a socially responsible economy, which is aligned with Bellostas *et al.* (2015). Using various theoretical case studies, Weerawardena and Mort (2012) also pointed out the role of innovation-based strategies. These are characterized by a main focus on differentiation to generate greater impact and social value. There is a link between the customer participation groups in innovation and innovation capabilities focused on innovation processes.

The next grouping is Customer Participation in Innovation (Group 3 co-occurrence of keywords related to Group C of bibliographic coupling). Its main topic was customer participation in innovation processes. Because of this, the keywords highlighted in this grouping were “customer participation” and “customer cocreation”. Also, the four most cited studies are in this single grouping: Matthing *et al.* (2004), Kristensson *et al.*, (2008), Cui and Wu (2016), and Gustafsson *et al.* (2012). In common, they all investigate ways of involving the customer in the processes of innovation and the creation of new products by companies. However, they do not address the social bias of strategic orientations.

Although most studies have found positive relationships between customer-company integration to generate value, it is important to delve into their results. For example, Morgan *et al.* (2019) found a significant and positive relationship between market orientation and new product development. In line with the findings by Bonnemaizon and Batat (2011) (S-D Logic group), the results by Gruner and Power (2017) also confirm that the customer’s participation in innovation cannot happen with an automatic migration from traditional methods of participation to those of value cocreation. Instead, customer engagement must blend new technologies with traditional engagement techniques. This result brings insight into the joint use of traditional customer-facing marketing strategies that are allied with relationship marketing orientations, as pointed out by Luu (2019) (Group 2 - Social Entrepreneurship).

As a standard, studies by the Customer Participation in Innovation group assess how customer involvement in innovation processes is essential both for the development of new products (Morgan *et al.*, 2018, 2019) and for the value cocreation (Marzi *et al.*, 2021; Schweitzer *et al.*, 2020;). Wang *et al.* (2013) reported that customers are more willing to share their knowledge and contribute to the development of new products when their suppliers are concerned about their interests. In this sense, the study by Luu (2019) points out that there is a recent inclination of clients for corporate businesses also to contemplate morals and ethics. Therefore, companies must be attentive to the social demands of their customers so that it helps them in the value cocreation and, consequently, in business success (Feng *et al.*, 2021).

The grouping Capabilities of Innovation (Group 4 of the co-occurrence of keywords related to Group D of the bibliographic coupling) dealt with the innovation capacities promoted by the company, that is, the application of knowledge and skills incorporated into the company's routines and processes to carry out innovation activities, whether technical (develop new services, service operations and technology) or non-technical (management, market, and marketing) (Ngo & O'Cass, 2013). Innovation in service, in turn, is mentioned by Feng *et al.* (2020) as the application of new concepts and technologies in the service process to change and improve existing services and products, create value for customers, and, finally, increase the competitive advantage of companies. The group in question also presented a high number of studies that applied a survey-type method (8 studies out of a total of 11 in the innovation capabilities cluster), i.e., with quantitative tests involving emerging themes in the cluster, such as innovation, performance, and customer engagement. By means of a literature review study, Feng *et*

al. (2021) showed, through a review of 46 studies, the positive and significant effects of service innovation on business performance, showing that the theme is already mature but still with several research possibilities. Not without reason, the keyword “innovation” was positioned at the center of the co-occurrence of keywords (Figure 2) and connected with all other groups.

Aligned with the perspective of cocreation of company-customer value, the study by Ngo and O’Cass (2013) was among the most cited in the Innovation Capabilities group. It theorized that customer participation could explain the effect of innovation capability on service, which, in turn, increases company performance (Anning-Dorson, 2018). Their study suggests that customer engagement represents what companies can do with customers to cocreate value. Their findings are in line with the findings of Saunila *et al.* (2019) and S-D logic (Vargo & Lusch, 2004) treated by Group 1, forming a link between groups.

Specifically, in relation to the impact of this and other strategic orientations on the performance of collaborative innovation, there is a consensus in the literature (e.g., Cheng & Sheu, 2017) that companies with a strong market orientation can better disseminate and use market information to develop innovations that satisfy, retain, and attract new customers. As a result, they achieve desirable levels of innovation. In a broader context, they pointed out that orientation towards learning (Calantone *et al.*, 2002) has the strongest effect on collaborative service innovation performance. On the other hand, interaction orientation (Ramani & Kumar, 2008) would present better results for companies with operational services, while market orientation (Narver & Slater, 1990) and services (Lytle & Timmerman, 2006) are most effective for professional services.

The results found by Cheng and Sheu (2017) showed, once again, that strategic marketing orientations need to be individually aligned with the service offering to achieve the desired collaborative service innovation. For Saunila *et al.* (2018), customer, market, and service orientation can improve a company's service capability, allowing it to gain knowledge about customers and other market participants, share this knowledge across the enterprise, reach a consensus on its meaning, and take action to deliver superior customer value. Therefore, the Innovation Capabilities grouping (4D Groups) is aligned with the need to implement appropriate strategic orientations by the company for development and innovation in services, including the value cocreation by the customer.

Connected with Customer Participation in Innovation (3C Groups) and Innovation Capabilities (4D Groups) groups), that deal with innovation and business capabilities for innovation, the Product Development cluster (Group 5 of co-occurrences of keywords related to Group E of bibliographic coupling), estimated correlations between strategic marketing orientations and new product development (NPD). Thus, it is expected that the keywords “customer orientation”, “new product development”, and “digital customer orientation” stand out in this grouping.

Dynamic capabilities also appear as an important point in the Product Development group (Groups 5E) and make a link with the academic production found

in the Social Entrepreneurship group (Groups 2B), just as “open innovation” (Group 5) makes a bridge with studies by Eiteneyer *et al.* (2019), Marzi *et al.* (2021) and Morgan *et al.* (2019), interconnecting the maps produced by the analysis. Among the most cited studies of the Product Development group (Groups 5E), Randhawa *et al.* (2021) also stand out. Their research included an analysis of how the market orientation of SMEs (small and medium enterprises), together with their dynamic capabilities, can contribute to developing an innovation-oriented business model.

In this group are also the most recent research studies, such as Randhawa *et al.* (2021), Paschen *et al.* (2021) and Kohtamäki *et al.* (2020), signaling that the topics addressed in the Product Development group still have plenty of room for research. In particular, research by Barney-McNamara *et al.* (2021) and Paschen *et al.* (2021) deal with recent topics in the literature, such as marketing in social networks and artificial intelligence, both being promising fields of study for strategic marketing orientations. The latter, in particular, combine S-D logic with artificial intelligence, demonstrating how humans interact with machines to cocreate value.

Specifically, on strategic marketing orientations, the survey by Wilden and Gudergan (2017) brings insights into the effects of a company's service-dominant orientation and its performance, positioning its marketing and technological capabilities as mediators of this relationship. Thus, competing in the service sector requires a change of mindset in business logic and a strategic orientation based on S-D Logic.

In their study, Kohtamäki *et al.* (2020) also address the effects of entrepreneurial strategic orientation on business absorptive capacity. This dynamic capability allows a company to adapt to its operating environment and implement strategic initiatives. For the authors, the proactive generation of ideas, the development of value-oriented products, and the commercialization of market-oriented products converge to strategic agility in innovation, reconnecting this grouping with the Customer Participation in the Innovation group.

In Wilden and Gudergan (2017), Paschen *et al.* (2021), and Barney-McNamara *et al.* (2021), there is involvement in the development of new products, allowing this grouping to be linked with the S-D Logic group (Groups 1A). Finally, given the central position of the Product Development group, both in the co-occurrence map and in the bibliographic linkage, we expected that there would be a greater connection between strategic marketing orientation and several other topics in this grouping, which was confirmed in the literature discussed.

Finally, the last grouping, called Social Marketing (Group 6 of the co-occurrence of keywords related to Group F of the bibliographic coupling) had the collection of research with more open themes, such as sustainability (Barr *et al.*, 2011) and topics related to social marketing (Golding & Peattie, 2005; Barr *et al.* 2011; Montarezi, 1997). For example, Åkesson and Skålén (2011) emphasized the role of employees within S-D Logic, and they conducted a study on how to establish a professional identity from this paradigm, seeking to investigate the role of the knowledge and skills of employees in the value cocreation with customers.

Golding and Peattie (2005), in turn, presented social marketing as an approach that combines commercial and social marketing orientation. Its greatest potential is to maintain the distinct nature of fair trade compared to traditional trade while contributing to achieving its social and economic objectives. For Montarezi (1997), who evaluated the benefits of social marketing in health education, the customer-oriented marketing strategy is one of the three basic elements of social marketing, together with the organization's ability to meet specified needs and planning. Social marketing, in turn, can help health authorities build a useful basis for a dialogue that meets the needs of the population (Montarezi, 1997).

In general, we observed that market orientation was present in all clusters, demonstrating that, regardless of the research object, such strategic orientation is essential to understand customer and competition behavior. It is also possible to perceive that studies on the relationship between strategic marketing orientations and social value generation are still scarce and found mainly in social enterprises. On this subject, the most prominent research was carried out by Pavicic *et al.* (2009), Zhou *et al.* (2009), and Weerawardena and Mort (2012). In the first two cases, the strategic orientation towards the market was fundamental for achieving the company's social goals, revealing that traditional market practices can be important tools for generating social value. In the study by Weerawardena and Mort (2012), the strategic orientation towards innovation proved to be important for generating social value, exposing that differentiation in the levels of product, process, and system change proved to be fundamental to the success of non-profit organizations.

Thus, in terms of generating social value, there seem to be points of contact between traditional business strategy techniques, such as market orientation, with practices of innovation and the development of new products or services. It is also possible to connect the strategic orientation for innovation to generate social value with the studies identified from the groups Customer Participation in Innovation (Groups 3C) (Mohr & Sarin, 2009) and Innovation Capabilities (Groups 4D) (Feng *et al.*, 2021), in which innovation proved to be an essential element for strategic marketing orientations.

Finally, it is necessary to remember that one of the purposes of this study was to identify how the literature defined strategic marketing orientation for the generation of social value. Among the studies analyzed, none of them aimed to bring this definition. The closest was the concept of social entrepreneurial orientation (Liu & Huang, 2020; Son *et al.*, 2018), so this concept is still open in the literature. Its absence reflects the lack of a paradigm to guide not only the literature but also the companies that use approximate concepts to maintain their profit-making goals with a social perspective.

6. Research Agenda

The analysis of the studies identified a wide range of future research. First, we observed that the generation of social value by companies is mainly relegated to social companies (we specifically cite the research of the group Social Entrepreneurship – Group 2B), with

a reduced presence in this analysis is the focus on for-profit companies. This deficiency is pointed out, for example, by Son *et al.* (2018), by proposing comparative research between social and for-profit enterprises of similar sizes and in the same sector in order to verify the different paths of product innovation and determine the factors that affect product innovation and company performance.

A consequence of the above finding is that few studies clearly apply strategic marketing orientations for generating social value, with the economic aspect prevailing (Akterujjaman *et al.*, 2020). Specifically, the studies identified in this research mainly use market orientation to obtain financial sustainability (Parsons *et al.*, 2021; Pavicic *et al.*, 2009; Zhou *et al.*, 2009) and strategic orientation toward innovation (Weerawardena & Mort, 2012) to achieve differentiation of products that generate social value in relation to traditional businesses. In general, the studies touch on strategic marketing orientation from the point of view of sustainability (Barr *et al.*, 2011) and ethics (Martínez-Cañas *et al.*, 2016; Parsons *et al.*, 2021) with little thoroughness, thus opening a wide front of possibilities for studies.

For Sengupta and Sahay (2018), more detailed qualitative research involving ethnographic observation of social enterprise practices and specific interviews/focus groups would be useful to identify conceptually strong dimensions of market orientation and social value creation. For these authors, future research could also build a scale to measure the impact of market orientation activities, creation of social value, and entrepreneurial qualities in the scalability and sustainability of social enterprises. Furthermore, the study by Sengupta and Sahay (2018) focused on social enterprises, which opens up the scope for replication with for-profit companies, allowing for a broader vision of business sustainability in different markets.

This result is supported by a previous study by Ward and Lewandowska (2008), for whom the choice of an appropriate business strategy is moderated by the environment. These authors point out that customer-oriented and competition-oriented marketing strategies (Narver & Slater, 1990) are useful in conditions of relatively stable business environments (Emery & Trist, 1965). In turn, the social marketing orientation can be used to prevent the emergence of turbulent business environments precisely because of the concern with the consumer's thinking (Ward & Lewandowska, 2008).

Further into the context of social enterprises, Sengupta and Sahay (2017) developed a literature review of 101 studies conducted in the region known as Asia-Pacific and identified as prominent the use of market orientation to generate economic and social value. Among the countries studied are China, Australia, India, and Japan. The authors suggested comparative studies of social motivation in other regions or countries. Among such study possibilities, they mention how different institutional or personal contexts influence the economic and social missions of social enterprises or, alternatively, how to generate social and economic value using a market approach and marketing capabilities. Although that research has social companies as a background, the premise of union between the economic and social part seems to be a constant challenge for the sustainability of a company and the generation of social value.

On another front of study, Sengupta *et al.* (2020) also pointed to market orientation as a backdrop for generating social value. At a renewable energy social enterprise in India, they observed, through a case study, the possibility of social entrepreneurship as a phenomenon in which the social and the market converge as an articulated whole. Their research took place through problematized contexts, dialogic debates, and engagement to solve the social problem. As future research, they suggest studies that promote the union between agency theory, actor-network theory, green economy, and ecosystem research to explore how different agents of change converge on an economic and social model (Sengupta *et al.*, 2020). The dual social/economic mission of companies also appeared as a source of suggestions for future research in the study by Weerawardena *et al.* (2010), in which research was suggested that could assess how the focus of the social mission impacts a company's decision to move towards a more sustainability-oriented strategic focus, or, yet, how a company's limited resources impact the choice of a specific orientation between not-for-profit and purely for-profit purposes.

The connection of the corporate social bias with the processes of business innovation finds support in the study by Martínez-Cañas *et al.* (2016), in which other topics detected in this research are also related, such as S-D Logic (Group 1A) and customer involvement in product development (Group 3C). The authors argue that combining marketing strategies aimed at social aspects with internet social networking platforms represents important elements to involve the consumer in the company's value cocreation processes. Their research, however, focused exclusively on the business-to-consumer relationship, suggesting research on business-to-business relationships, government agencies, or the third sector. It needs to be said, however, that with three clusters involving innovation (Customer Participation in Innovation – Group 3C, Innovation Capabilities – Group 4D, and Product Development – Group 5E), a greater number of studies were expected relating value cocreation to the generation of social value, signaling that this research front still has room for development.

In summary, there are several possibilities for studies to advance knowledge about strategic marketing orientation to generate social value. Compiling the possibilities for future studies, such suggestions for studies are summarized in Table 2.

Table 2: Suggestions For Future Studies

Main theme and keywords	Grouping	Suggestions for future studies
S-D Logic (Value cocreation and service-dominant orientation)	1A	<p>Establishing deeper company-client relationships through strategic orientations based on the values of what is important to the client.</p> <p>Identifying the organizational background required to implement an S-D orientation and understand the potential benefits to companies in creating value for society.</p> <p>Understanding and exploring how services can be orchestrated and cocreated with customers through the use of technologies such as Artificial Intelligence.</p> <p>Testing how the experience and value of the same service can be cocreated in different ways between different customer groups and the influence of other groups such as government, competitors, and the community in general.</p> <p>Understanding how the relationship between potentially negative aspects (such as bad experiences, reduced confidence, and negative feelings) affects the value cocreation for the consumer.</p>
Social Entrepreneurship (Social enterprise and social entrepreneurship)	2B	<p>Comparing strategic orientations for innovation and for the market in social enterprises and for-profit companies.</p> <p>Understanding how social-market convergence reveals the moral and political choices of business and society to accelerate socially inclusive green growth.</p> <p>Longitudinal research may be relevant for analyzing changes in value in society and how strategic orientations accompanied this change in consumer behavior.</p> <p>Checking how to promote, make compatible, or reconcile the change from a commercial mission to a social vision of the company.</p> <p>Developing new constructs that allow estimating how social innovation is promoted in profitable contexts.</p>
Customer participation in innovation (Innovation and customer participation)	3C	<p>Investigation of user characteristics in different cultural, social, and economic contexts for value cocreation.</p> <p>Identify under what circumstances companies should be aware of the so-called "leader users" or users "of an emerging nature" for innovation processes.</p> <p>Understanding how the breadth and depth of customer engagement affect the new product development process and performance.</p> <p>Checking the role of trust and innovation in the context of crowdfunding.</p> <p>Checking the impact of building customer engagement on customer and market orientation, distinguishing between reactive and proactive approaches.</p>
Innovation Capabilities (Service innovation and sustainability)	4D	<p>Observing that service innovation can be used as a mechanism to generate non-financial performance, applied to different contexts, types of companies, consumers or market niches.</p>

		<p>Comparing traditional and innovative companies and how the strategic orientations differ between them to generate social value.</p> <p>Identifying if and which organizational leadership styles or dynamic capabilities have influence on the corporate strategic orientations to generate value for the customer and for society.</p> <p>Investigating different moderators between service innovation and firm performance.</p> <p>Examining the role of customers in promoting human factors and developing digital service capabilities that create value for society.</p>
Product Development (New product development, customer orientation and open innovation)	5E	<p>Checking how small and medium-sized companies can use dynamic capabilities to guide their model of strategic orientation towards innovation and the market, in order to develop new products and generate social and economic value.</p> <p>Checking how strategic marketing orientations are inserted in the context of social networks and can be used as a means of generating social value.</p> <p>Identifying what managers need to do to adjust their company's common capabilities to stay aligned. With external conditions and implementing a dominant service orientation to increase customer cocreation across the enterprise.</p> <p>Verifying the role of social media in the value cocreation and consequently in the development of new products.</p> <p>Understanding the role of key individuals, such as founders or champions, in absorptive capacity and entrepreneurial orientation.</p>
Social Marketing (Customer value and corporate social responsibility)	6F	<p>Distinguishing consumer behaviors in terms of sustainability in everyday situations, such as vacations or holidays</p> <p>Identifying how to cocreate value in vacation and holiday situations and strategically guide companies from different niches.</p> <p>Merging orientation towards social marketing and economic value in fair trade markets. Observing the use of social marketing as a tool to generate social value in health and education.</p>

Source: Research data.

The research agenda obtained from the analyzed studies demonstrated the lack of research on forms of strategic marketing orientation to generate social value, notably referring to those focused on the brand, addressed only by Martinez-Cañas *et al.* (2016) and Golding and Peattie (2005). Equally clearly, the lack of a specific approach to strategic orientations for innovation to generate social value (surveys of clusters 3C, 4D, and 5E) indicates that the concept of innovation and development of new products/services is

present in the business routine. However, there is a lack of its instrumentalization to generate a return to society.

We also identified that the concept of value cocreation by the customer is present in all groupings, with strategic market orientation (Chuang, 2016; Crick *et al.*, 2020; Gustafsson *et al.*, 2012; Gylling *et al.*, 2012; Jouny-rivier *et al.*, 2017; Kristensson *et al.*, 2008; Parsons *et al.*, 2021; Randhawa *et al.*, 2021; Santos-Vijande *et al.*, 2013; Saunila *et al.*, 2019) being predominant for its interconnection with the consumer. Exploring other strategic orientations to cocreate value and generate social value is also revealed in research possibilities.

On the other hand, research involving social enterprises (grouping 2B) indicates that this niche contains several insights on how to generate economic and social value, usually through strategic orientations aimed at both the market and innovation. Therefore, studies that can extend these business approaches to for-profit companies may indicate a relevant way to generate social value added to profit.

7. Conclusion

The present study aimed to identify strategic marketing orientations from a social perspective and discuss how studies in this area have been related over time. The analysis and reading of selected articles led to the conclusion that, despite the trend towards greater participation by companies in solving social problems (Diochon & Anderson, 2011; Martínez-Cañas *et al.*, 2016; Mubushar *et al.*, 2021), investigations on strategic marketing orientations with a social bias are still scarcely present in the literature. The analysis of the clusters revealed, for example, a lack of studies on for-profit companies that are also focused on generating social value (Son *et al.*, 2018). In most cases, the study of the generation of social value by companies is mainly in social companies (Pavicic *et al.*, 2009; Weerawardena & Mort, 2012; Zhou *et al.*, 2009). This finding can mean the lack of a strategic direction of for-profit companies aimed at generating social value, regarding the absence of strategic marketing orientations specifically designed for this purpose.

In the studies in which the presence of strategic marketing orientations was observed to generate social value, we detected a preponderance of market orientation, concluding that it is necessary to obtain profit for the sustainability and achievement of the company's social objective (Parsons *et al.*, 2021; Zhou *et al.*, 2009). We also perceived the presence of the strategic orientation for innovation to generate social value, notably in the clusters of customer share in innovation and innovation capabilities (Cheng & Sheu, 2017; Martínez-Cañas *et al.*, 2016).

Regarding theoretical implications and contributions, the bibliometric analysis of the co-occurrence of keywords showed that the main focus of studies in the area of strategic orientation was on the generation of social value, highlighting the links between "customer orientation", "social enterprise", "cocreation", and "innovation" (Liu & Huang, 2020; Weerawardena & Mort, 2012). Among the keywords most present in the studies, "customer cocreation", "firm performance", and "dynamic capability" stood out

(Feng *et al.* 2021), currently showing the main focus of studies related to strategic orientations focused on social value. Along the same line, the bibliographic coupling connected the analyzed studies also in six groups: S-D Logic, Social Entrepreneurship, Customer Participation in Innovation, Innovation Capabilities, Product Development, and Social Marketing. These groupings are unprecedented in the literature and indicate how companies are managing to generate social value based on their strategic orientations. Finally, the lack of a clear definition of strategic marketing orientation for the generation of social value can be both a theoretical and a practical study object connected to the academy with the business environment.

Regarding the practical implications and contributions, it is possible to point out the existence of other strategic marketing orientations not explored by the market as possible ways to generate social value. The conclusions obtained from the analysis of the results can collaborate with companies to identify ways to achieve a social purpose, such as through dynamic capabilities or customer participation in product development. It was also observed that only two studies considered the use of the brand to generate social value (Golding & Peattie, 2005; Martínez-Cañas *et al.*, 2016). The lack of studies on brand exploitation to generate social value was surprising and opened up several possibilities for studies in the area as well as for exploring a brand's strategic orientation to generate social value, as mentioned by Schmidt and Baumgarth (2015) and Reyes-Menendez *et al.* (2022). In summary, the findings of this study can guide marketing managers to conduct their strategic decisions taking into account the social impacts of the company's marketing activities. It is recommended that managers think about consumers and society simultaneously, respecting different cultural and economic contexts, such as developed and emerging, Western and Eastern countries, among others.

The study has some limitations that may be addressed in future studies. We used only one database in the systematic literature review and bibliometric analysis. Future studies could search other scientific bases for comparison with the results obtained here. Future research may also be refined to study business niches in greater depth, such as countries or more specific segments. In addition, it is possible to use meta-analysis to explore research questions related to strategic marketing orientations and social value. Future studies could also identify which types of strategic marketing orientation are related to certain social proposals, using, for example, case studies.

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Conflict of Interest Statement

The authors declare no conflicts of interest.

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