

Entrepreneurial Marketing in the Era of Digital Transformation: A Systematic Literature Review on Social Media, Digital Capabilities, and MSME Performance

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Abstract: Digital transformation has brought fundamental changes to marketing practices, particularly for micro, small, and medium enterprises (MSMEs) that increasingly rely on digital technologies to develop their businesses. Entrepreneurial Marketing (EM), which emphasizes innovation, proactiveness, creativity, and customer orientation, has undergone a significant shift when combined with the use of social media, e-commerce, and other digital capabilities. This study aims to analyze how EM practices have evolved within the context of digital transformation through a Systematic Literature Review (SLR) following the PRISMA 2020 guidelines. The search process was conducted using the Scopus database with a combination of the keywords “entrepreneurial marketing” and terms related to digitalization. From the screening process, seven articles met the inclusion criteria and were examined in depth using narrative–thematic synthesis techniques. Overall, this study reveals that the success of EM in the digital era depends heavily on the integration of technology, content creativity, data utilization, and adaptation to changes in digital consumer behavior. The findings of this SLR offer theoretical contributions to the development of next-generation EM models and provide future research agendas related to EM and digitalization within the MSME context.

INTRODUCTION

Digital transformation has reshaped the way businesses conduct marketing activities, including entrepreneurial marketing (EM) practices. In the context of MSMEs and startups, the use of digital technologies—such as social media, e-commerce, and digital marketing capabilities—has become increasingly important for achieving competitive advantage. However, the literature on the relationship between EM and digital transformation remains fragmented.

Therefore, this study employs a Systematic Literature Review (SLR) approach to map trends, key findings, and research gaps related to EM in the digital era.

Digital transformation has driven significant changes in entrepreneurial marketing (EM) practices, particularly for MSMEs and startups that rely on social media, e-commerce, and other digital tools as their primary marketing channels. Based on seven articles that met the inclusion criteria, most studies indicate that social media serves as a key space for entrepreneurs to implement EM strategies that are proactive, innovative, and opportunity-driven. For example, Solan et al. (2024) emphasize that the use of digital platforms offers opportunities for entrepreneurs to enhance customer engagement and conduct behavioral analysis in a more systematic manner. Meanwhile, Mufit, Hendriyani, Usmeldi, and Tanjung (2023) demonstrate that digital approaches can improve decision-making capabilities, creativity, and the quality of customer interaction, all of which are integral components of EM dimensions.

Several studies have found that digital capabilities—particularly digital marketing capability serve as a key strengthening factor in the successful implementation of EM practices. Sartono, Ambarsari, and Herwin (2022) assert that MSMEs with competencies in managing digital content, understanding customer interaction patterns on social media, and utilizing digital features such as analytics and personalization are able to achieve better marketing performance. These findings are reinforced by Lanos et al. (2023), who explain that the use of digital media not only increases marketing efficiency but also enables continuous learning and adaptation to rapidly changing market demands. Thus, digital marketing capability functions as an important mediator between EM strategies and improved marketing performance.

In conclusion, the practice of EM in the digital era does not solely rely on creativity and risk-taking abilities as emphasized in traditional EM models, but is also strongly determined by digital capabilities, data management, and adaptation to technological advancements. This opens opportunities for future research to develop a new generation of digital EM models that are more comprehensive and aligned with the increasingly complex dynamics of digital markets.

RESEARCH METHOD

This research employs a Systematic Literature Review (SLR) approach based on the PRISMA 2020 guidelines to identify, screen, and analyze scholarly articles discussing entrepreneurial marketing (EM) within the context of digital transformation. The SLR method was chosen because it enables researchers to conduct a comprehensive synthesis of empirical and theoretical findings from various studies and to identify research gaps that have not yet been explored.

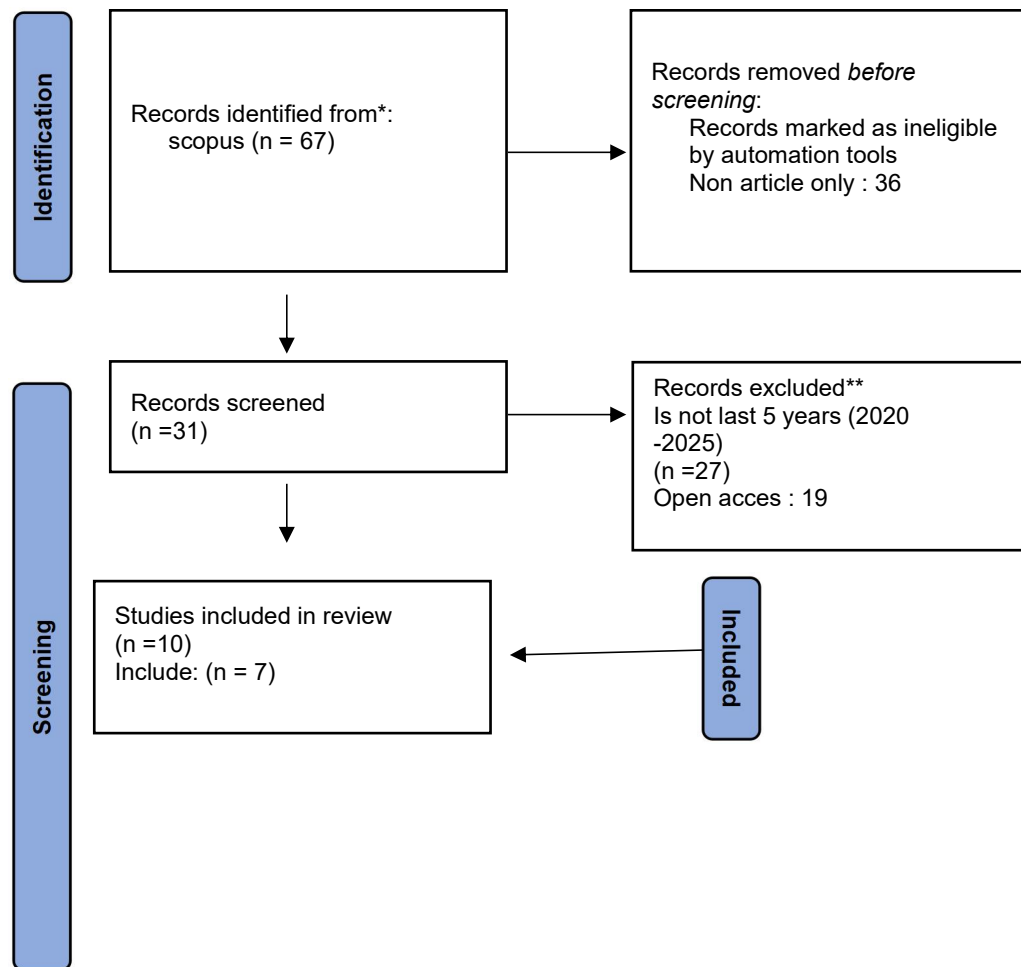


Figure 1. Systematic Review Using the PRISMA Method

RESULTS AND DISCUSSION

The systematic review process followed the PRISMA 2020 flow, which consists of four main stages: identification, screening, eligibility assessment, and inclusion. In the identification stage, an initial search was conducted through the Scopus database using a combination of the keywords “entrepreneurial marketing” and terms related to digital transformation, such as “digital transformation,” “digitalization,” “social media,” and “digital marketing.” This search produced a number of initially relevant articles based on their titles and abstracts. All identified articles were then collected for the screening process.

In the screening stage, the titles and abstracts of the retrieved articles were evaluated to determine their relevance to the focus of this study, namely entrepreneurial marketing practices within the context of digital transformation. Articles that did not directly address EM, were not related to digitalization, or fell within non-business domains such as political communication were excluded from this stage. After the screening process, nine articles were deemed relevant for further examination.

In the eligibility assessment stage, all articles were examined in full-text form. The evaluation was conducted based on the predefined inclusion and exclusion criteria, which included relevance to the context of MSMEs/startups, alignment with the concept of EM, relevance to digital technologies, and the academic quality of the articles. From this process, it was found that two

articles did not meet the eligibility criteria due to research contexts that were not directly related to digital entrepreneurial marketing, such as a focus on political communication or investor relations.

In the final stage, namely inclusion, a total of seven articles were confirmed to meet all criteria and were incorporated into the final analysis and synthesis. These articles covered various themes, including the role of social media in EM, digital marketing capability, digital innovation among MSMEs, changes in digital consumer behavior, and digital platform-based EM models. The articles that passed the inclusion stage formed the basis for conducting thematic synthesis and drawing conclusions regarding the role of EM in the era of digital transformation. Overall, this PRISMA narrative illustrates a systematic, transparent, and scientifically rigorous study selection process, ensuring that only relevant, high-quality articles aligned with the focus of the research were included in this SLR.

Table 1. Literature Review Findings

No	Title	Author	Review / Result
1	<i>Dark Side of Social Media for Micro Entrepreneurs</i>	Solan et al. (2024)	Explains the negative side of social media for micro entrepreneurs; remains relevant as an EM channel in the digital context.
2	<i>Developing Entrepreneurial Marketing Dimensions for SMEs in the Digital Era</i>	Fitrawati et al. (2023)	Develops new EM models based on digital approaches, including digital engagement and virtual networking.
3	<i>Social-Media-Based Lead Generation Capabilities: The Impact of Entrepreneurial Marketing</i>	Mufit et al. (2023)	EM significantly increases the ability to generate leads through social media.
4	<i>Effective Entrepreneurial Marketing on Facebook – A Longitudinal Study</i>	Sartono et al. (2022)	Facebook marketing influences marketing performance through community activities and content consistency.
5	<i>Entrepreneurial Marketing and Digital Marketing Capabilities of SMEs</i>	Alyusfitri et al. (2024)	Digital marketing capabilities mediate the relationship between EM and marketing performance.
6	<i>The Moderating Role of Social Media Marketing on the Relationship between EM Strategy and Business Outcomes</i>	Pujihastuti et al. (2022)	Social media marketing strengthens the impact of EM on business outcomes.
7	<i>The Nexus Between Entrepreneurial Orientation, Market Orientation, and Digital Marketing Capability</i>	Ngandoh et al. (2023)	Digital marketing capability strengthens the relationship between entrepreneurial orientation and marketing performance

The results of the literature review from the seven articles that met the inclusion criteria show that the implementation of entrepreneurial marketing (EM) within the context of digital transformation is becoming increasingly diverse and advanced. Solan et al. (2024) highlight that social media, although beneficial as a primary marketing channel for micro-entrepreneurs, also presents negative aspects such as digital reputation pressure, psychological fatigue, and

algorithmic instability. These findings emphasize that social media remains a strategic space for EM practices, despite its various challenges.

The results of the literature review indicate that digital transformation has brought fundamental changes to entrepreneurial marketing (EM) practices, especially in the context of MSMEs across various sectors. In general, all reviewed articles agree that digitalization provides new opportunities for entrepreneurs to implement more innovative, proactive, and responsive marketing strategies in line with market changes. However, the studies also identify several structural challenges that need to be addressed to ensure that digital-based EM practices can be implemented optimally.

Despite the many opportunities, the literature also emphasizes the key challenges faced by MSMEs in implementing digital entrepreneurial marketing (EM). Several studies highlight that MSME actors continue to experience limitations in digital literacy, inconsistencies in content management, and suboptimal use of data analytics. Another challenge is their dependence on specific platforms, which may change unpredictably due to algorithm dynamics. These constraints indicate that digital transformation requires not only creativity, but also technical skills and continuous adaptation.

Overall, this discussion shows that digital transformation does not only change marketing tools and media, but also transforms the paradigms, conceptual dimensions, and competencies required in EM. The integration between entrepreneurial creativity and digital capability becomes the key to success in leveraging modern market opportunities. Therefore, MSMEs aiming to grow in the digital era need to focus not only on innovative marketing strategies, but also on building strong digital capabilities, utilizing analytics, and adapting to emerging technologies.

CONCLUSION

Entrepreneurial marketing in the era of digital transformation has been proven to have a significant impact on improving the marketing performance of MSMEs. The integration of EM with digital capabilities enables MSMEs to become more innovative, proactive, and responsive to changes in the digital marketplace. The results of this Systematic Literature Review indicate that digital transformation has had a substantial influence on the development and practice of entrepreneurial marketing (EM). Specifically in the context of MSMEs and startups, all reviewed studies consistently show that digital technologies especially social media and digital capabilities—have strengthened the way entrepreneurs understand markets, create value, build customer relationships, and enhance their marketing performance. Social media has emerged as the primary space for implementing Entrepreneurial Marketing (EM). Platforms such as Facebook, Instagram, and other digital media are not only promotional tools but also channels for building communities, shaping brand identity, and enabling two-way interactions with customers. Findings from several studies (Solan et al., 2024; Sartono et al., 2022; Mufit et al., 2023) show that EM practices that leverage social media proactively and creatively can significantly improve marketing performance, particularly in terms of engagement, lead generation, and customer loyalty.

Overall, the results of this SLR conclude that the integration between Entrepreneurial Marketing (EM) and digital technology creates significant opportunities for MSMEs to innovate, expand their markets, and enhance competitiveness. However, this success is strongly influenced by digital literacy, strategic consistency, and the ability to leverage data and technology. Therefore, developing digital capabilities and gaining a deep understanding of digital customer behavior are urgent needs for MSMEs seeking to grow in today's modern business landscape. In

addition, this review provides both theoretical and practical implications. Theoretically, the findings highlight the need to refine EM models so they can more comprehensively explain the role of technology. Practically, MSMEs need digital training, technological support, and well-directed content strategies to sustainably optimize digital opportunities.

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