CO-CREATING CUSTOMER VALUE IN THE PLATFORM ECONOMY: INTEGRATING ENTREPRENEURIAL STRATEGY AND MARKETING INNOVATION

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ABSTRACT

The development of the platform-based economy has transformed the way companies and customers interact, moving from a one-way relationship to a more open and interconnected process. Customer engagement is no longer limited to the consumption stage but extends to various points of interaction that shape the overall experience. This situation requires companies to adapt their approaches to maintain relevance amidst increasingly complex customer behavior. This study aims to examine how the integration of entrepreneurial strategy and marketing innovation can drive customer engagement and create sustainable value in the platform economy. This study uses a qualitative approach, utilizing various relevant literature sources as a basis for analysis. The results indicate that customer engagement is formed through consistent interactions and accumulated experiences across various touchpoints. Adaptive entrepreneurial strategies and relevant marketing innovations play a role in strengthening customer participation and building more meaningful relationships. The integration of strategic direction and marketing implementation impacts the quality of the resulting interactions, thereby supporting business sustainability and strengthening the company's competitive position.

Keywords: Platform Economy, Customer Engagement, Entrepreneurship Strategy, Marketing Innovation, Value Creation

A. INTRODUCTION

Developments in the global business landscape over the past decade have demonstrated an increasingly pronounced shift toward the dominance of a platform-based economic model, where interactions between businesses and customers are no longer linear but rather shaped through dynamic, interconnected networks. This shift is not only shifting how companies reach markets but also transforming how value is generated, negotiated, and perceived by customers (Acs et al., 2021). In this situation, companies no longer fully control the value creation process but must instead share roles with various other actors actively involved in the digital ecosystem. This dynamic creates new pressure for businesses to adapt their strategies, especially as customer expectations rapidly evolve and increasingly demand personalized, responsive, and sustainable experiences (Hein et al., 2020).

Competitive intensity in the platform environment is increasing, coupled with lower barriers to entry and high levels of imitation among businesses. This situation makes product- or price-based advantages increasingly difficult to maintain in the long term. Customers have more choices, access to extensive information, and the ability to compare various alternatives in real time (Rietveld & Schilling, 2021). Business success is no longer solely determined by the ability to produce superior products, but also by the ability to build meaningful relationships with customers through ongoing interactions. Companies' focus has shifted from simply offering products to creating engagement that can maintain customer attention and trust over the long term (Varadarajan, 2020).

The development of digital technology has significantly expanded the interaction space between companies and customers. Digital platforms provide mechanisms that enable customers to provide feedback, share experiences, and even contribute to product or service development. These interaction patterns create new expectations that place customers in a more active role in the overall process. Companies are required to design a more open and adaptive approach, enabling them to accommodate customer contributions without losing sight of their established strategic direction (Rangaswamy et al., 2020).

Many businesses remain unable to respond optimally to these changes. Conventional approaches that position customers as objects are still frequently used, resulting in limited customer engagement and limited growth. The impact is evident in low differentiation, weakly appealing experiences offered, and difficulties in maintaining customer loyalty. This situation drives the need to reexamine how entrepreneurial strategies are formulated and implemented in an increasingly digitalized context. Adaptive and responsive strategies to change become increasingly important when companies face growing uncertainty (Singh et al., 2021).

Efforts to actively engage customers are inseparable from how companies manage their marketing approaches. Increasingly complex changes in customer behavior demand innovation in how companies communicate, interact, and build consistent experiences across various touchpoints. A one-way approach is no longer sufficient to meet these needs. Exploring various forms of more personalized and contextual interactions is necessary, including leveraging technology and data to understand customer preferences more deeply (Velasco et al., 2024).

The disconnect between entrepreneurial strategy and marketing innovation is still common in platform-based businesses. Marketing innovations are often developed without a strong link to the company's strategic direction, resulting in inconsistent efforts and a lack of significant impact. On the other hand, formulated strategic directions are often not effectively translated into marketing practices that align with the platform's characteristics. This gap highlights the need for a deeper understanding of how these two aspects can be harmoniously integrated to generate greater value for customers (Liu et al., 2024).

The complexity of platform ecosystems presents challenges in managing the various interests involved. Interactions between business actors, customers, partners, and other parties create dynamics that are not always easy to control. Each actor brings different preferences, goals, and levels of involvement, making the value creation process highly dependent on a company's ability to effectively manage these relationships. An imbalance in managing these interactions can hinder productive and sustainable collaboration (Kretscmer et al., 2022).

The need to design an approach that integrates the various elements within the platform ecosystem is becoming increasingly urgent. This effort relates not only to technical aspects but also includes the ability to build trust, foster openness, and encourage authentic customer participation. This process requires sensitivity to changing market behavior and the ability to adapt strategies continuously. Without strong integration between strategic direction and marketing approaches, value creation tends to be fragmented and suboptimal (Elia et al., 2020).

The development of digital platforms opens up vast opportunities for businesses to build more diverse forms of collaboration with customers. Customers serve not only as a source of revenue but also as a source of ideas, innovation, and even promotions. This potential provides companies with the opportunity to strengthen customer relationships while increasing their competitiveness in an increasingly competitive market. Seizing these opportunities requires a structured approach to ensure that customer contributions are directed productively and have a tangible impact (Mariani & Nambisan, 2021).

The dynamics of the platform economy demand a more holistic approach to business management. Companies are faced with the need to align various aspects involved in the value creation process, including entrepreneurial strategy and marketing innovation. Failure to align these two aspects has the potential to hinder the utilization of opportunities available within the platform ecosystem. This research aims to examine how the integration of entrepreneurial strategy and marketing innovation can foster deeper customer engagement and generate sustainable value within the platform economy.

B. LITERATURE REVIEW

1. Entrepreneurship Strategy

Entrepreneurship is a dynamic process involving creativity, innovation, and courage in facing risks to create economic and social value through the development of new businesses or the expansion of existing ones. This process is not solely focused on business activities but also reflects an individual's ability to identify opportunities, organize resources, and create valuable solutions to societal problems (Badawi, 2024). Entrepreneurship requires mental toughness, strategic thinking, and perseverance in building a sustainable and adaptive business. Zimmerer and Scarborough state that entrepreneurship is the ability to develop innovative ideas into real business opportunities in a planned and measurable manner. Therefore, entrepreneurship is more than just an economic activity; it is a driving force for change that brings progress and independence to individuals and communities (Demirbilek, 2024).

Entrepreneurs possess distinctive characteristics such as risk-taking, a results-oriented approach, and visionary thinking, enabling them to create something unique and valuable amidst intense competition. They rely not only on financial capital but also on the power of ideas and a commitment to continuous growth in the face of global challenges (Orero-Blat et al., 2025). In this sense, entrepreneurship combines an innovative spirit with managerial skills to manage a business efficiently and productively. Furthermore, entrepreneurship contributes to driving economic growth, creating jobs, and expanding the local and national economic base. Therefore, developing entrepreneurship is crucial for building a self-sufficient and highly competitive society (Virjan et al., 2023).

Entrepreneurship also serves as a foundation for facing the increasingly complex and uncertain challenges of the modern economy. Individuals with an entrepreneurial spirit tend to be more resilient in creating opportunities amidst crises. Entrepreneurship is not only important for individuals, but also for various sectors, including government, education, and social organizations, to achieve sustainable transformation (Purnomo et al., 2021). This demonstrates that entrepreneurship is not a skill limited to the business world but can be applied broadly across various aspects of life. People with an entrepreneurial mindset are more proactive in managing change and take bold action in uncertain conditions. Therefore, a comprehensive understanding of entrepreneurship is crucial to instill from an early age to foster a creative and competitive generation (Kuratko et al., 2021).

Strategy in entrepreneurship refers to the long-term plan created to achieve business goals. This strategy encompasses the various decisions an entrepreneur makes to determine how to operate, compete, and grow in the market. A sound strategy helps a company focus, utilize resources efficiently, and achieve a sustainable competitive advantage (Hauser et al., 2020). Some common types of strategies used in entrepreneurship include:

a) Differentiation Strategy

   A differentiation strategy is a type of strategy widely used in entrepreneurship to differentiate a company's products or services from competitors in the market. In this approach, companies strive to create unique value that is difficult for competitors to imitate, whether through product quality, innovative features, superior customer service, or a distinct user experience. The success of a differentiation strategy typically focuses on a company's ability to offer something more than its competitors can, so that customers are willing to pay a premium price for the product or service (Farida & Setiawan, 2020). According to Porter, differentiation provides a competitive advantage by enabling a company to increase customer loyalty and command higher prices compared to competitors offering similar products. This strategy can be applied in various industries, including technology, fashion, automotive, and food, each of which requires a specific approach to creating effective differentiation. In entrepreneurship, a differentiation strategy is often the primary choice for companies seeking to create a niche market and strengthen their market position (Sousa & da Silveira, 2020).

b) Low-Cost Strategy

   A low-cost strategy is a common approach used in entrepreneurship in which a company focuses on reducing operational and production costs in order to offer products or services at lower prices than competitors. In this strategy, companies strive to achieve this by increasing operational efficiency, minimizing waste, and leveraging economies of scale. This low-cost approach is particularly useful for companies seeking to reach a mass market and compete at more competitive prices (Galbreath et al., 2020). By having lower costs, companies can maintain a healthy profit margin despite selling at relatively lower prices. In an entrepreneurial context, implementing a low-cost strategy can be highly effective in attracting price-sensitive customers and increasing sales volume. It also allows companies to survive in highly competitive markets by increasing product appeal through affordable prices (Nordhagen & Demmler, 2023).

c) Focus Strategy

   A low-focus strategy is an approach used by companies to target a very specific market by offering products or services tailored to the needs of a smaller market segment. In this strategy, companies focus on reducing costs and simplifying products or services to serve a more limited market that is less accessible to larger competitors. By focusing on a specific market segment, companies can achieve higher operational efficiency and offer more competitive prices (Peters, 2021). This strategy is particularly useful for companies seeking to become leaders in a niche market, where they can focus more on meeting consumer needs without being distracted by broader market demand. This allows companies to optimize resources and reduce unnecessary costs to reach a wider consumer base. A low-focus strategy can provide a significant competitive advantage in highly limited and segmented markets (Lampe et al., 2025).

C. METHOD

This research was conducted using a qualitative approach aimed at understanding in-depth the dynamics of integration between entrepreneurial strategies and marketing innovation in driving customer engagement and value creation in the platform economy. This approach was chosen because it captures the contextually evolving reality that is inseparable from the interactions between actors in the digital ecosystem. The research focuses not only on the final results but also on the ongoing processes, allowing for a more comprehensive exploration of the various patterns, relationships, and trends emerging from existing practices. Research data was obtained from various relevant secondary sources, primarily previous research results, scientific articles, and academic publications related to the topic under study. All collected data were then systematically processed through grouping, reviewing, and interpreting to identify meaningful relationships that align with the research focus. The analysis process was carried out in stages, emphasizing a deep understanding of the available information, so that the research results can provide a complete picture of how the integration between entrepreneurial strategies and marketing innovation plays a role in shaping customer engagement and sustainable value creation (Sulistiyo, 2023).

D. RESULT AND DISCUSSION

1. Customer Interaction in the Platform Ecosystem

Changing customer engagement patterns in the digital environment demonstrate an increasingly clear shift from passive engagement to more active and ongoing participation. Customers are no longer solely present at the final stage as recipients of a product or service, but are becoming involved from the earliest stages of the interaction, including information search, alternative evaluation, and post-use experience sharing. The existence of digital platforms expands this interaction space by providing various features that enable customers to communicate directly with businesses and with other users. This change encourages the formation of more open relationships, where customers have the space to express their preferences and expectations more explicitly. This situation indirectly requires companies to understand that customer engagement no longer occurs at a single point, but rather across multiple interconnected stages.

The increasing intensity of customer participation is evident in the increasing frequency of customers engaging in various forms of interaction facilitated by platforms. Activities such as providing reviews, sharing experiences on social media, and participating in community discussions have become an integral part of today's customer behavior. This participation is not always uniform, as each customer has a different level of involvement depending on their motivations, experiences, and perceptions. In some situations, customers act as active contributors, providing constructive feedback, while in others, they act as occasional observers. This variety of participation forms creates a broad spectrum of interactions, requiring companies to carefully manage these possibilities to align with their desired objectives.

To provide a more systematic overview of the various forms of interaction that occur between customers and platforms, the following summary presents the key characteristics and implications of each type of interaction. This presentation helps identify how each form of participation contributes to the overall level of customer engagement.

Table 1. Forms of Customer Interaction in Platform-Based Environments

Types of Interactions	Main Characteristics	Forms of Customer Participation	Impact on Engagement
Informational Interaction	Based on the search and exchange of information	Search for products, read reviews, compare options	Improve initial customer understanding
Transactional Interaction	Occurs during the purchase process or use of services	Making purchases, using platform features	Forming direct experience
Social Interaction	Involves communication between users	Provide reviews, comments, and share experiences	Encouraging trust and participation
Participatory Interaction	Customers are involved in development or feedback	Provide suggestions, ideas, or service evaluations	Strengthening customer engagement
Continuous Interaction	Occurs repeatedly over a certain period of time	Reuse, loyalty, recommendations	Building long-term relationships

The table shows that customer interactions are not a single entity, but rather comprise various complementary forms that shape engagement. Each type of interaction has distinct characteristics and contributions, from the initial information search stage to ongoing engagement. The interconnectedness of these interaction forms demonstrates that customer experiences are formed through the accumulation of activities occurring at various points, requiring companies to manage each type of interaction in an integrated manner to generate more consistent and valuable engagement.

The presence of multiple interaction points within a platform demonstrates that the relationship between companies and customers is no longer limited to a single communication channel. Interactions can occur through applications, websites, social media, or internal features provided by the platform itself. Each interaction point has distinct characteristics, necessitating a more diverse approach. Customers tend to form cumulative perceptions based on the experiences they gain across these points. Consistency in providing experiences is crucial, as inconsistencies between interaction points can create an unstable impression and potentially undermine customer trust. Therefore, interaction management focuses not only on frequency but also on the quality and continuity of the perceived experience.

Customer experience plays a crucial role in shaping how they assess the value provided by a company. This assessment is based not only on the outcome but also on the process undertaken during the interaction with the platform. Positive experiences tend to strengthen perceived value and encourage higher engagement, while less-than-satisfactory experiences can discourage future participation. These experiences are shaped by various elements, from the platform's ease of use and speed of response to the perceived quality of interactions. The accumulation of these experiences creates a broader perception, which ultimately influences customers' decisions to remain engaged or move on to other alternatives.

The role of customer feedback is becoming increasingly prominent as engagement in various forms of interaction increases. Feedback serves not only as an indicator of satisfaction but also as a source of information that can be used to adjust existing strategies. Customers indirectly signal what they expect, what needs improvement, and which aspects need to be maintained. A company's response to this feedback is a crucial factor in building stronger relationships. When customers see that their input is being considered and responded to effectively, trust tends to increase and encourage more sustained engagement.

The process of adjusting strategy influenced by customer feedback is not always straightforward, as companies must consider the various interests involved. Not all input can be accommodated immediately, requiring the ability to sort and prioritize appropriately according to the established direction. In this context, interactions with customers become part of a continuous learning process, where companies gradually adjust their approach based on the information obtained. The ability to respond appropriately and proportionally is crucial to ensure that changes remain relevant without disrupting established consistency.

Consistently maintained customer engagement is closely linked to the long-term sustainability of relationships. Customers who feel engaged tend to have a stronger attachment, not only to the product or service but also to the overall experience offered by the platform. This attachment is formed through repeated interactions and consistently positive experiences. The relationships thus established are no longer transactional, but rather develop into relationships more oriented toward trust and emotional connection. This provides companies with the advantage of retaining customers while reducing reliance on costly acquisition efforts.

The quality of customer engagement also influences how they contribute to the platform environment. Customers with strong engagement tend to be more active in providing recommendations, sharing positive experiences, and participating in various activities that support the platform's growth. These contributions have a broader impact because they can influence the perceptions of other customers within the same network. Interactions between customers become part of the mechanism that strengthens the overall relationship, so the company is no longer the sole party shaping perceptions of value.

Changes in customer interaction patterns require companies to focus not only on increasing the number of engagements but also on a deeper understanding of the quality of those interactions. Each form of participation carries different implications, requiring an approach that identifies the characteristics and potential of each interaction. This understanding forms the basis for designing strategies that not only capture customers' attention but also sustain their engagement over the long term.

2. The Role of Entrepreneurial Strategy in Driving Customer Engagement

Shifts in platform-driven business environments are compelling firms to engage with markets in more open and interaction-oriented ways. Intensifying and less predictable competition demands a heightened awareness of rapidly evolving customer behaviors. Reactive responses to observable changes are no longer adequate; instead, firms must develop the capability to interpret emerging patterns reflected in diverse customer activities across platforms. Insights generated from these interactions become a critical resource for grasping market tendencies, allowing strategic decisions to better align with prevailing conditions.

The ability to continuously adapt strategies is a crucial aspect in maintaining business relevance. Changes in customer behavior, influenced by easy access to information, a variety of choices, and ever-expanding experiences, create the need for rapid and precise adjustments. Flexibility is reflected not only in short-term decisions but also in how companies design development directions that allow for changes without disrupting the overall structure. Strategic adjustments in this context often involve changing approaches to interacting with customers, including how companies respond to needs that are not always explicitly expressed.

The interactions between customers and platforms provide a platform for businesses to identify previously unseen opportunities. Every form of customer participation, whether in the form of feedback, questions, or shared experiences, contains information that can be used to understand unmet needs. The ability to capture these signals is crucial in determining a more relevant development direction. Opportunities arise not only in product or service development, but also in how companies build closer relationships with customers through a more personalized and contextual approach.

Efforts to build differentiation are increasingly shifting from simply product excellence to experiences that actively involve customers. A more participatory approach allows customers to contribute in various aspects, so they become not just users but also part of a broader process. This type of engagement creates value that is difficult to replicate because it is formed from the unique interaction between the company and its customers. Differentiation built through participation also tends to be more sustainable, as it is supported by stronger relationships and does not rely solely on product characteristics.

A company's strategic orientation plays a role in determining the extent to which customer engagement can consistently develop. A clear strategic direction provides the foundation for every decision, including designing interactions that encourage customer participation. When this orientation aligns with customer needs and expectations, engagement tends to be more intense and sustained. Conversely, a misalignment between the strategic direction and the approach used can lead to ineffective interactions, leaving customers without a compelling reason to remain engaged.

The link between strategic orientation and customer engagement levels is also evident in how companies maintain consistency in their interactions. This consistency relates not only to the messages delivered but also to the customer experience at every point of interaction. When a formulated strategy is consistently translated into practice, customers tend to develop a more stable perception of the value offered. This strengthens engagement because customers feel that their interactions have a clear direction and provide tangible benefits.

The development of digital platforms provides companies with the opportunity to develop a more adaptive strategic approach without losing their core focus. Flexibility in adapting strategy does not mean constantly changing direction, but rather the ability to adapt the means to achieve established goals. In practice, this often involves exploring various forms of interaction that can enhance customer engagement, including utilizing platform features that enable more direct and responsive communication.

The ability to identify opportunities from customer interactions is also related to how a company manages the information it obtains. Information available on platforms is often complex and scattered across multiple channels, requiring a systematic approach to transform it into a basis for decision-making. This process focuses not only on data collection but also on interpretation, revealing patterns relevant to customer needs. When this information is optimally utilized, companies have the opportunity to develop more targeted strategies and significantly increase engagement.

The participatory approach applied to building differentiation also impacts how customers perceive their relationship with the company. Customers who feel involved tend to have stronger engagement, as they perceive opportunities to contribute to the ongoing process. This engagement not only strengthens relationships in the short term but also lays the foundation for more sustainable ones. Companies that can facilitate participation effectively will be in a stronger position to retain customers amidst increasingly intense competition.

3. Marketing Innovation in Strengthening Customer Participation and Experience

Developments in the digital landscape are reshaping how firms communicate with their customers. Marketing communication is no longer confined to a one-directional flow, but has progressed into an interactive exchange where customers can respond, assess, and even shape the course of the message itself. This shift requires firms to be attentive to the context in which communication occurs, including timing, channel selection, and the characteristics of the target audience. Messages are designed not only to present products or services but also to foster connections that encourage active customer involvement. Careful attention to these contextual factors is essential, as misjudgment can reduce message relevance and limit its ability to attract customer attention.

Utilizing various interaction channels is one way to strengthen customer engagement. Each channel has different characteristics, so the approach used must be tailored to provide an experience that meets customer expectations. Interaction through social media, apps, and other digital platforms allows companies to reach customers in a variety of situations. A presence on these various channels not only expands reach but also creates opportunities for more frequent and meaningful interactions. The closeness that is built from these interactions depends not only on the intensity of communication but also on the quality of the response given to customer needs and preferences.

Consistency in the customer experience is an essential aspect when companies utilize multiple touchpoints. Customers form perceptions based on the accumulated experiences they have across each interaction, so inconsistencies between channels can create an unstable impression. Maintaining consistency doesn't mean making all interactions the same, but rather ensuring that each experience aligns with the desired direction. This includes appropriate communication style, response speed, and ease of access to information. When consistency is maintained, customers tend to have higher trust because they perceive the experience as predictable and reliable.

Creativity in marketing plays a crucial role in capturing customer attention amidst an increasingly dense flow of information. Customers are faced with numerous messages competing for their attention, so a standard approach is no longer sufficient to create engagement. Creativity enables companies to deliver messages more engagingly, thereby distinguishing themselves from other businesses. This creativity can be seen in the way messages are delivered, the media used, and the approach used to build interactions with customers. The appeal generated by creativity not only serves to attract attention in the initial stage but also to maintain engagement over the longer term.

The role of creativity is also related to a company's ability to create memorable experiences. Experiences designed with a distinctive approach tend to leave a deeper impression on customers, influencing how they perceive the value offered. The impressions formed from these experiences often form the basis for future customer decisions. In this context, creativity serves not merely as an additional element but as an integral part of the overall marketing strategy.

The influence of marketing innovation on customer perception is evident in how customers assess the relevance and quality of the interactions they experience. Innovations that accurately address customer needs will strengthen positive perceptions of the company, while less appropriate approaches can create the opposite impression. These perceptions are formed gradually through repeated experiences, making consistency in implementing innovation a determining factor. Companies that are able to continuously deliver relevant innovations tend to be in a stronger position to build relationships with customers.

Customer loyalty is influenced not only by satisfaction with a product or service but also by the experiences they have while interacting with a company. Marketing innovations that create enjoyable and meaningful experiences will encourage customers to remain engaged long-term. Loyalty formed from these experiences tends to be stronger because it is based on a connection that goes beyond functional aspects. Customers return not only out of necessity but also because of the relationship built through consistent and valuable interactions.

The relationship between marketing innovation and customer engagement is also evident in how companies manage their responses to changes. The ability to quickly adapt their marketing approach demonstrates that companies understand the evolving needs of customers. These adjustments don't always involve major changes, but often involve refinements to specific aspects that customers consider important. When customers perceive an effort to continuously improve the quality of interactions, they tend to be more open to engaging and participating in the various activities offered.

Integrated management of multiple interaction channels provides companies with the opportunity to create a more holistic experience. Customers no longer view each interaction as a separate experience, but rather as part of the overall relationship they are building with the company. This integration allows companies to understand the customer journey more holistically, allowing them to design approaches that better suit their needs. This integrated experience is a factor that strengthens engagement because customers feel that every interaction they have has a clear continuity.

4. Integrating Strategy and Innovation in Creating Shared Value

The alignment between strategic direction and marketing implementation in business practices is a key determinant in creating tangible value for customers. Strategic direction formulated at the organizational level will have no meaningful impact if it is not consistently translated into marketing activities that directly impact customers. The alignment between what is planned and how it is realized in daily interactions creates continuity that strengthens customers' perceptions of the value offered. When strategy is presented in a concrete experience, customers more easily understand the company's position and the reasons for remaining engaged in the relationship.

The value creation process in a platform environment involves various interacting and inseparable elements. Businesses, customers, and other parties involved in the ecosystem form a complex network of relationships, where every action has implications for the entire process. Synchronization between these elements is crucial to ensure that every contribution is directed toward the same goal. An imbalance in any one element can disrupt the established flow of interactions, resulting in suboptimal value generation. Efforts to maintain this alignment require ongoing coordination and a deep understanding of the roles of each party within the ecosystem.

The diverse interests present in the platform ecosystem often present challenges in alignment efforts. Each actor brings goals and expectations that do not always align, so the integration process requires an approach capable of bridging these differences. Business actors are faced with the need to maintain a predetermined strategic direction while simultaneously allowing for the participation of other parties with their own interests. The tension between the need to control direction and the need for flexibility is a challenge that must be carefully managed. The ability to balance these two aspects determines the extent to which integration can proceed effectively without sacrificing primary interests.

The following visualization is presented to provide a more structured overview of the interrelationships between strategic direction, marketing innovation, and the implementation process in shaping shared value creation. The diagrammatic presentation aims to clarify the flow of relationships between the elements previously described narratively, thus facilitating a better understanding of how integration occurs within the context of platform-based business practices.

Figure 1. Integrated Model of Entrepreneurial Strategy and Marketing Innovation in Driving Co-Created Value and Business Sustainability in the Platform Economy

The diagram shows that strategic direction and innovation do not exist in isolation, but are interconnected, leading to the implementation process as the primary meeting point. This implementation then forms the basis for the creation of shared value involving interactions between the company and customers. The results of this process are reflected in business sustainability, which can be achieved when integration is carried out consistently. The flow shown in the diagram also emphasizes that the quality of the results depends heavily on the extent to which the interconnectedness between elements can be maintained, so that each part functions not only individually but also as part of a mutually supportive overall process.

The quality of interactions within a platform ecosystem is greatly influenced by the extent to which strategy and innovation are integrated consistently. Undirected interactions tend to result in fragmented experiences, making it difficult for customers to develop a coherent perception of the value offered. Conversely, well-managed integration allows each point of interaction to provide complementary contributions. This creates a more coherent experience, where customers can feel continuity in every engagement. The quality of these interactions not only increases satisfaction but also strengthens the relationship between the company and its customers.

The results of strong integration are not only seen in increased engagement but also in a company's ability to generate more relevant and sustainable value. Value generated from integrated processes tends to be more adaptive to change because it is supported by a more comprehensive understanding of customer needs. The ability to continuously adapt without losing direction becomes a competitive advantage that is difficult for other businesses to replicate. In this context, integration serves not only as a tool for increasing efficiency but also as a foundation for building long-term, sustainable excellence.

The implications of integrating strategy and innovation are also evident in business sustainability in the face of increasingly fierce competition. Companies that can maintain consistency between their established direction and their implementation have a greater chance of maintaining their market position. Customer engagement fostered through integrated interactions creates more stable relationships, making the company less susceptible to change. This sustainability relates not only to survival but also to opportunities for continued growth by leveraging established relationships.

A company's competitive position in a platform environment is heavily influenced by its ability to manage integration holistically. Competition is no longer limited to products or services, but also to the quality of the relationships they build with customers. Companies that effectively integrate strategy and innovation tend to have an advantage in creating experiences that are difficult to replicate. This advantage provides a strong foundation for retaining customers and attracting the attention of other stakeholders in the ecosystem.

Continuous integration management requires the ability to continuously evaluate and adapt the approach used. The ever-evolving platform environment creates a situation where strategies that are effective at one point may not be relevant the next. Regular evaluation allows companies to identify areas that need improvement without having to change their overall direction. This process strengthens the company's ability to maintain alignment between strategy and innovation over the long term.

E. CONCLUSION

Customer engagement in a platform ecosystem is formed through a series of interactions that are no longer simple but rather develop into an interconnected and ongoing process. This engagement is influenced by how customers participate at various points of interaction, how their experiences shape their perceptions of value, and how the company responds to the feedback provided. Consistent and valuable interactions can strengthen the relationship between customers and the company, so that engagement occurs not only in the short term but also continues into a more stable and long-term relationship. The roles of entrepreneurial strategy and marketing innovation demonstrate a close relationship in driving deeper customer engagement. Adaptive strategies enable companies to respond to changing customer behavior and identify opportunities arising from ongoing interactions, while marketing innovation provides a means to strengthen closeness through more creative and relevant approaches. The integration between the two creates a foundation that allows companies not only to attract customers but also to maintain engagement through consistent and meaningful experiences. The integration of strategic direction and marketing implementation is a determining factor in creating sustainable value. Alignment between the elements involved in the value creation process allows for higher-quality interactions, even when faced with various interests that do not always align within the platform ecosystem. A company's ability to maintain this integration has direct implications for business sustainability and competitive position in the market, as the value generated is not only relevant to customers but also able to survive amidst ongoing change.

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