

RETHINKING ENTREPRENEURIAL MARKETING IN THE DIGITAL ECONOMY: TOWARD A STRATEGIC FRAMEWORK FOR CUSTOMER VALUE CREATION

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ABSTRACT

⁶² The rapid development of digital technology has significantly transformed the structure of business environments and intensified competition across various industries. The expansion of digital platforms has created new forms of market interaction that allow organizations and consumers to engage in more dynamic and continuous exchanges. At the same time, these changes have reshaped consumer behavior, particularly in how individuals search for information, interact with brands, and evaluate products or services within increasingly connected digital ecosystems. This study aims to examine the evolving dynamics of entrepreneurial marketing in the digital economy and to explore how strategic marketing approaches can strengthen customer value creation in rapidly changing digital markets. The study employs a qualitative approach by analyzing relevant academic literature, previous research findings, and scholarly publications related to entrepreneurial marketing, digital business environments, and customer value development. The findings indicate that the expansion of digital ecosystems has intensified market competition while simultaneously requiring organizations to adopt more adaptive and flexible marketing strategies. Organizations are increasingly required to strengthen interactive communication, integrate digital marketing activities, and build long-term relationships with customers to remain competitive in complex digital markets. Ultimately, reinforcing customer value orientation through improved customer experience and sustained engagement plays a critical role in strengthening the competitive position of organizations operating within the digital economy.

Keywords: Entrepreneurial Marketing, Digital Economy, Customer Value Creation, Digital Marketing Strategy, Consumer Behavior

A. INTRODUCTION

The development of digital technology over the past two decades has fundamentally changed the way organizations interact with markets, build relationships with customers, and create economic value. This transformation has not only impacted large, established companies but has also opened up a wider space for the emergence of new business models that leverage the flexibility of digital technology to reach consumers more widely and quickly. The increasingly digitalized business ecosystem has accelerated competitive dynamics, shortened product innovation cycles, and shifted customer expectations regarding the quality of the brand experience. In this context, companies can no longer rely on static marketing approaches centered on one-way communication patterns, but are instead required to continuously adapt to increasingly complex consumer behavior changes and an increasingly uncertain business environment (Zaki, 2019).

This change is further accentuated by the development of various digital platforms that enable direct interaction between companies and customers in real time. Social media, e-commerce platforms, and various other digital applications have shifted marketing communication patterns from a linear to a more interactive and dynamic one. Customers now play a role not only as recipients of marketing messages but also as active actors shaping market perceptions through reviews, recommendations, and participation in various digital communities. This situation has created a much more open marketing landscape, where a brand's reputation and value can be formed and changed in a relatively short time. In such a situation, business organizations are required to respond to market changes with greater speed and creativity than ever before (Vohra & Bhardwaj, 2019).

Furthermore, the emergence of the digital economy has also created significant opportunities for businesses to develop more flexible and innovative business models. Increasingly affordable access to technology allows individuals and small groups to enter the market with relatively limited resources. This has led to a growing number of new businesses utilizing various digital platforms as their primary means of reaching consumers (Ansong & Boateng, 2019). This increasingly open competition has created a highly dynamic market environment, where competitive advantage is no longer determined solely by production capacity or organizational scale, but also by the ability to respond quickly and adaptively to market changes. This situation ultimately demands a more responsive, creative marketing approach, capable of capitalizing on opportunities that arise amidst the uncertainty of the business environment.

The increasingly dynamic business environment is also impacting how organizations understand and respond to customer needs. In the context of the digital economy, customers have extensive access to a wide variety of product and service alternatives. The ease of comparing available options has made customers increasingly selective in making purchasing decisions. They consider not only price or product quality, but also the overall experience they experience interacting with a brand. This encompasses aspects such as ease of information access, service responsiveness, and the emotional engagement formed through various digital interactions. This shift demonstrates that creating value for customers increasingly depends on an organization's ability to understand the dynamics of the customer experience holistically (Prentice et al., 2019).

As the intensity of digital interactions between companies and consumers increases, new challenges are emerging that impact contemporary marketing practices. The rapid circulation of information in the digital space can accelerate the formation of public perceptions of a brand, both positive and negative. This situation requires organizations to manage marketing communications more strategically and responsively (Katsikeas et al., 2020). Furthermore, information disclosure also increases market transparency, requiring companies to build customer trust through consistent and sustainable business practices. In this highly open environment, trust is a critical factor in determining an organization's success in maintaining long-term relationships with customers.

In this context, the dynamics of entrepreneurship have also undergone significant changes. Businesses are no longer solely focused on developing new products or services, but must also be able to manage customer relationships more intensively through various digital channels. The ability to identify market opportunities, respond to changing consumer preferences, and develop relevant communication approaches is a critical factor in determining a business's success. The increasingly uncertain business environment

demands that business owners be more proactive in addressing market changes. They are required to be able to recognize opportunities amidst uncertainty and develop strategies that maximize available market potential (Theodorakopoulos & Theodoropoulou, 2024).

Changing market characteristics in the digital economy also create pressure for organizations to continuously innovate in how they interact with customers. Today's customers have increasingly high expectations for the quality of the experience they receive from a product or service. They expect fast interactions, personalized responses, and consistent experiences across various digital platforms. This situation is pushing companies to develop marketing approaches that focus not only on promotional activities but also on building more meaningful relationships with customers. Continuous interaction with customers is a crucial element in building loyalty and strengthening a brand's position amidst increasingly fierce competition (Xia et al., 2024).

Furthermore, developments in digital technology have also expanded the market reach of businesses. Geographical boundaries, previously a barrier to business activity, are now increasingly diminishing with the development of various digital commerce platforms. Businesses can reach consumers in various regions without having a physical presence in those locations (Meyer et al., 2023). This creates significant opportunities for market expansion, but at the same time, it also increases the intensity of competition between businesses from various regions. Companies compete not only with local businesses but also with various regional and global organizations that utilize the same digital platforms.

In this increasingly competitive environment, the ability to create relevant value for customers is becoming increasingly crucial. Customers' perceived value is no longer solely determined by the characteristics of the product offered, but also by the overall experience they have interacting with the company. This encompasses aspects such as ease of navigation on digital platforms, the quality of customer communication, and the company's ability to respond quickly and appropriately to customer needs. Organizations that effectively manage these aspects tend to have a greater chance of building long-term relationships with customers (Kusumawati & Sri Rahayu, 2020).

However, the various changes occurring in the digital business landscape also raise questions about the extent to which existing marketing approaches are capable of addressing these new challenges. Many organizations still face difficulties adapting their marketing strategies to the highly dynamic characteristics of the digital market. Approaches that were previously effective in traditional market contexts often no longer deliver optimal results when applied in a highly competitive digital environment. This suggests the need to review existing marketing approaches to better align with the evolving dynamics of the digital economy (Hokmabadi et al., 2024).

These phenomena demonstrate that changes occurring in the digital business environment not only impact how companies market their products or services but also how value is created and perceived by customers. Creating value for customers is becoming an increasingly complex process because it involves multiple forms of digital interactions occurring simultaneously (Kim & Yang, 2024). Organizations need to understand how the various elements of these digital interactions interplay to shape the overall customer experience. Without a sufficient understanding of these dynamics, companies risk losing relevance in an ever-evolving market.

Thus, the development of the digital economy demands a rethinking of various marketing practices currently used by business organizations. Accelerating market dynamics, increasingly complex customer behavior, and the increasing intensity of digital

competition demonstrate that adaptive and innovative marketing approaches are becoming increasingly important. This situation opens up space for a deeper exploration of how organizations can develop marketing approaches that are more responsive to changes in the business environment while simultaneously creating sustainable value for customers. Understanding these dynamics is crucial not only for developing business practices but also for enriching academic studies on marketing strategy in the context of the evolving digital economy.

B. LITERATURE REVIEW

1. Entrepreneurial Marketing

Entrepreneurial Marketing, or EM, attempts to unify the common concepts of marketing and entrepreneurship. Morris states that EM is the process of identifying and proactively exploiting opportunities to acquire and retain customers profitably through innovative approaches to risk management, resource leveraging, and value creation (Nwankwo & Kanyangale, 2023).

Kraus defines Entrepreneurial Marketing as an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders. It is characterized by innovativeness, risk-taking, and proactiveness, and may be conducted without controlled resources (Alqahtani & Uslay, 2020).

Miller & Friesen explain that EM is "the proactive identification and exploitation of opportunities for acquiring and retaining profitable customers through innovative approaches to risk management, resource leveraging, and value creation." Furthermore, Hills & Hultman define EM as "a spirit, an orientation, as well as a process of passionately pursuing opportunities and launching and growing ventures that create perceived customer value through relationships by employing innovativeness, creativity, selling, market immersion, networking, and flexibility." Meanwhile, the latest definition was put forward by Whalen, who defines EM as a combination of innovative, proactive, and risk-taking activities that create, communicate, and deliver value to and by customers, entrepreneurs, marketers, their partners, and society at large (Mishra et al., 2019).

The distinguishing aspects of conventional marketing and EM lie in the aspects of risk, opportunity, and uncertainty. Risk-taking has long been a key element in entrepreneurship studies and has been accepted as an important dimension of entrepreneurial orientation. Schindehutte describes this dimension as: "the willingness to commit significant resources to opportunities that have a reasonable chance of costly failure, but it also includes creative attempts to mitigate, leverage, or share the various risks." The second difference lies in the aspect of opportunity. Often, the question is whether entrepreneurial opportunities are discovered, created, or both (Corrêa et al., 2022).

Next is uncertainty. Opportunity creation theorists in entrepreneurship argue that the risk inherent in uncertainty created by introducing new value to the market is fundamentally different from the predictable risk inherent in seizing opportunities in objective markets. If uncertainty is truly unpredictable, then conventional attempts to eliminate uncertainty to reduce risk are futile. Instead, opportunities are approached through a process of sensing, improvisation, and affectuation. Specifically, Whalen designed a conceptual model of EM based on contingency theory. Contingency theory is needed to explain the benefits of engaging in innovative, proactive, and risky opportunity

development activities. The entrepreneurial process in EM begins with opportunity recognition. This can be achieved by serving underserved markets, better serving existing customers, redefining markets, or creating entirely new ones (Guo & Jiang, 2020).

2. Customer Value

According to B. Fieig, "Value is determined on the customer's terms in the context of their unique needs." According to this definition, each customer has their own definition of the value of an offering, where that value can meet their specific needs. By understanding their needs, companies can fulfill the customer's intended value and thus encourage them to continue purchasing the company's products (Mahajan, 2020).

Kotler states that "Customer value is the difference between a potential customer's evaluation of all the benefits and all the costs of a particular offering and other considered alternatives." Kotler's definition shows that customer value involves benefits and sacrifices, where customers compare the benefits obtained and the sacrifices made. If the perceived benefits are greater than the sacrifices made, they are more likely to choose the offering. Conversely, if the perceived benefits are less than the sacrifices made, the customer will abandon the company's offering (Zhang et al., 2019).

According to Zeithaml and Bitner, there are four appropriate ways for companies to set prices for services or products based on the definition of value in the eyes of customers, as follows:

- a) Value is low price. Consumers perceive that a product or service will be valuable if the price is low.
- b) Value is everything I want in a service. The set price is not the main factor as long as consumers get what they want from the product or service they receive. Therefore, value is perceived as the highest quality of the product or service.
- c) Value is the quality I get for the price I pay. Some consumers view value as a balanced exchange between the money paid and the quality of the product or service received.
- d) Value is all that I get from all that I give. Ultimately, consumers consider all benefits obtained, such as money, time, and effort, to explain the meaning of value (Medberg & Grönroos, 2020).

These four definitions of value in the eyes of customers can be interpreted in a consistent economic concept: perceived value is all the outcomes consumers obtain from a product or service based on their perceptions of what they receive and what they pay for. Customer perceptions of a product vary, and product evaluations are conducted not only at the time of purchase but also during and after use. Customer value is the final component of the value system, demonstrating a producer's success in marketing products and services to consumers (Misra et al., 2022).

C. METHOD

This research was conducted using a qualitative approach to gain a deeper understanding of the dynamics of entrepreneurial marketing in the context of the digital economy and its relationship to customer value creation efforts. This approach was chosen because it allowed researchers to explore various emerging phenomena in digital marketing practices more comprehensively through a review of various relevant information sources. Research data was obtained from various written sources, primarily from previous research results, scientific articles, academic reports, and other

publications related to entrepreneurship, marketing, and ⁶⁵the development of the digital economy. Through ⁴³this data collection process, this research sought to identify various thought patterns, business practice trends, and the dynamic relationship between marketing activities and the customer value creation process in an increasingly digitalized business environment. After all research data was collected from various relevant sources, the next step was to systematically process and analyze the data. The analysis was conducted by examining various findings from the collected literature to identify relationships, similarities, and differences in views developed in academic studies regarding marketing practices in the digital entrepreneurial environment. This process was carried out in stages, selecting the information most relevant to the research focus and then organizing it into a structured analytical framework. Through these stages, this research is expected to be able to produce ⁴⁴a deeper understanding of the dynamics of entrepreneurial marketing in the digital economy while formulating a framework of thought that can contribute to the development of academic studies and business practices oriented towards creating customer value (Rukin, 2019).

D. ⁴⁵RESULT AND DISCUSSION

1. Dynamics of the Digital Business Environment and Changing Competition Patterns

The development of digital technology over the past few decades has driven significant changes in the structure of ⁵¹the global business environment. The increasingly widespread process of digitalization has transformed the way organizations operate, interact with consumers, and build relationships with various stakeholders within the market ecosystem. The presence of various digital platforms has expanded the scope of economic interaction, previously limited by geographic boundaries and conventional distribution capacity. Through various integrated digital systems, companies can now reach consumers on a much broader scale than in the past. This situation has indirectly shifted the pattern of competition from being primarily local or regional to becoming more open and cross-regional. In such a situation, business organizations are faced with a much more complex market reality, as they must contend with competitors no longer from the same geographic environment, but from various regions with distinct market characteristics.

This change in market structure is increasingly evident with the emergence of various digital business ecosystems that bring together producers, consumers, service providers, and various other economic actors in a single interactive space. Digital platforms serve not only as a means of ³¹transaction but also as a space for information exchange, reputation building, and the development of long-term relationships between companies and customers. Through increasingly integrated digital systems, companies can manage various business activities more efficiently, from marketing and distribution to customer relationship management. At the same time, this digital ecosystem also enables the emergence of new business actors utilizing the same technological infrastructure to enter the market. This creates an increasingly dynamic market structure, as new actors can relatively easily access resources previously held only by large organizations (Palmié et al., 2022).

As access to the digital market becomes more open, the intensity of competition among business actors has also increased significantly. The ease of utilizing various digital platforms allows individuals and relatively small organizations to reach a wide

range of consumers. This creates a much more intense competitive environment, as more businesses offer similar products and services to the same market segment. Consumers who previously had limited choices can now easily compare various alternatives available through various digital information sources. This situation strengthens consumers' bargaining power, as they can choose the products or services that best suit their needs and preferences.

This increased intensity of competition is also influenced by the development of various digital information systems that allow consumers to obtain information more quickly and transparently. Information regarding product quality, user experience, and brand reputation can be easily accessed through various digital platforms. This means companies can no longer rely on marketing strategies focused solely on promotions, as consumers now have a greater ability to evaluate the various alternatives available in the market. In such a situation, organizations must be able to build trust and a strong reputation to maintain long-term relationships with customers. Trust formed through customer experience and consistent digital interactions is becoming a crucial factor in determining a company's success in maintaining its position amidst increasingly open market competition.

The ever-evolving digital business environment is also driving an accelerated innovation cycle in various industrial sectors. Companies are required to continuously introduce updates to their products and services to remain relevant to changing consumer needs. Rapid technological developments have shortened product life cycles compared to previous periods. Products or services once considered innovative can quickly be replaced by alternatives offering better features and experiences. This situation creates pressure for organizations to continuously innovate **to stay ahead of the curve** in an increasingly dynamic market.

The acceleration of the innovation cycle also impacts how organizations manage product and service development processes. Companies can no longer rely on long-term innovation processes, as changes in market preferences can occur relatively quickly. In a digital business environment, the speed of responding to market opportunities is often a crucial factor in determining the success of an innovation. Organizations that are able to quickly utilize market information and translate it into relevant product or service updates tend to have a greater chance of maintaining their competitive edge. Conversely, companies that are slow to respond to these changes risk losing market momentum and experiencing a decline in consumer relevance.

Rapidly changing market dynamics also require organizations to have a higher level of flexibility in managing their business strategies. The highly dynamic digital business environment makes previously stable market assumptions increasingly difficult to predict. Changing consumer preferences, **the development of new technologies, and the emergence of various digital business models** create a situation where organizations must **be able to continuously adapt their strategies**. Flexibility in responding **to change** is becoming an increasingly important capability for organizations seeking to maintain long-term business sustainability.

In this context, organizations are not only required to be able to identify emerging market opportunities but also to have the ability to respond to these changes quickly and appropriately. Decision-making processes within organizations need to take into account the ever-evolving market dynamics and the various information available through digital systems. Companies that are able to manage market information effectively tend to be better able to anticipate changes in their business environment. The ability to integrate

various information sources into the strategic decision-making process is becoming an increasingly important factor in determining organizational success in the face of digital market uncertainty.

Changes in market structure, increasing competitive intensity, and accelerating innovation cycles ultimately influence how organizations formulate strategies to maintain their competitive position. In an increasingly open business environment, companies can no longer rely on static advantages but must continually develop strategies that adapt to market changes. Organizations need to develop approaches that enable them to more deeply understand the dynamics of customer needs and respond to these changes through various forms of innovation in products, services, and consumer interactions.

Furthermore, the increasing uncertainty in the digital business environment also requires organizations to consider various potential market changes in their strategic planning process. Companies must be able to develop strategies that are not only oriented towards current market conditions but also consider potential changes that may occur in the future. The ability to manage this uncertainty is becoming increasingly important as developments in digital technology continue to create new possibilities that can impact the structure of market competition.

Thus, the dynamics of the digital business environment have created fundamental changes in competitive patterns among business actors. An increasingly open market structure, increasing intensity of competition, accelerated innovation, and demands for organizational flexibility indicate that the digital business environment requires a more adaptive and responsive strategic approach. Organizations that can comprehensively understand these changes and develop strategies that align with the dynamics of the digital market will have a greater chance of maintaining their business sustainability amidst ever-evolving competition.

2. Transformation of Consumer Behavior in the Digital Economy

The development of digital technology in recent decades has brought significant changes to consumer behavior patterns across various economic activities. This transformation has not only affected how consumers access products or services but also their processes for searching, evaluating, and ultimately making purchasing decisions. Advances in information technology have expanded consumer access to a variety of information sources that were previously difficult to obtain quickly. In an increasingly connected digital environment, consumers are no longer reliant on a single source of information when considering a product or service. They can explore a wide range of information across a variety of digital channels, from official company websites and e-commerce platforms to various forms of discussion within online communities. This has created a much more active consumer behavior pattern in the information search process before making a purchasing decision.

These changes in information search patterns indicate that consumers are increasingly directly involved in the evaluation process of various alternatives available in the market. Broad access to information allows consumers to compare various product or service options more thoroughly. They not only consider the basic characteristics of a product but also evaluate various other aspects related to user experience, brand reputation, and feedback from other consumers who have previously used the product. This increasingly intensive information search process indicates that consumers tend to conduct more careful considerations before making their choices. As a result, purchasing decisions are no longer solely influenced by promotional messages delivered by

companies, but also by various other sources of information widely available in the digital space.

With the increasing access to various digital platforms, interactions between consumers and brands have also undergone significant changes. Previously, one-way communication has now evolved into a more open and dynamic interaction. Consumers can directly provide feedback on the products or services they use through various digital channels, such as social media and review platforms. This type of interaction allows consumers to openly share their experiences with a wider audience. In this situation, perceptions of a brand are no longer solely shaped by the communication strategy designed by the company, but also by the various forms of interaction that occur between consumers and their surrounding digital environment.

These increasingly intensive digital interactions also influence how consumers form brand perceptions. Information circulating in the digital space often evolves rapidly and can influence public opinion in a relatively short time. Consumer responses conveyed through various digital platforms can serve as important references for other consumers considering a product or service. Thus, brand perceptions are the result of various interactions taking place within the broader digital ecosystem. Companies are no longer the sole controllers of the narrative surrounding their brands, as consumers have a greater opportunity to contribute to shaping these perceptions through the experiences and opinions they share with the public (Sagkaya Güngör & Ozansoy Çadırcı, 2022).

Furthermore, developments in digital technology have also driven increased levels of consumer engagement in various activities related to the products or services they use. Consumers are no longer merely recipients of information but have also become active participants in conversations taking place on various digital platforms. They can engage in discussions about their product usage experiences, provide feedback on the services they receive, and share their views with other consumers with similar interests. This increasingly active engagement demonstrates that consumers have a greater role in shaping market dynamics than in previous periods.

Consumer participation in various digital interaction spaces also creates more horizontal communication patterns among product or service users. Through various online communities and digital discussion forums, consumers can exchange experiences and share information about various products available on the market. This type of communication is often perceived as more credible by other consumers because it stems from the users' direct experiences. In this situation, relationships between consumers become one factor that can influence perceptions of a product or service. Information shared by fellow consumers is often a crucial consideration in the purchasing decision-making process.

This phenomenon also demonstrates how reviews and recommendations from other consumers are increasingly influential in shaping market preferences. Many consumers use other users' experiences as a primary reference when considering a product. Reviews available on various digital platforms can provide insight into product quality, service reliability, and previous users' experiences. This type of information often provides a more concrete perspective for consumers considering a purchase. Therefore, communication between consumers is a crucial source of information in the purchasing decision-making process.

The influence of this communication between consumers also demonstrates that the process of forming market preferences now takes place in a much more open environment. Consumers have the opportunity to gain diverse perspectives on a product

or service before making a choice. The experiences shared by other users can help consumers understand the various possibilities they may encounter when using a product. This makes the decision-making process more reflective, as consumers can consider different perspectives before making a purchase decision.

Furthermore, developments in digital technology have also influenced consumer expectations regarding the experience they receive from a product or service. Today's consumers expect not only quality products but also a comprehensive experience in every interaction they have with a brand. This experience encompasses everything from ease of access to information, speed of response to questions or complaints, to convenience during transactions. Consumers tend to judge a brand based on the overall experience they have while interacting with the product or service.

The expectation for a better experience is driving companies to pay attention to various aspects that might previously have been considered merely supporting factors. In the digital environment, every point of interaction between a company and consumers has the potential to influence the customer's overall perception of the brand. The information search process, interactions through digital platforms, and even the post-purchase experience can all be part of the customer experience that determines their level of satisfaction. Therefore, companies need to understand that creating value for customers is not solely related to the product offered, but also to the quality of the experience that accompanies that interaction.

Changes in consumer behavior influenced by developments in digital technology have ultimately created a market dynamic that is far more complex than before. Consumers have extensive access to a wide range of information, are actively involved in various digital interactions, and have increasingly high expectations for the experience they receive from a product or service. This situation indicates that business organizations need to understand changes in consumer behavior more deeply to respond to evolving market dynamics. The ability to adapt marketing activities to new consumer behavior patterns is becoming a factor that increasingly determines an organization's success in maintaining its relevance amidst the ever-changing digital business environment.

3. Marketing Adaptation Strategies in Facing the Complexity of the Digital Market

The rapid development of digital technology has driven significant changes in the way organizations design and implement their marketing strategies. The increasingly connected business environment through various digital platforms has created a much faster and more complex market dynamic than in the past. In this situation, organizations can no longer rely on rigid or static marketing approaches. Changes in consumer preferences can occur in a relatively short time, as new trends emerge through digital interactions. Therefore, an organization's ability to adapt to market changes is becoming a crucial factor in determining the success of marketing activities in this ever-evolving digital business environment.

Organizational flexibility in responding to market changes is becoming increasingly important due to the highly dynamic nature of the digital environment. Today's consumers have access to a vast array of available products and services. This situation has led to more diverse market preferences that tend to change rapidly in response to evolving social, technological, and lifestyle trends. Organizations that are able to continuously monitor these changes tend to be better able to adapt their marketing strategies to evolving market needs. Conversely, companies that are slow to respond to

changing consumer preferences risk losing relevance amidst increasingly competitive markets.

In the face of such rapid market dynamics, organizations ⁴⁹ need to develop internal mechanisms that enable them to respond more effectively to change. Decision-making processes in marketing activities can no longer rely on lengthy and rigid planning patterns. Companies need to develop a more adaptive approach by leveraging the various information available through digital systems to more quickly understand market developments. Information on consumer behavior, market trends, and responses to various marketing activities can be obtained in real time through various digital platforms. The ability to utilize this information effectively can help organizations formulate strategies that are more responsive to changes in the business environment.

With the development of various digital platforms, the communication approaches used by organizations in marketing activities have also undergone significant changes. Communication, previously dominated by one-way messaging, has now evolved into more open and participatory interactions. Consumers have greater room to provide feedback, share experiences, and participate in various conversations related to a brand. This situation encourages organizations to develop more interactive communication approaches to build closer relationships with consumers. Through various digital channels, companies can create a dialogue space that allows for a more dynamic exchange of information between the organization and customers.

Developing more interactive communication also allows organizations to understand customer needs and expectations more deeply. Interactions through various digital platforms provide companies with the opportunity to obtain direct feedback from consumers. This information can be a valuable source of insight in understanding how consumers perceive a product or service and what aspects need to be improved in marketing activities. By utilizing ³⁶ digital interactions effectively, organizations can create a communication process that serves not only as a promotional tool but also as a learning mechanism that helps companies adapt their strategies to evolving market dynamics (Yadav & Pavlou, 2020).

Furthermore, the development of digital technology is also encouraging organizations to place greater emphasis on building long-term relationships with customers. In a highly competitive business environment, retaining existing customers is often as important as attracting new ones. Consumers who feel a strong connection to a brand tend to demonstrate ⁵⁷ higher levels of loyalty and are more likely to reuse the same product or service in the future. Therefore, organizations need to develop approaches that enable them to build more sustainable relationships with customers through consistent and meaningful interactions.

Long-term relationships with customers are built ²⁶ not only through the quality of the products or services offered, but also through the interactive experiences they experience during their interactions with the company. Every touchpoint between an organization and consumers can influence customer perceptions of a brand. Responsive interactions, transparent communication, and attention to customer needs are crucial elements in building sustainable trust. In this context, organizations need to ensure that their various marketing activities create a positive experience for customers at every stage of the interaction.

The complexity of the digital market also requires organizations to integrate their various marketing activities into a more coordinated system. The presence of various digital channels, such as social media, e-commerce platforms, mobile applications, and

various other forms of digital communication, creates a highly diverse interaction space between companies and consumers. Without adequate integration, various marketing activities conducted through these channels have the potential to produce inconsistent messages and fragmented customer experiences. Therefore, organizations need to develop an approach that allows these various marketing activities to run in an integrated manner, thus creating a more consistent experience for customers.

2 The integration of marketing activities within the digital ecosystem also relates to the organization's ability to manage the various sources of information generated through interactions with customers. Data obtained from various digital channels can provide insight into consumer behavior patterns, market preferences, and responses to various marketing activities undertaken by companies. By systematically managing this information, organizations can develop more targeted marketing strategies and adapt their approaches to evolving consumer characteristics. Integrating information from various digital sources enables companies to understand customers more comprehensively and design strategies that are more relevant to market needs.

Amidst the ever-changing dynamics of the digital market, creativity and innovation are also crucial elements in developing an effective marketing strategy. The highly competitive digital environment requires companies to continually seek new ways to attract consumers and differentiate themselves from competitors. A monotonous and undeveloped marketing approach tends to be difficult to maintain long-term consumer interest. Therefore, organizations need to develop various forms of innovation in their marketing activities, both in how they convey messages, build interactions with consumers, and create unique customer experiences.

Creativity in marketing activities also enables organizations to more optimally capitalize on the various opportunities emerging in the digital space. Various digital platforms provide ample space for companies to explore various forms of communication that are more engaging and relevant to different audience characteristics. A creative approach can help companies build emotional connections with consumers and create a stronger impression of their brand. In a business environment saturated with various marketing messages, creativity is one factor that can help organizations stand out amidst increasingly intense competition.

4. Strengthening Customer Value Orientation in Digital Business Strategy

12 The development of the digital economy has pushed organizations to rethink how they design and implement business strategies to address increasingly complex market characteristics. In an increasingly digitalized business environment, competitive advantage is no longer solely determined by a company's ability to produce quality products, but also by its ability to create meaningful experiences for customers. This reflects a shift in organizational orientation from a previously focused approach to product characteristics to one that places customer experience at the center of the value creation process. This shift in orientation did not occur suddenly, but rather evolved as consumers' expectations for the quality of interactions they experience in every relationship with a brand increased.

5 In an increasingly open digital market environment, consumers have extensive access to a wide variety of available product and service alternatives. This situation gives consumers greater flexibility in choosing the product that best meets their needs. Therefore, organizations can no longer rely solely on product excellence to maintain their market position. Companies need to understand that the experience customers experience

while interacting with a brand can be a crucial factor in shaping their perceptions of the products and services offered. This experience encompasses various aspects related to the interaction process between customers and organizations, from the ease of obtaining information to the quality of communication established during transactions.

The shift in orientation toward customer experience is also closely related to the increasing importance of a deep understanding of evolving consumer needs in the digital marketplace. Advances in information technology have accelerated the process of changing consumer preferences as they are constantly exposed to a variety of new information and trends emerging in the digital environment. Today's consumers not only seek products that meet their functional needs but also consider various other aspects related to the comfort, convenience, and emotional value they experience when interacting with a brand. In this situation, organizations need to develop the ability to understand the dynamics of customer needs more comprehensively to adapt their business strategies to the ever-changing market (Kopalle et al., 2020).

Understanding customer needs in the digital environment also requires organizations to pay attention to various sources of information that **can provide insights into consumer behavior and preferences**. Interactions that occur through various digital platforms generate a vast amount of data that can be utilized to gain a deeper understanding of customer behavior patterns. The information obtained from these various digital activities can help organizations identify consumer preference trends, changes in consumption patterns, and various factors that influence the purchasing decision-making process. By utilizing this information effectively, organizations can design strategies that are more relevant to customer needs and improve the quality of the value they offer to the market.

In addition to understanding customer needs more deeply, organizations also need to improve the quality of interactions between companies and consumers through various digital platforms. Increasingly intensive digital interactions have created a broader communication space between companies and customers. Through various digital channels, organizations can establish closer relationships with consumers and obtain direct feedback regarding their experiences when using a particular product or service. This type of interaction provides companies with the opportunity to build more personalized relationships with customers and create more positive experiences at every touchpoint.

The quality of interactions between an organization and its customers can also influence consumers' level of trust in a brand. In today's highly open digital environment, trust is a crucial element in determining the success of long-term relationships between companies and customers. Responsive interactions, transparent communication, and attention to customer needs can strengthen customers' positive perceptions of an organization. When consumers perceive that a company understands and effectively responds to their needs, the relationships they form tend to grow stronger and more sustainable.

Strengthening the quality of customer interactions is ultimately linked to an organization's efforts to develop more sustainable relationships with consumers. In an increasingly competitive business environment, retaining existing customers is becoming an increasingly important strategy for organizational sustainability. Customers who have positive experiences interacting with a brand tend to demonstrate higher levels of loyalty compared to customers who only make sporadic purchases. Customer loyalty not only contributes to the stability of an organization's revenue but can also strengthen the

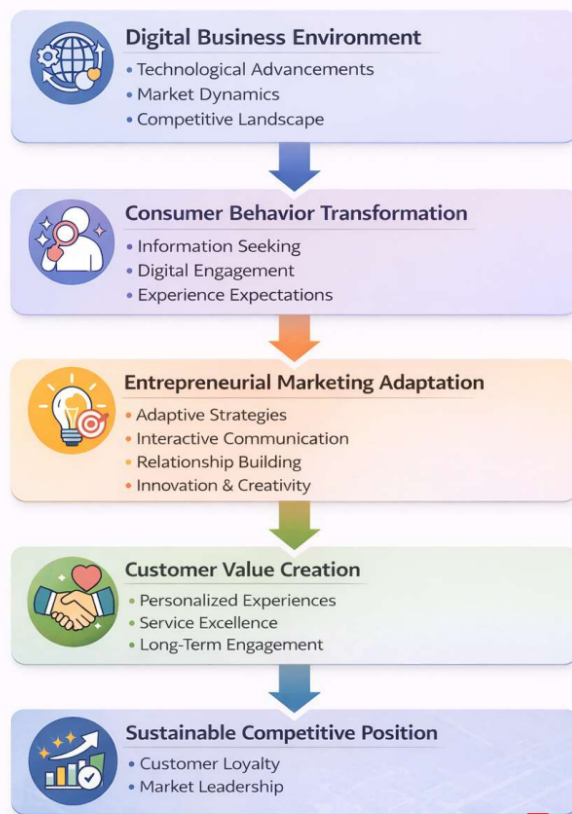
company's reputation through various forms of recommendations made to other consumers.

An ongoing relationship between an organization and its customers also allows for deeper, long-term interactions. Customers who have established a strong relationship with a brand tend to be more open to providing feedback on the products or services they use. This information can provide valuable insights for organizations in developing various updates that better align with market needs. Thus, long-term customer relationships not only benefit consumers but also provide opportunities for companies to continuously improve the quality of the value they offer.

In the context of increasingly dynamic market competition, customer-perceived value also plays a crucial role in strengthening an organization's competitive position. Companies that create satisfying customer experiences tend to have a greater chance of sustaining their businesses amidst ongoing market changes. Customer perceived value extends beyond the functional benefits of a product to encompass the various dimensions of their experiences with the company. When customers perceive an organization as consistently delivering value relevant to their needs, they are more likely to maintain long-term relationships with that organization.

The role of customer value in strengthening an organization's competitive position is also evident in its ability to differentiate a brand from competitors offering similar products. In a highly competitive digital marketplace, many companies offer products with relatively similar characteristics. In such a situation, the customer experience during their interaction with a brand can be a significant differentiating factor. Organizations that are able to create a better customer experience than their competitors tend to have an advantage in attracting and retaining consumers in an increasingly crowded marketplace.

Based on these dynamics, the relationship between the digital business environment, changes in consumer behavior, entrepreneurial marketing adaptations, and customer value creation can be understood through an integrated strategic framework, as shown in Figure 1.



Gambar 1. Strategic Framework for Customer Value Creation in the Digital Economy

The framework in Figure 1 illustrates the strategic relationship between the dynamics of the digital business environment, changes in consumer behavior, and the adaptation of entrepreneurial marketing approaches in the customer value creation process. The digital business environment, characterized by technological developments, rapid market dynamics, and intense competition, creates a context that drives changes in how consumers seek information, interact with brands, and develop expectations about the experiences they receive. These changes in consumer behavior then require organizations to develop more adaptive, interactive marketing approaches, capable of building closer relationships with customers across various digital platforms.

Through this adaptation process, entrepreneurial marketing serves as a strategic mechanism that connects market opportunities with efforts to create valuable customer

experiences. Flexible strategies, participatory communication, and the development of long-term relationships with consumers enable organizations to create more relevant and meaningful value for customers. Perceived customer value then becomes a crucial factor in shaping consumer loyalty and strengthening a company's competitive position in the increasingly complex dynamics of competition in the digital economy.

E. CONCLUSION

The development of the digital economy has brought fundamental changes to the dynamics of the business environment, consumer behavior, and the way organizations design their marketing strategies. The transformation of increasingly open market structures through various digital platforms has intensified competition among business actors while accelerating the cycle of product and service innovation in various industrial sectors. In this situation, organizations are required to have a higher adaptability to be able to respond to market changes that occur quickly and unpredictably. Flexibility in formulating business strategies, utilizing various digital channels to interact with customers, and the ability to integrate various marketing activities are critical elements that determine an organization's success in facing the complexity of the digital market. Changes occurring in the digital business environment are also closely related to the transformation of consumer behavior, which is increasingly active in seeking information, evaluating various product alternatives, and participating in various digital interactions that influence brand perceptions. Today's consumers not only judge a product based on its functional characteristics but also based on the experiences they have while interacting with the organization through various digital platforms. This condition encourages organizations to direct their business strategies towards creating more comprehensive customer value by placing customer experience as a crucial aspect in developing marketing strategies. Strengthening customer value orientation is a key factor in maintaining an organization's competitive position amidst the increasingly complex dynamics of the digital market. Organizations that understand changing consumer behavior, develop adaptive marketing strategies, and build sustainable relationships with customers will have a greater opportunity to create relevant value in the market. Integrating various marketing activities with a more responsive approach to customer needs can ultimately help organizations strengthen their competitiveness and maintain business sustainability in the evolving digital economy.

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