

# **DIGITAL INNOVATION DEVELOPMENT POLICY TO INCREASE SME ENTREPRENEURSHIP CAPABILITY IN DISRUPTION ERA**

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## **ABSTRACT**

In creating new entities and more effective use of innovative capabilities, expertise, and skills, digital technology in human life is a hallmark of modern society. Some people feel dependent on the internet, including the entrepreneurial activities of Small and Medium Enterprises (SMEs) in utilizing digital information technology innovations to run their businesses, especially in the current era of distribution. Therefore, it needs to develop the policy of the digital innovation to maximize the capability of a company. The aim of this research is to understand the process of developing digital innovation to improve the entrepreneurial capabilities of SMEs in the distribution era. This study uses a literature study approach by observing and analyzing all information on the research topic such as literature, books, notes, magazines, and other references. The research results show that the development of digital innovation has a very close relationship with entrepreneurship, where both of these items have the same target, namely to make a profit. Furthermore, the marketing method for SME entrepreneurship products is used by utilizing digital innovation, namely online marketing through social media, digital platforms, or other marketplaces. This activity has a massive opportunity in the business world because it has entered the industrial era 4.0 and is heading towards society 5.0. Therefore, the SMEs need to apply the policy that is proven to be effective in developing digital innovation.

*Keywords: digital innovation, policy, SME, entrepreneurship capability, disruption*

## **1. INTRODUCTION**

Entrepreneurial capabilities and intensity, and intentions do not manifest in space. Socio-cultural, institutional aspects, and variables of the economic environment, market structure, technology, and industrial dynamics are the driving factors that provide the power for the growth of entrepreneurial activity. The entrepreneurial perspective maps out three critical arguments in it, namely: first focusing on the individual, or in other words, it is stated that entrepreneurial action is understood as a "human" attribute, with individual characteristics that distinguish entrepreneurs from other members of society. The second idea emphasizes other economic and environmental factors that encourage and enable entrepreneurial activity, such as market dimensions and the dynamics of technological change. The third idea relates to the functioning of institutions, culture, and social values. It is stated that this approach is not exclusive, because the entrepreneurial activity is a "human" activity and does not just happen because of changes in the economic or technological environment or due to normative or demographic changes [1]. Observing the idea of developing digital innovation to increase SME entrepreneurship in the distribution era as a fundamental principle.

Managerially, the entire SME management system must adapt to digital technology that allows them to continue to live. This managerial aspect includes the direction of developing SMEs that can equip all their tools with technology-based marketing. Of course, this must be accompanied by capacity building in other fields, namely human resources, finance, and of course the production process. Therefore, managerially, the development of digitalization is an opportunity for SMEs to change the orientation of business management and marketing from conventional to digital. The convenience of conventional marketing in normal times turns out to be bad when a crisis arises. Apart from changing the marketing orientation, a strong foundation of managerial aspects in the fields of production, human resources, and finance is inevitable. The main priority that needs to be done is to move all managerial aspects to enter the digital world.

Currently, many SMEs are affected by the Covid-19 pandemic crisis. Therefore, the creation of digitalization of economic activities in the form of compiling and strengthening marketing and distribution technology is absolutely necessary to mobilize SMEs that have fallen due to the Covid-19 pandemic crisis. SMEs will be digitally literate from a series of digital literacy that will be carried out. Marketing technology using online has become a necessity to adapt to digital technology by using marketing applications in the network (online). The problem that occurs is actually convenience with conventional marketing without glancing at digital marketing. The Covid-19 pandemic crisis has made SME players decline.

The Ministry of Cooperatives and Small and Medium Enterprises (UKM) survey on June 10, 2020 showed 40% of MSMEs will stop operating as long as the Covid-19 pandemic is still ongoing. This was due to a decrease in trading activity (23.10%), distribution (19.50%), distribution (19.45%). The survey was conducted on 195,009 MSME entrepreneurs. Online sales are able to turn losses due to store closures into profits. The digital ecosystem is also used to increase promotions, sales distribution, and payments. The advantage of using the digital ecosystem is that sales are still positive because there is digital connectivity that has been built before. The pandemic has made small entrepreneurs adapt to new consumption patterns, fear of leaving the house, to fear of using cash. This condition requires SMEs to promote more aggressively online, sell their products quickly through the goods delivery system and prioritize health protocols. Since May 2020, an additional 300,000 SME players have ventured into digital. This number adds to the list of around 8.3 million business units (13% of the total 64.19 million SME units) that have been digitally connected, which has proven to help them amidst social restrictions.

In general, entrepreneurial digital innovation is defined as a global entrepreneurial activity, in the form of open access to goods and services, where information and knowledge networks are the main production factors, through the use of digital technology. "Digital technology which practically manifests in the growth of the function and role of information and communication technology is a driver of business growth and allows the development of start-up businesses. Entrepreneurial digital innovation basically depends on the use of digital technology by individuals, companies, and governments. For hardware, software and connectivity to play a role in value creation and increased productivity, digital technologies must be used effectively" [2], [3].

When the business is running, it needs a way to improve and develop the business. To improve and develop a business, one of the factors needed is reliable marketing, because entrepreneurship requires creativity and innovation when marketing a product or service from a business. Without mature and reliable marketing, businesses can experience setbacks or failures, especially in the current distribution era which is included in the industrial era 4.0 and towards the era of society 5.0, all lines have begun to transform from conventional to digital and internet of things [4]. According to Internet World Stats (2021) that internet use in the world has reached 58.78% of the world's population, which is 4,536,248,808 people as of June 2021. 50.7% of the world's internet users come from the Asian continent, which is 2,300,469,859 people. This shows that the community is open to

the digital world and the internet at the same time this is a challenge for entrepreneurs to market their business so that they can transform to digital [5], [6].

This research will further elaborate on digital innovation to improve entrepreneurial capabilities in the distribution era. Research conducted by Ghobakhloo & Fathi focused on the use of increasingly modern technological developments in the sale of a product, so that SMEs can minimize costs and save more time, besides that the process is also very simple without having to go here and there because it only requires a mobile phone or computer device and the like coupled with an internet network [7]. Also in several previous studies, it was reviewed that SME actors turned to the use of digital technology including social media for the development of SMEs in Indonesia; [8], [9]. Further research by Adam et al. the focus of his research is on digital marketing which is closely related to entrepreneurial activities that have entered the industrial era 4.0 and towards society 5.0 and the target market has been transformed to a digital platform.[10] Meanwhile, this research is more about an effort to emphasize the digital-based SME development model during the Covid-19 pandemic. This development also includes utilization, market place, social media, and various other supporting applications.

In the end, through the use of digital innovation in increasing entrepreneurial capabilities, it can save the fate of SMEs in Indonesia which then leads to the goal of understanding the process of developing digital innovation to improve the entrepreneurial capabilities of SMEs in the distribution era. So it is hoped that this research can be the basis for SME actors who have not made digital marketing innovations so that they can realize it so that there is an increase in the entrepreneurial capability of SMEs in this distribution era.

## **2. LITERATURE REVIEW**

### **Innovation**

"In general, innovation is a process and/or result of developing the use of a product or resource that has existed before, so that it has more meaningful value. Innovation is defined as a process from the discovery of ideas and ideas, the production process to the marketing process" [11], [12]. There are also those who say that the meaning of innovation is a renewal of various resources so as to provide more benefits/value added for humans. A very important factor in determining the innovation process is the advancement of technology and science. Advances in science and technology are an important factor in determining quality, positioning, company performance, and profits while winning the competition in the industrial revolution 4.0. Initially, the concept of innovation was used in a macro context that innovation was an important driving force (critical driving force) in economic growth. However, currently the concept of innovation has shifted into a micro context, which is related to the innovation process that occurs within the company [13]. Innovation is defined as the transformation or implementation of ideas or ideas based on the power of creativity to produce processes and products that have higher added value.

Innovation is understood as "as the introduction of something new and useful in products, processes, or services" [14]. Innovation is producing something new and valuable, either in the form of products, processes, or services. Companies that have succeeded in creating competitive advantage are companies that can create innovation and creativity through a practical and planned innovation process. To support these changes, effective strategies are needed to create new products and product development by increasing the creative abilities of employees or members of a company.

Then, there was a shift in the concept of innovation with the introduction ten types of innovation from [15], which stated that there were ten innovations that could be used in business development. This innovation is a breakthrough for companies that sometimes only focus on product and service innovation. If the company innovates in several fields, it will be difficult for competitors to be able to compete with the company. The ten types of innovation are divided into three broad categories: configuration, offering, and experience. The three

groups represent the company's innovation strategy used in order to improve the company's internal aspects as a means to promote better external results.

### **Entrepreneurship**

Spigel & Harrison views entrepreneurship as an attitude towards management, more precisely as an attitude towards life, it is used to start and run a company [16]. Rae stated that entrepreneurship is a fundamental part of modern economic and social life, and entrepreneurs have an important role in society [17]. Then Michaelis et al. state that there are several aspects contained in entrepreneurship, namely: the environment in which entrepreneurship occurs, people are involved in entrepreneurship, entrepreneurial behavior displayed by entrepreneurs, innovation, risk assumptions at the personal, organizational, and even society and add value to entrepreneurs and society [18].

Parker argues that entrepreneurship is the business world or the business world which is related to the use of opportunities, the management of resources for profit [19]. Woronkiewicz stated that entrepreneurship is the creation and discovery of business opportunities, followed by the courage to take risks, and requires calculated actions to execute these opportunities to overcome the obstacles that exist to success [20]. Olanrewaju et al. argue that, in general, entrepreneurship is a process of doing something new (creative) and different (innovative) that is useful in providing added value; specifically, entrepreneurship is the ability of risk managers to optimize all existing resources, be it material, intellectual, time, and creative ability to produce a product or business that is useful for himself and others [21].

The factors that cause entrepreneurial success are ability and willingness, strong determination and hard work, recognizing existing opportunities, and trying to seize them at the right time. At the same time, according to Zimmer, "the factors causing entrepreneurial failure are managerial incompetence, lack of experience, lack of financial management, failure in planning, inadequate location, lack of equipment supervision, lack of seriousness in entrepreneurship, and inability to make entrepreneurial transitions" [22].

### **3. RESEARCH METHODS**

This study uses a literature study approach by observing and analyzing all information on the research topic. Library research is a type of research that is used to collect in-depth information and data through various literature, books, notes, magazines, and other references, as well as relevant previous research results, to obtain answers and theoretical foundations regarding the problems to be studied [23]. In this study, the main topic that will be elaborated on is the development of digital innovations to improve the entrepreneurial capabilities of SMEs in the distribution era. That way, it will be known that the development of digital innovation is one of the alternative developments while saving SMEs in the distribution era.

Several steps will be taken in research that put forward a literature study model. First, researchers observe and analyze based on phenomena that occur related to the research topic. Second, determine the research focus based on the information that has been obtained and obtained from the literature review. Third, the source of the data collected is in the form of information or empirical data sourced from books, journals, research reports, and other literature that can provide a new scope of research. That way, researchers can help identify various variables related to the research topic. Fourth, reviewing various literature sources to obtain maximum results so that they will find new ideas related to the research topic. Finally, analyzing research notes from various works of literature to get a conclusion compiled in the form of a research report with the applicable writing systematics. Thus the literature study method can combine the findings of the same theme as preliminary studies with contemporary studies (Zed, in Izaak et al., 2022) [24]. Thus, verification of previous studies can find elements of novelty in further research.

## 4. RESULTS AND DISCUSSION

### Digital Entrepreneurship

"Digital entrepreneurship is a subcategory of entrepreneurship where traditional organizations that are physically active are digitized. Traditional entrepreneurs change into new forms of business in the digital era in terms of product, distribution, and location" [4]. "Digital entrepreneurship is also an effort to achieve new business opportunities through new media and internet technology" [25]. More specific Elia et al. (2020) stated that "digital entrepreneurship is an effort to gain market share, business opportunities that make money and strive to be innovative, radical and risk takers" [2].

These things show that business people in the distribution era have all the characteristics mentioned. They are encouraged to develop innovative digital businesses in products, distribution, and internet-based workplaces to seek specific shares and market opportunities. Digital business development activities are carried out by the government, universities, and industry through business development centers or called business incubators.

Among the advantages of digital entrepreneurship is that digital businesses tend to be new, so they are not considered in business competition. Digital businesses can access and analyze several competitive and potential customer information. Digital businesses are also obsessed with acquiring, disseminating, and analyzing actions through knowledge because they are market-oriented [4]. "The development of digital entrepreneurship requires the collaboration of three parties, namely the government, universities, and industry. The Ministry of Communication and Information has launched a policy of 1000 digital startups" [26]. The role of the Indonesian government in making regulations is very important to encourage the development of new digital entrepreneurs.

Digitalpreneurs are entrepreneurs whose businesses are digital-based or ICT-based (Information and Communication Technology). "Digital entrepreneurship is a phenomenon that emerged through the development of information and communication technology. Guthrie, (2014) states that digital business is selling products or services through electronic networks. Digital entrepreneurship has also attracted the business interests of millennial businessmen" [28]. However, the potential for digital entrepreneurs from business people certainly needs to be developed by various parties. The parties that play a major role are the government, universities, and industry. These three parties are the most conducive organizations to developing innovation. The roles of the three parties that have been moving each other can cooperate, or it is called the triple helix [29].

To produce digital entrepreneurs, digital-based entrepreneurship education and training are needed. [28] stated that digital entrepreneurship initially started in developing business digitization. The scope of business digitization comes from digital services, which are relatively fast and satisfying, so it was chosen to make almost all services digital. The potential for goods and services is broader with digital distribution channels, the potential for digital interaction with stakeholders, and the digital potential from internal activities related to the company's operations. The digital business describes new value creation, which involves new business modes based on digital goods and services, digital distribution, digital workplaces, and digital markets. Digital entrepreneurship is very different from traditional entrepreneurship. The difference lies in the business conditions in capital, place, and product. There is a difference in the capital aspect between the type of physical business and the online business, which requires many calculations regarding a fairly large need because it considers various things for business licensing and raw materials/main products traded. If strict rules regarding capital do not bind online businesses because the majority of actors/prospective digital business actors do not require much capital like conventional businesses [4].

The uniqueness of digital entrepreneurship lies in the fact that ICTs provide the infrastructure that supports most, if not all, value chain activities and on which they depend. Two types of business fit the definition: (a) Businesses that use ICT to reduce costs and improve internal operations and customer service through the adoption of digital platforms; and (b)

Businesses that develop hardware, software, and network technologies and use digital platforms to commercialize them. These include businesses providing online accounting, Wi-Fi hotspots, phone backup, smartphones, social computing and digital platforms for music consumption, cellular and internet cataloging, search engines, buying and selling marketplaces, and multimedia businesses selling digital products and services [30]. In addition, startups whose business models are market-oriented or consumer-oriented must take full advantage of the technological resources available in an open technology environment [31].

The development of digital-based SMEs is one of the alternatives to save the SME sector in the current era, especially during the Covid-19 pandemic. However, the government and Ministry of Cooperatives and SMEs have been trying to encourage digital transformation so far. In this context, digital entrepreneurship is a form of business that utilizes the sophistication of digital technology, from processes to marketing products and services. In other words, all types of businesses that sell their products online, whether using websites or applications, are included in digital entrepreneurship. The use of e-commerce applications and social media in digital marketing includes the realm of digital entrepreneurship. Thus, the future of digital entrepreneurship can be one of the sectors that will positively contribute to strengthening the Indonesian economy. This can be traced to the strengthening role of information technology in the business world. Digital technology has changed all the character and nature of a more digital-based entrepreneurial model [32].

Social media in the economic context is increasingly opening up new business opportunities for the community in developing digital entrepreneurship models. If examined, digital entrepreneurship comes from the word "technopreneur," which means "digital entrepreneur" from a combination of "technology" and "entrepreneur." In general, "technology" refers to the practical application of knowledge used to run an industry, including the creation of tools, skill development, problem-solving, and so on. At the same time, the word "entrepreneur" refers to a person or group who creates a business with the courage to take risks and uncertainties to achieve profit by identifying existing opportunities [33].

This identification confirms that the digital entrepreneurship phenomenon will give the many public opportunities to start entrepreneurship, especially at the SME level. This can be traced because the digital entrepreneurship model offers many solutions in the form of convenience and comfort at lower prices and rates. However, it is not enough for a digital entrepreneur to only have one or two skills in the field of technology, but also to care about the technological innovation that is supported by the discovery of creative ideas. This means that business development in the technology field must still involve many actors, such as creative idea owners (digital entrepreneurs), research centers, capital providers, and the government [34].

Djafarova & Rushworth mentions that there are several factors that influence a person's decision to shop online, namely:[36]

1. Convenience. This factor is important considering that most people start trying to avoid crowds to jostle when shopping in several shopping centers. Thus the choice to shop online shopping becomes a new alternative that can make it more effective.
2. Complete information. The presence of information technology makes access to information so fast and easy. This is coupled with the many platforms that have provided a variety of information, rating, and review features to provide reviews about the quality and information of a product.
3. Availability of products and services. Only by accessing the website can people quickly find out the availability of goods without visiting the store. This can also help potential buyers who are located far from the store by not needing to visit but still being able to buy goods online.
4. Cost and time efficiency. Some websites often offer potential buyers the best prices by comparing prices in several stores at once. This price comparison becomes

meaningful for potential buyers. Moreover, the online shopping model can be done anywhere and anytime.

In other words, the digital entrepreneurship model will encourage the creation of innovations to create a new ecosystem for SMEs that can increase the productivity of the welfare of the Indonesian people [3]. In addition, with this technique, SMEs will continue to be motivated to use technology in the network to market their products. The excess is that SMEs will be able to quickly adapt to the digital world, which can compete on the international stage. Digital-based entrepreneurship has a high opportunity to run its business. Digitalization in entrepreneurship can increase competitive opportunities and reach a wider area [37].

### **Digital Marketing Characteristics**

The characteristics of digital marketing need to be owned by entrepreneurs. A strong entrepreneur, on the other hand, has characteristics, the entrepreneur can compete and stay in the competition because of the following characteristics [38]:

1. Be careful in planning  
Foresight and preparation cannot be overlooked. It is essential to stay focused on the main goal, build a clear strategy and plan, then stay on the right path. No company has achieved that by trying to do it all at once. Building a stable base requires careful preparation, vision, and strategy.
2. Effective Communicating  
Accurately organizing and articulating ideas and opinions. Thus it will be easier to be successful as a digital entrepreneur. It is not enough to have a brilliant idea but still have to be able to communicate it to others. This is especially relevant when engaging with corporate leaders and potential investors. This is also important when working with colleagues and business partners [39].
3. Adaptability  
Things do not always go according to plan. Digital entrepreneurs must be able to adapt to new situations and problems that will inevitably arise. It is useless to be hard on concentration if someone knows that something is not quite right. Understanding each specific situation and making the necessary changes to the strategy as needed [40].
4. Ability to Learn  
Entrepreneurs are still learning new things. This attitude of wanting to learn drives them to expand and develop their company. A good understanding of a domain or business can help gain insight into customers and how they act. An entrepreneur can create an effective marketing campaign for a company if do not understand how customers think. Following the learning curve is not always easy. This is especially true for digital engines like SEO, constantly evolving. This is where finding a reliable partner with the necessary industry expertise comes in handy. SEO services are the perfect way for digital marketing companies to expand their SEO services quickly [41].
5. Looking for New Opportunities  
As an entrepreneur, must always look for new opportunities and innovations. Entrepreneurs will be able to prepare themselves to recognize and capture new business opportunities that will broaden their horizons while learning and growing [42].
6. Technology Literacy  
Digital entrepreneurship requires a thorough understanding of the technical world in which you operate. Understanding how each technology interacts with other technologies will help you to consider your business [43].
7. Learn from experience  
It's important to look back and learn from your mistakes when you first started out. Remembering things that have been learned. Uses what has been learned to show

others how to solve problems more efficiently. There is no substitute for experience as a teacher [44].

8. Persistence

It's only a matter of time before things get tough. That's when you have to take charge and act. Persistence and pure dedication will help conquer challenges, stay ahead of the game, and accept defeat gracefully.

Using dynamic capability theory which refers to "the ability to integrate, build, and reconfigure internal and external competencies to cope with a rapidly changing environment" [45]. The dynamic capabilities approach emphasizes organizational and strategic capabilities to achieve competitive advantage and consists of three main components of capabilities consisting of:

1. Sensing and shaping opportunities and threats (sensing),
2. Seizing opportunities (seizing), and
3. To maintain competitiveness through upgrading, merging, protecting, and where necessary, reconfiguring the organization's intangible and tangible assets (transformation or shifting).

### **Building Synergy between digital SMEs and Netizens**

The distribution era, which includes the development of digital innovation and has entered the industrial revolution 4.0 by prioritizing technological advances, is very influential on all human activities globally, specifically in Indonesia. Digitization cannot be separated from the role of the internet community (netizens), especially in social media. Because it is these netizens who will determine a product's and service's success, it will become public attention. In this case, the citizen is the community's identity on social media. A digital society or netizens consists of several classifications.

Netizens are users of various social media platforms who actively interact with each other digitally in cyberspace. Furthermore, netizens are differentiated based on the classification of their activity level on social media. The classification forms several terms based on their role in amplifying and disseminating digital messages or content. The roles in digital society are buzzers, influencers, and followers. In social media, a buzzer is defined as an account that acts at any time to disseminate, campaign, and broadcast messages or digital content to other netizens to influence or strengthen the message or content.

Meanwhile, influencers are social media accounts that have a powerful influence on their followers, so these accounts can encourage and influence followers to act as they wish. According to its character, followers are social media accounts that follow the behavior of influencer and buzzer accounts. Furthermore, followers are citizens who submit to the wishes of the influencers and buzzers they follow [46]. These three netizen actors must also be understood by SME business actors in utilizing digital innovation development on social media.

Furthermore, in developing digital innovation to improve the entrepreneurial capabilities of SMEs, SME actors must synergize with citizens by displaying creative content. Through presenting creative content, it can automatically attract the attention of netizens to be able to disseminate their products. Thus, this synergy will enable the citizen actors to know the products and services offered by SMEs widely. In addition, the synergy developed is by using reseller techniques. This technique is to invite netizens who come from generation Z to be able to participate in reselling products produced by SMEs [47]. With the reseller technique by the millennial generation, it will be a perfect marketing channel. This is because the millennial generation has a wide range of friendship nodes. With this synergy, it is hoped that the marketing of SME products utilizing digital innovation will increase. This reseller technique must also involve markets such as Lazada, Tokopedia, Shopee, and other marketplaces. So, marketing media utilizing digital innovation will increasingly open up opportunities for SME products to be widely known by the public [48].



The last technique is to work with netizens, especially Generation Z, to participate in promoting SME products and services. This technique enables millennial netizens to give testimonials to SME products through their respective social media. With this testimonial technique, which is then spread on every citizen's social media, it can at least be one of the promotional media. This means that by involving more netizens to provide testimonials, consumers will have a greater chance of accepting the products from SMEs in Indonesia. Because without synergy between SMEs and citizens, it will be difficult for SME entrepreneurs to be able to offer their products quickly on social media. Therefore, knowledge in getting to know netizen actors to techniques to go viral must be known by SME entrepreneurs who take advantage of digital innovation to compete. This kind of knowledge needs to be obtained by SMEs through mentoring and various training by third parties as well as independently.

### **Digital Entrepreneurship Challenge**

Today, companies are more likely to prioritize their online projects. Retail companies are booming thanks to digital innovations in product marketing, and entire businesses are founded solely on websites and apps. While these two things support our economy, there are some downsides. There is also a lack of appropriate laws and regulations governing online business today [49].

They operate independently and without supervision, making any action against them challenging and ultimately putting the customer at risk. They often engage in illegal activities but are never prosecuted. As a result, effective e-commerce must be enforced. Otherwise, the company will suffer in the long run due to a lack of accountability and transparency. It has been a long time since the government stepped in and supported the online marketplace. Entrepreneurs should be given the ability to obtain bank loans in addition to answering questions about trust.

## **5. CONCLUSION**

The development of digital innovation has a very close relationship with entrepreneurship, where both of these items have the same target, namely to make a profit. Furthermore, the marketing method for SME entrepreneurship products is used by utilizing digital innovation, namely online marketing through social media, digital platforms, or other marketplaces. This activity has a huge opportunity in the business world because it has entered the industrial era 4.0 and is heading towards society 5.0. The target market has transformed into a digital platform. Naturally, more people are turning to the digital environment for income and job opportunities, especially as more conventional industries are heavily affected by the changing times of the distribution era. The world of entrepreneurship is fascinating because it allows working from home and has more flexibility. Entrepreneurs need to take advantage of the development of digital innovation with various characteristics that must be possessed in facing the challenges of the distribution era or the era of digitalization in various aspects of life and the increasingly rapid development of information technology. The existence of digitalization should be an opportunity for entrepreneurs to increase sales results for their business and creativity that supports success in the present and future.

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