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MANAGEMENT, ENTREPRENEURSHIP, AND MIS INNOVATION: A CRITICAL EXAMINATION OF DIGITAL TRANSFORMATION, ORGANISATIONAL COMPETITIVENESS, AND SOCIOECONOMIC DEVELOPMENT

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ABSTRACT: This critical narrative review synthesises research at the intersection of management, entrepreneurship and Management Information Systems (MIS), with particular attention to digital transformation, organisational competitiveness and socioeconomic development. A targeted, relevance-based search of scholarly literature published primarily from 2013 to 2026, supplemented by foundational theoretical works, was undertaken across major scholarly databases and publisher-indexed sources. The retained literature was analysed thematically around digital capabilities, entrepreneurial action, innovation, competitiveness, ecosystems, inclusion, governance and sustainability. The synthesis indicates that digital technologies can enable opportunity recognition, strategic decision-making, innovation and organisational adaptation, but outcomes are conditional rather than automatic. Organisational capabilities, ecosystem relationships, infrastructure, skills, governance and institutional context shape whether digital resources are converted into value. The review further identifies tensions involving unequal access, cybersecurity and ethical risks, capability erosion, platform dependence and the difficulty of sustaining advantage when technologies diffuse rapidly. The paper advances an integrative framework that connects MIS-enabled digital capabilities, entrepreneurial action and ecosystem conditions with innovation, organisational competitiveness and socioeconomic outcomes, while specifying research gaps for empirical validation.

Keywords: Management Information Systems, Digital Entrepreneurship, Digital Transformation, Innovation, Organisational Competitiveness, Entrepreneurial Ecosystems

INTRODUCTION

Rapid digital transformation has intensified scholarly interest in management, entrepreneurship, and information systems. Within Management Information Systems (MIS), technologies such as artificial intelligence (AI), cloud computing, big data analytics, the Internet of Things (IoT), blockchain, and intelligent information systems are reshaping how opportunities are identified, decisions are made, and value is created (Elia et al., 2020; Sahut et al., 2019). Against this

background, this article critically examines how management and entrepreneurship interact with MIS to influence innovation, organisational competitiveness, and socioeconomic development.

The article addresses three interconnected research questions:

1. How do management practices and entrepreneurial initiatives drive technological innovation?
2. What mechanisms link digital entrepreneurship to organisational competitiveness?
3. Under what conditions do these activities contribute to inclusive socioeconomic development?

The analysis is organised around three thematic areas: innovation, competitiveness, and socioeconomic development, with particular attention to limitations, contradictions, and unresolved scholarly tensions. The article concludes with policy implications and an agenda for future MIS research.

The paper also responds to an important gap in recent review literature. Satalkina and Steiner (2020a) systematically examined digital entrepreneurship within innovation systems and identified categories and future research avenues, while Satalkina and Steiner (2020b) developed a theory-based systematisation of core performance indicators. More recently, Uriarte et al. (2025) conducted a hybrid review of AI technologies and entrepreneurship using a substantially larger evidence base and a transparent review protocol. The present article differs in emphasis by bringing management, entrepreneurship, MIS innovation, organisational competitiveness, and socioeconomic development together in one cross-cutting synthesis, while highlighting the contextual conditions and tensions that shape digital entrepreneurship outcomes.

Review approach

The manuscript is treated as a critical narrative review rather than a systematic literature review. The source base consists of the scholarly works deliberately selected for direct relevance to the three research questions and synthesised thematically across innovation, competitiveness, socioeconomic development, and cross-cutting issues of governance, inequality, and sustainability. The resulting synthesis is interpretive and comparative rather than a statistical aggregation of study effects.

THEORETICAL FOUNDATIONS AND MIS PERSPECTIVES

Management and entrepreneurship research draws on theoretical perspectives that explain how information systems support, mediate, and constrain entrepreneurial processes. This article emphasises three perspectives: the Resource-Based View (RBV), Dynamic Capabilities Theory (DCT), and Entrepreneurial Ecosystem Theory (EET).

The Resource-Based View (RBV) and Digital Capabilities

The Resource-Based View (RBV) was developed by Barney (1991) and remains influential in strategic management, particularly in explaining differences in organisational performance. The theory proposes that organisations can sustain competitive advantage when they possess and effectively deploy valuable, rare, inimitable, and non-substitutable resources. RBV focuses primarily on internal organisational resources rather than on industry structure or external market positioning (Barney, 1991).

Although RBV initially focused on tangible resources such as financial capital, physical assets, and production facilities, its application has expanded to include intangible resources such as organisational knowledge, digital capabilities, information systems, innovation capacity, organisational culture, and human capital. In the context of MIS and entrepreneurship, these resources can support combinations of technological capability, market knowledge, innovation competence, and organisational learning that competitors may find difficult to replicate.

A central limitation of RBV is its relatively static treatment of resources. While the framework explains why valuable resources may contribute to competitive advantage, it provides less guidance on how organisations continually renew or reconfigure resources in rapidly changing technological environments. Digital ecosystems are characterised by technological disruption, changing customer expectations, artificial intelligence, cybersecurity threats, and continuous innovation. RBV therefore provides a useful foundation but does not by itself fully explain organisational adaptability and continuous innovation.

Dynamic Capabilities and Digital Agility

Teece, Pisano, and Shuen (1997) introduced Dynamic Capabilities Theory (DCT) partly in response to limitations associated with resource-centred explanations of competitive advantage. The theory holds that sustainable competitive advantage depends not only on resource ownership but also on an organisation's capacity to adapt, innovate, and transform its resource base in response to technological disruption and market uncertainty.

DCT emphasises three interrelated organisational processes: sensing opportunities and threats, seizing identified opportunities through strategic action, and transforming or reconfiguring organisational resources. The theory has become influential in digital transformation research, but its broad conceptual scope can make operationalisation difficult because the boundaries between ordinary capabilities and dynamic capabilities are not always clear. Measurement can also be challenging because dynamic capabilities are intangible and context dependent.

DCT complements RBV by highlighting information systems as enablers of organisational sensing, learning, decision-making, innovation, and capability reconfiguration. However, it pays comparatively limited attention to the wider institutional and ecosystem environments within which organisations innovate. This limitation creates a rationale for considering entrepreneurial ecosystem perspectives alongside capability-based explanations.

Entrepreneurial Ecosystems and Platform Governance

Entrepreneurial Ecosystem Theory (EET) explains entrepreneurship, innovation, and economic development through interactions among multiple institutional, technological, social, and economic actors rather than through the actions of individual entrepreneurs alone. Foundational work by Isenberg (2010), Stam (2015), and Spigel (2017) emphasises the importance of interconnected ecosystem elements, including institutions, culture, networks, finance, knowledge, and material resources.

Technological innovation increasingly depends on collaborative networks rather than isolated organisational efforts. Digital transformation has therefore strengthened the relevance of ecosystem perspectives by changing how organisations create, exchange, and capture value. EET extends RBV and DCT beyond the individual organisation to the institutional environment in which innovation and entrepreneurship occur. Organisational outcomes may be shaped by digital infrastructure, institutional quality, collaborative networks, financial systems, knowledge institutions, and public policy. From an MIS perspective, information systems provide important infrastructures through which organisations connect with broader innovation ecosystems.

The ecosystem perspective also introduces a governance question. Digital platforms can connect entrepreneurs with customers, investors, mentors, knowledge, and other resources, but they can simultaneously concentrate information and decision-making power. Consequently, platform governance, transparency, cybersecurity, and accountability are relevant to understanding the conditions under which digital entrepreneurship produces sustainable and inclusive outcomes.

INNOVATION: MANAGEMENT, ENTREPRENEURSHIP, AND DIGITAL TRANSFORMATION

Management and entrepreneurship can support innovation through combinations of entrepreneurial activity, digital technologies, organisational structures, and ecosystem integration. Digital entrepreneurship has been identified as an important component of innovation systems, with outcomes shaped by the entrepreneur, the entrepreneurial process, and the surrounding ecosystem (Satalkina & Steiner, 2020a). Digital technologies can facilitate collaboration, collective intelligence, experimentation, and faster development of opportunities (Elia et al., 2020; Sahut et al., 2019).

AI-Enhanced Decision-Making

Artificial intelligence has become an important component of entrepreneurial management, with potential applications in decision support, pattern identification, predictive analytics, and opportunity recognition (Saura & Bužinskienė, 2025; Rajagopal et al., 2022). These applications can improve access to information and support decisions in data-rich environments. At the same time, the literature identifies risks involving algorithmic bias, limited transparency, privacy, and excessive reliance on opaque models (Usman et al., 2024).

Digital Technologies and Business Model Iteration

Digital technologies can accelerate product and service development and reduce transaction costs, enabling entrepreneurial firms to experiment, learn, and adapt (Uriarte et al., 2025). Cloud computing, software as a service, and low-code platforms can reduce financial and technical barriers to entrepreneurship. However, digital transformation also introduces cybersecurity risks and dependence on platform providers (Satalkina & Steiner, 2020a; Baranauskas & Raišienė, 2022).

Critical Tensions in MIS Innovation

The reviewed literature reveals three recurring tensions that are important for MIS innovation:

- **Efficiency versus exploration**: Digital tools can make existing routines faster and more efficient, but extensive reliance on established digital routines may narrow opportunities for transformative experimentation (Satalkina & Steiner, 2020a).
- **Standardisation versus customisation:** Digital platforms can support rapid scaling while also encouraging common standards that may constrain variation and contextual adaptation (Kreiterling, 2023).
- **Transparency versus competitive secrecy:** Information sharing can support collaboration and accountability but may also expose commercially sensitive information to competitors (Muldoon et al., 2022).

COMPETITIVENESS: DIGITAL ENTREPRENEURSHIP AND ORGANISATIONAL PERFORMANCE

The literature indicates that organisational performance is influenced not simply by ICT adoption but by how technology is combined with entrepreneurial and managerial capabilities. ICT-driven innovation can support organisational performance, while corporate entrepreneurship can strengthen the value derived from technological innovation (Yunis et al., 2018).

Corporate Entrepreneurship as a Catalyst

Corporate entrepreneurship can support the benefits of ICT adoption by helping established organisations pursue new ideas, innovation, and strategic renewal (Yunis et al., 2018). Organisations that support internal entrepreneurship, intrapreneurship programmes, experimentation, and calculated risk-taking may be better positioned to exploit digital opportunities. This has implications for MIS design because information systems can be configured to support innovation, knowledge sharing, and cross-functional collaboration.

AI, Resource Allocation, and Operational Efficiency

AI can support resource allocation and operational efficiency, including customer personalisation, business-model redesign, demand prediction, pricing decisions, and supply-chain optimisation (Uriarte et al., 2025). Natural-language processing can also support communication and analysis of

customer feedback. These potential benefits should, however, be considered alongside governance, transparency, data quality, and cybersecurity requirements.

Digital Transformation and SME Adaptability

Digital transformation can help SMEs reach customers, respond to market changes, and compete with larger established firms (Sudirman & Nurfaisah, 2025). E-commerce, social media marketing, and digital payment systems can reduce some barriers to market entry. Nevertheless, SMEs in developing economies continue to face challenges associated with infrastructure, cybersecurity, and access to finance (Sudirman & Nurfaisah, 2025; Kreiterling, 2023).

Critical Analysis: The Competitiveness Paradox

The literature identifies a competitiveness paradox: digital technologies can create opportunities for competitive advantage while simultaneously making technological capabilities easier to imitate. As technologies become more widely accessible, organisational competitiveness may depend increasingly on distinctive organisational culture, structures, routines, information governance, and the ability to combine technologies with context-specific capabilities. MIS research should therefore move beyond technology adoption to examine the organisational and social conditions that shape effective use.

SOCIOECONOMIC DEVELOPMENT: INCLUSION, JOBS, AND SUSTAINABLE GROWTH

Management and entrepreneurship can contribute to socioeconomic development through job creation, inclusion, and broader access to markets, but outcomes vary across contexts. Digital entrepreneurship has been associated with job creation and economic activity, while ecosystem quality, decent work, and public policy influence whether such gains become inclusive and sustainable (Sahut et al., 2019; Alzamel, 2024).

Job Creation and Youth Empowerment

Digital entrepreneurship participation can create opportunities for youth to develop digital skills, access wider markets, and participate in the digital economy (Alhassan & Mohammed, 2026). In developing contexts, digital entrepreneurship may provide pathways for addressing unemployment and underemployment. However, the quality, security, and stability of digital work remain important considerations.

The Evolution of Entrepreneurial Ecosystems

Entrepreneurial ecosystems increasingly extend across physical and digital spaces, requiring new forms of governance and coordination (Muldoon et al., 2022). Digital platforms can connect entrepreneurs with resources, mentors, customers, and investors. The broader digital economy may support competitiveness, societal well-being, and inclusive development when regulatory frameworks, information access, and outreach are supportive (Srivastava et al., 2026).

Persistent Inequalities and Conditional Outcomes

A recurring theme is that socioeconomic benefits remain uneven because inequality and local conditions moderate outcomes (Satalkina & Steiner, 2020a; Alzamel, 2024). Digital divides based on geography, education, gender, and income can result in unequal access to opportunities. Women, rural residents, and other underserved groups may face structural barriers involving digital skills, financing, networks, and infrastructure.

Ecosystem Quality and Decent Work

The quality of entrepreneurial ecosystems—including infrastructure, institutional support, social capital, and policy frameworks—can shape whether digital entrepreneurship produces inclusive outcomes (Alzamel, 2024). Decent-work considerations such as job security, fair wages, working conditions, and social protection require greater attention in digital entrepreneurship research. MIS scholarship can contribute by examining how information systems support transparency, accountability, worker rights, and responsible platform governance.

CRITICAL SYNTHESIS: LIMITATIONS, CONTRADICTIONS, AND RESEARCH GAPS

A critical reading of the reviewed literature reveals several limitations, contradictions, and unresolved issues that should inform future MIS research. These limitations, contradictions and unresolved issues are highlighted below.

The Measurement Problem

Digital entrepreneurship is often measured through indicators such as venture creation or technology adoption, but these measures may capture quantity more readily than quality. The literature acknowledges this limitation, and therefore needs stronger indicators of innovation quality, sustainability, and inclusive outcomes. Satalkina and Steiner (2020b) provide a theory-based systematisation of performance indicators, but measurement remains an important area for further MIS research.

The Context Dependency Problem

Findings from developed economies may not transfer directly to developing contexts without appropriate adaptation (Alzamel, 2024; Sudirman & Nurfaisah, 2025). The mechanisms linking digital entrepreneurship with innovation and competitiveness may vary because of differences in infrastructure, institutions, markets, and culture. Future studies should therefore examine context-specific mechanisms and moderators rather than assuming uniform effects.

The Ethics and Governance Problem

The literature identifies continuing concerns around ethical governance, cybersecurity, and data privacy (Usman et al., 2024; Baranauskas & Raišienė, 2022). As digital platforms become more influential, issues involving surveillance, algorithmic discrimination, data concentration, and

platform power require sustained attention. MIS research can contribute frameworks for ethical information governance, transparency, accountability, and responsible AI use.

The Sustainability Problem

Although digital entrepreneurship is associated with economic opportunities, its environmental implications remain comparatively under-explored (Baranauskas & Raišienė, 2022). Digital infrastructure consumes energy and generates environmental effects through data centres, electronic waste, and patterns of digital consumption. Future MIS research should therefore examine how information systems can support green entrepreneurship and circular-economy models.

Table 1 synthesises representative literature retained in the expanded critical narrative review and shows how each evidence stream informs the proposed integrative conceptual framework.

Table 1: Thematic synthesis of selected literature

Theme	Representative literature	Primary focus	Synthesis / critical insight	Role in the framework
Digital Transformation	Vial (2019); Hanelt et al. (2021); Nadkarni & Prügl (2021)	Strategic, organisational and capability changes associated with digital transformation.	Transformation extends beyond technology adoption to organisational change, strategy and capability development.	Digital transformation is an organisational and strategic process.
Digital Entrepreneurship	Nambisan (2017); Kraus et al. (2019); Paul et al. (2023)	Digital opportunity recognition, venture creation, business models and entrepreneurial processes.	Digital technologies reshape entrepreneurial processes while entrepreneurial action also shapes technology use.	Entrepreneurial action links digital capabilities with innovation.
MIS / IT Capabilities	Bharadwaj et al. (2013); Annarelli et al. (2021); Werder & Richter (2022); Yunis et al. (2018)	IT resources, digital capabilities, agility, innovation and organisational performance.	Technology-related resources contribute to outcomes when embedded in organisational capabilities and effective use.	MIS is an enabling and coordinating capability.

Dynamic Capabilities	Teece et al. (1997); Teece (2007); Eisenhardt & Martin (2000)	Sensing, seizing and reconfiguring resources in changing environments.	Dynamic capabilities explain how resources are converted into adaptation and strategic responses.	Connects MIS-enabled resources with innovation and competitiveness.
Entrepreneurial Ecosystems	Isenberg (2010); Stam (2015); Spigel (2017); Autio et al. (2018)	Networks, institutions, culture, infrastructure and ecosystem conditions.	Entrepreneurial outcomes are shaped by relational and institutional environments rather than firms alone.	Provides contextual and boundary conditions.
Digital Entrepreneurial Ecosystems	Elia et al. (2020); Bejjani et al. (2023); Bouncken & Kraus (2022)	Digital technologies, collective intelligence, networks, platforms and governance.	Digitalisation changes ecosystem structure and coordination, but effects remain context-dependent.	Explains variation in outcomes across settings.
Platforms & Governance	Gawer (2014); Bouncken & Kraus (2022)	Technological platforms, inter-organisational coordination and governance.	Platforms can enable innovation while creating dependencies and governance challenges.	Important boundary condition for innovation and competitiveness.
AI & Digital Decision-Making	Uriarte et al. (2025); Rajagopal et al. (2022); Usman et al. (2024)	AI-enabled entrepreneurship, decision support and digital frameworks.	AI expands decision and innovation possibilities but introduces ethical, governance, cybersecurity and accountability concerns.	Emerging digital enabler whose value depends on capabilities and governance.
Innovation	Nambisan et al. (2017); Satalkina &	Digital innovation, innovation	Digital innovation is shaped by	Principal intermediate outcome.

	Steiner (2020a); Kreiterling (2023)	systems and sustainable transitions.	technology affordances, entrepreneurial processes and innovation-system conditions.	
Organisational Competitiveness	Bharadwaj et al. (2013); Yunis et al. (2018); Werder & Richter (2022)	Agility, efficiency, performance, adaptability and strategic value.	Competitive outcomes vary with capability integration, organisational adaptation and context.	Outcome distinct from technology adoption.
Socioeconomic Development & Inclusion	Alzamel (2024); Baranauskas & Raišienė (2022); Alhassan & Mohammed (2026)	Jobs, inclusion, resilience, sustainability and digital entrepreneurship.	Benefits depend on access, skills, institutions and decent work rather than digitalisation alone.	Broader downstream outcome.

Note. This is a thematic synthesis rather than a systematic-review evidence-rating table; representative sources illustrate the major evidence streams.

Integrative conceptual framework

The framework treats digital transformation as a capability-building and ecosystem process rather than as a direct technology-to-performance relationship. MIS-enabled digital resources and management capabilities provide the resource base; dynamic capabilities govern sensing, seizing and reconfiguration; entrepreneurial action converts digital opportunities into innovation and business-model responses; and ecosystem, infrastructure and governance conditions shape the strength and distribution of outcomes. Innovation and organisational competitiveness are treated as linked but distinct outcomes, while socioeconomic development is positioned as a broader outcome influenced by inclusion, skills, decent work and institutional conditions.

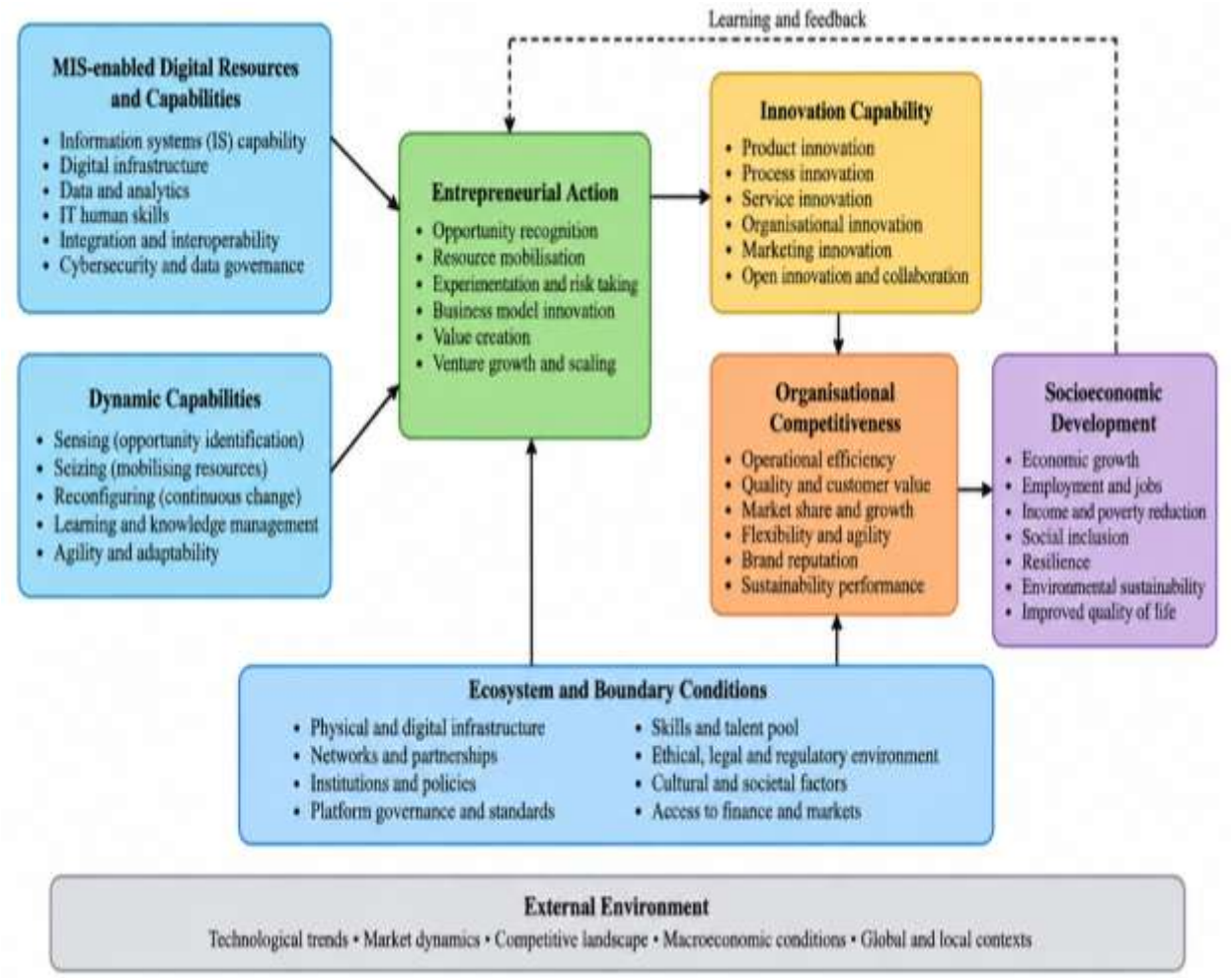

Figure 1: Integrative conceptual framework for MIS-enabled digital transformation, entrepreneurship, innovation, competitiveness and socioeconomic development

Expanded synthesis of the evidence

Recent reviews show that digital transformation research spans technology, organisational change, strategy, ecosystems and human actors rather than a single technology-adoption pathway (Vial, 2019; Hanelt et al., 2021; Nadkarni & Prügl, 2021). Digital entrepreneurship research similarly remains conceptually dispersed, with major streams covering digital business models, platforms, ecosystems and entrepreneurial processes (Kraus et al., 2019; Paul et al., 2023). This broader evidence base supports the paper's central argument that MIS should be analysed as an enabling and coordinating capability within entrepreneurial and organisational systems.

The evidence also cautions against a simple assumption that more technology produces better performance. Meta-analytic evidence indicates that IT capability is associated with agility and performance but also reveals important variation in how capabilities operate and how effects should

be interpreted (Werder & Richter, 2022). Research on digital transformation further emphasises organisational change, strategy, culture, platforms and ecosystem relationships as integral parts of transformation (Hanelt et al., 2021; Nadkarni & Prügl, 2021; Vial, 2019).

Entrepreneurial ecosystem scholarship adds a second boundary condition. Ecosystems are relational configurations of cultural, social and material attributes, and digital affordances can alter how entrepreneurial opportunities are discovered and pursued (Spigel, 2017; Autio et al., 2018). Systematic reviews of digital entrepreneurial ecosystems show that the field remains dispersed and that ecosystem attributes differ across settings (Bejjani et al., 2023). Accordingly, infrastructure, governance, networks, skills and institutional support should be treated as contextual conditions rather than as background variables.

The expanded literature also strengthens the paper's treatment of AI. Reviews indicate that AI and entrepreneurship research is growing rapidly, while AI-enabled decision support can affect the speed and scope of organisational decision-making (Uriarte et al., 2025; Rajagopal et al., 2022). At the same time, ethical governance, cybersecurity, privacy and unequal access remain relevant risks. These tensions reinforce the need to distinguish technological availability from organisational capability and socially beneficial outcomes.

POLICY IMPLICATIONS AND MANAGEMENT RECOMMENDATIONS

The review has implications for policymakers, managers, entrepreneurs, MIS professionals, and researchers seeking to strengthen organisational competitiveness and promote sustainable socioeconomic development in digitally transforming economies.

For Policymakers

1. Invest in digital infrastructure. Reliable broadband, data centres, and cybersecurity infrastructure are important foundations for digital entrepreneurship (Kreiterling, 2023; Sudirman & Nurfaisah, 2025).
2. Support ecosystem development. Policy can support entrepreneurial ecosystems through incubators, accelerator programmes, startup hubs, and digital-skills development (Audretsch et al., 2018).
3. Ensure inclusive access. Programmes directed towards underserved groups, including women, youth, and rural populations, can address dimensions of the digital divide (Alhassan & Mohammed, 2026; Alzamel, 2024).
4. Strengthen ethical governance. Regulations addressing data privacy, cybersecurity, platform accountability, and algorithmic transparency can support trustworthy digital ecosystems (Usman et al., 2024).

For Management and Organisations

1. Develop digital capabilities. Organisations should invest in information infrastructure, data-analytics skills, and IT governance to support entrepreneurial activity (Yunis et al., 2018).

2. Foster corporate entrepreneurship. Internal entrepreneurship programmes, innovation units, and intrapreneurship incentives can help organisations explore digital opportunities (Yunis et al., 2018).
3. Integrate AI strategically. AI adoption should align with organisational strategy and be accompanied by appropriate ethical and governance mechanisms (Saura & Bužinskienė, 2025; Rajagopal et al., 2022).

CONCLUSION

The first research question explored how management practices and entrepreneurial initiatives drive technological innovation. The review indicates that digital technologies can support opportunity recognition, experimentation, collaboration, decision support, and business-model adaptation. However, innovation outcomes depend on complementary organisational capabilities, governance, and ecosystem conditions rather than on technology adoption alone.

The second research question examined the mechanisms linking digital entrepreneurship to organisational competitiveness. The literature suggests that ICT use, AI-enabled analytics, corporate entrepreneurship, organisational routines, and digital capabilities can contribute to performance and adaptability. At the same time, the increasing accessibility of digital technologies can reduce their distinctiveness, making culture, routines, information governance, and contextual capabilities increasingly important.

The third research question considered the conditions under which digital entrepreneurship contributes to inclusive socioeconomic development. The review indicates that digital entrepreneurship can create opportunities for employment, skills development, market access, and inclusion, but outcomes vary according to infrastructure, institutional support, ecosystem quality, inequality, decent-work conditions, and public policy.

The review has some limitations. First, although the source base was expanded to 39 works, it remains selective relative to the breadth of the field and should not be interpreted as exhaustive. Second, the review relies primarily on English-language publications and therefore may omit relevant evidence published in other languages. Third, much of the literature is recent, which limits the ability to assess long-term effects. Fourth, because the article is a critical narrative review rather than a systematic review, the selection and synthesis of sources are not intended to provide the reproducibility associated with a formal systematic review.

Overall, the available literature points towards conditional rather than universal relationships among management, entrepreneurship, MIS innovation, competitiveness, and socioeconomic development. Future research should strengthen measurement, examine context-specific mechanisms, address ethical governance and cybersecurity, and integrate environmental sustainability into digital entrepreneurship research.

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