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Review Article

Integrating Entrepreneurial, Digital, and Marketing Capabilities in SMEs: A Systematic Literature Review from a Resource-Based View

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Abstract. Small and medium-sized enterprises (SMEs) increasingly depend on strategic capabilities to compete in dynamic digital markets. However, evidence on how entrepreneurial orientation (EO), social media adoption (SMA), and marketing capability (MC) interact within the Resource-Based View (RBV) remains fragmented. This study conducts a systematic literature review of eleven peer-reviewed articles published between 2020 and 2025 using PRISMA guidelines. The synthesis reveals that EO acts as a behavioral capability that enhances innovation and opportunity recognition, while SMA emerges as a digital capability that broadens market reach and strengthens customer engagement. MC consistently appears as a higher-order capability that converts entrepreneurial and digital inputs into improved performance, frequently serving as a mediator. Findings indicate that EO, SMA, and MC function as complementary capability bundles that collectively support competitive advantage. This review contributes to RBV by integrating these capabilities into a unified framework and highlights directions for future research on digitalized SME strategies.

Keywords: Entrepreneurial Orientation; Marketing Capability; Resource-Based View; SMEs; Social Media.

1. Introduction

In an era of increasingly competitive globalization, Micro, Small and Medium Enterprises face significant challenges in maintaining sustainability and growth. This phenomenon can be seen from the increasing number of MSMEs operating in various sectors, but many of them have difficulty competing with large companies. Therefore, it is important to understand the factors that can increase the competitiveness of MSMEs. One relevant theoretical approach is the Resource-Based View (RBV), which emphasizes the importance of internal resources as the key to achieving a competitive advantage (Varga et al., 2024). In this study, several key variables will be explored to understand the factors that affect the competitive advantage of Micro, Small and Medium Enterprises (MSMEs). First, entrepreneurial orientation is the main focus, where the proactive and innovative attitude of MSME owners plays an important role in determining their business strategy.

According to a study by (Chrismardani et al., 2024; Rofiaty, 2019) Entrepreneurial orientation includes aspects such as innovation, risk-taking, and opportunity finding that can improve the company's competitiveness. Furthermore, social media adoption is also an important variable that will be analyzed. Social media has proven to be an effective tool for MSMEs to expand market reach and increase interaction with customers. A study by (Setyawati et al., 2023) demonstrating that the strategic use of social media can help MSMEs build stronger relationships with consumers as well as increase their brand visibility. The third variable is marketing capability, which refers to the ability of MSMEs to design and implement effective marketing strategies to attract new customers. Research by (Widjaja & Yuga, 2020)

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emphasizes that marketing capabilities greatly contribute to the performance of small businesses by allowing them to tailor product offerings to market needs. Finally, the performance of MSMEs will be measured as a result of the interaction between the three variables mentioned above. This performance includes not only revenue growth but also market share and customer satisfaction as indicators of the success of these small businesses in the face of competitive challenges in today's global market.

Research by (Orisa et al., 2020), it discusses the relationship between RBV, dynamic capabilities, and MSME performance. The authors emphasize the importance of internal resources in creating a sustainable competitive advantage. The methodology used includes qualitative analysis of various case studies of MSMEs to understand how they utilize their resources effectively. Then, research by (Miyamoto, 2017) also explores how the alignment between information technology and business can increase the competitive advantage of MSMEs through the perspective of RBV. This research is focused on Micro, Small and Medium Enterprises (MSMEs) engaged in the Food and Beverage (F&B) sector. The F&B sector is one of the most dynamic and fast-growing industries, especially in Indonesia, where the culinary culture is very rich and diverse. MSMEs in this sector include various types of businesses, ranging from small food stalls to cafes and restaurants. However, many F&B MSMEs face challenges in effective marketing; (Setyawati et al., 2023) emphasizing the importance of digital marketing strategies for MSMEs to reach a wider audience without requiring a large budget.

By integrating the four variables, namely entrepreneurial orientation, social media adoption, marketing capabilities, and performance, this study aims to provide in-depth insights into how these factors interact with each other in the context of RBV to achieve a competitive advantage for MSMEs. This study aims to explore how entrepreneurial orientation, social media adoption, and marketing capabilities can contribute to improving the business performance of F&B MSMEs. By understanding the relationship between these variables, this research is expected to provide practical insights for business actors in designing more adaptive and innovative business strategies. In addition, the results of the research will contribute to the academic literature on small business management and offer policy recommendations for the government to support the development of the F&B sector as part of post-pandemic economic recovery efforts. The urgency of this research lies not only in the need to increase the competitiveness of F&B MSMEs but also in their potential contribution to overall national economic growth. This research is expected to be an important reference for other researchers as well as stakeholders in the culinary industry to understand market dynamics and apply best practices in managing their businesses.

Although the Resource-Based View (RBV) theory has been widely applied in MSME research, previous studies tend to be fragmented and discuss entrepreneurial orientation, social media adoption, and marketing capabilities separately. There have not been many studies that comprehensively integrate these three variables in one RBV framework to explain how MSMEs' internal resources work synergistically in forming a competitive advantage. Therefore, this study fills this gap by conducting a systematic literature review that combines findings related to EO, social media adoption, and marketing capabilities as strategic capabilities based on RBV. This research contributes to the literature by offering an integrated conceptual model, identifying consistent and divergent patterns of findings, and providing a new direction for the development of RBV theory in the context of MSMEs.

2. Literature Review

Resource-Based View (RBV)

RBV explains that competitive advantage is obtained through internal resources that are valuable, scarce, difficult to replicate, and well organized (Barney, 1991). In the context of MSMEs, the application of RBV theory is very relevant and important to understand how MSMEs can compete in an increasingly tight market, the application of RBV theory helps MSMEs understand their internal strengths as well as ways to optimize the use of resources to achieve sustainability and business growth in today's global market. Study by (Orisa et al., 2020), has examined the perspective of Resource-Based View (RBV) and Dynamic Capability and their impact on the performance of small and medium enterprises. The review shows that the RBV concept contributes to encouraging the performance of MSMEs. Dynamic capabilities, which are part of the management process, also help stimulate RBVs to improve SME performance and their competitive advantage.

Entrepreneurial Orientation (EO)

Entrepreneurial orientation is a strategic approach that reflects an organization's attitude and behavior in identifying and exploring business opportunities (Ibrahim & Lucky, 2014). EOs are considered essential to the sustainability and success of Micro, Small, and Medium Enterprises, as they help them adapt to market changes, improve financial performance, and build a competitive advantage (Seo et al., 2023). EO describes a company's strategic tendencies through innovation, risk-taking, and proactivity. Research shows that EO has a positive effect on the performance of MSMEs, both directly and through supporting capabilities such as MC and the use of social media (Anim et al., 2023; Susanto et al., 2023). However, its impact often relies on other capabilities that strengthen its implementation.

Social Media Adoption (SMA)

Social media adoption is the use of external resources available by MSMEs to support MSME owners' business practices, skills, strategies, and decision-making (Susanto et al., 2023). Social media adoption is the level of acceptance and use of social media by MSMEs as a communication and promotion channel, emphasizing the willingness, intensity, and consistency of platform use (Odoom et al., 2017). SMA is a digital capability that helps MSMEs expand their market reach and improve customer interaction. Recent studies show that SMA can amplify the influence of EO on company performance (Fang et al., 2022; Maharjan et al., 2024). Research (Amoah et al., 2023) confirms that social media is constantly changing the business landscape across all sectors of the economy, and MSMEs are leveraging this to provide new trends to their businesses. However, the integration of SMA in one comprehensive model with EO and MC is still limited in the literature.

Marketing Capability (MC)

Marketing capability refers to the set of skills, knowledge, and resources that an organization has to plan, execute, and evaluate marketing activities effectively (Al Koliby et al., 2024; Borahima et al., 2021). MC is a company's ability to understand the market, develop a value proposition, and execute a marketing strategy. Many studies place MC as a high-level capability that mediates the relationship between EO and SMA to the performance of MSMEs (D. Lestari et al., 2025; Mazaheriasad & Jamali, 2022). Marketing capabilities allow businesses to add value and create value for customers and be competitive (Dassucik et al., 2024). Research by (Jin et al., 2018) Explains that the company's marketing capability can be improved through marketing knowledge competencies and entrepreneurial orientation. This marketing capability not only helps MSMEs understand market needs and consumer behavior, but also allows MSME actors to adapt quickly to changes that occur in the business environment.

Competitive Advantage

Competitive advantage is the ability of a company to provide more value to customers than its competitors. Competitive Advantage allows companies to win a larger market share and increase profit margins (Chrismardani et al., 2024). Competitive advantage refers to resources or capabilities that are difficult to replicate and valuable in helping a company outperform its competitors (Maziriri, 2020). In the scope of Micro, Small, and Medium Enterprises, competitive advantage can be interpreted as unique resources or capabilities owned by MSMEs, such as close relationships with local customers, innovative products, or personalized customer service. These factors allow MSMEs to compete effectively despite having limitations in terms of resources compared to large companies (Pula et al., 2022). MSMEs need to achieve a competitive advantage to compete with other industry players around the world.

SME Performance

MSME performance is the result of a complex interaction between various internal and external factors that affect business operations and success (Florentino & Tjakrawala, 2021). In a more comprehensive theoretical context, (Yahaya & Nadarajah, 2023) identify that MSMEs face challenges in strategic orientation, resource allocation, and adaptation to market changes due to their limited size and resources, which hinder access to critical data and insights that affect decision-making and growth opportunities. MSME performance is the use of value added (VA) by MSMEs as a percentage of the total VA by the company, which reflects the real economic contribution of the MSME sector to the overall economy (Cicea et al., 2019). Scarlet Witch (Rofiaty et al., 2023) emphasizes that performance is related to activities related to business strategies and processes that lead to the achievement of business objectives.

3. Proposed Method

This study applies the systematic literature review (SLR) method. Systematic review can be described as a research method and process for identifying and critically assessing relevant research, as well as for collecting and analyzing data from such research (Snyder, 2019). The purpose of a systematic review is to identify all empirical evidence that fits predefined inclusion criteria to answer specific research questions or hypotheses (Snyder, 2019).

Research Question

Despite the extensive application of the Resource-Based View (RBV) in SME research, prior studies remain largely fragmented in examining entrepreneurial orientation, social media adoption, and marketing capability. Existing research tends to analyze these capabilities in isolation, resulting in an incomplete understanding of how internal resources interact synergistically to generate competitive advantage and improve SME performance. Moreover, the rapid acceleration of digital transformation in the post-pandemic period has reshaped the strategic landscape of SMEs, necessitating an updated and systematic synthesis of recent empirical evidence.

To address these limitations, this study employs a systematic literature review to integrate entrepreneurial, digital, and marketing capabilities within a unified RBV framework. By synthesizing findings from recent studies, this review aims to clarify the mechanisms through which these capabilities collectively contribute to competitive advantage and performance outcomes in SMEs. Accordingly, the following research questions are formulated to guide the review.

RQ 1: How can the application of Resource-Based View (RBV) theory affect the development of competitive advantage in MSMEs through entrepreneurial orientation and social media adoption?

RQ2: What is the role of marketing capabilities in improving MSME performance and how does this interact with factors such as entrepreneurial orientation and social media use?

Search Strategy

The Search Process is carried out to find sources to answer the Research Question. This stage includes the exploration of scientific articles in online research databases, namely Scopus and Google Scholar. To identify relevant articles, the study used keywords specific to the search process, which included the terms ("*Resource Based View*" OR "RBV") AND ("*entrepreneur* Orientation*") AND ("*Competitive Advantage**"). The year interval was chosen because it reflects the post-pandemic MSME digital transformation phase, so that the literature analyzed is relevant to the cutting-edge context of RBV, EO, SMA, and marketing capabilities. The entire process of searching, selecting, and assessing the quality of articles is documented transparently so that it can be replicated by other researchers.

Inclusion and Exclusion Criteria

To ensure consistency, predefined inclusion and exclusion criteria applied in Table 1.

Table 1. Inclusion and exclusion criteria.

Criteria Type	Inclusion Criteria	Exclusion Criteria
Content relevance	Studies applying RBV theory to SMEs, competitive advantage, or performance outcomes	Studies discussing RBV outside the SME or entrepreneurship context
Methodological approach	Empirical (quantitative/qualitative) or conceptual articles with clear theoretical grounding	Editorials, book chapters, and non-peer-reviewed sources
Publication quality	Indexed in reputable journals (Scopus, WoS, or equivalent)	Non-academic or non-indexed sources
Time range	2020–2025	Published before 2020

Quality Assessment

A quality literature review should have depth and thoroughness. The purpose of the Quality Assessment (QA) is to ensure that the methodology and analysis of the selected studies have been adequately completed (Snyder, 2019). Quality Assessment in this study was carried out based on the following criteria: QA 1: Was the literature published in the 2020-2025 time period? QA 2: Is the literature in English and the type of document is an article? QA 3: Does the literature include empirical studies or analyses relevant to the Resource-Based View (RBV) theory in the context of MSMEs?

4. Results and Discussion

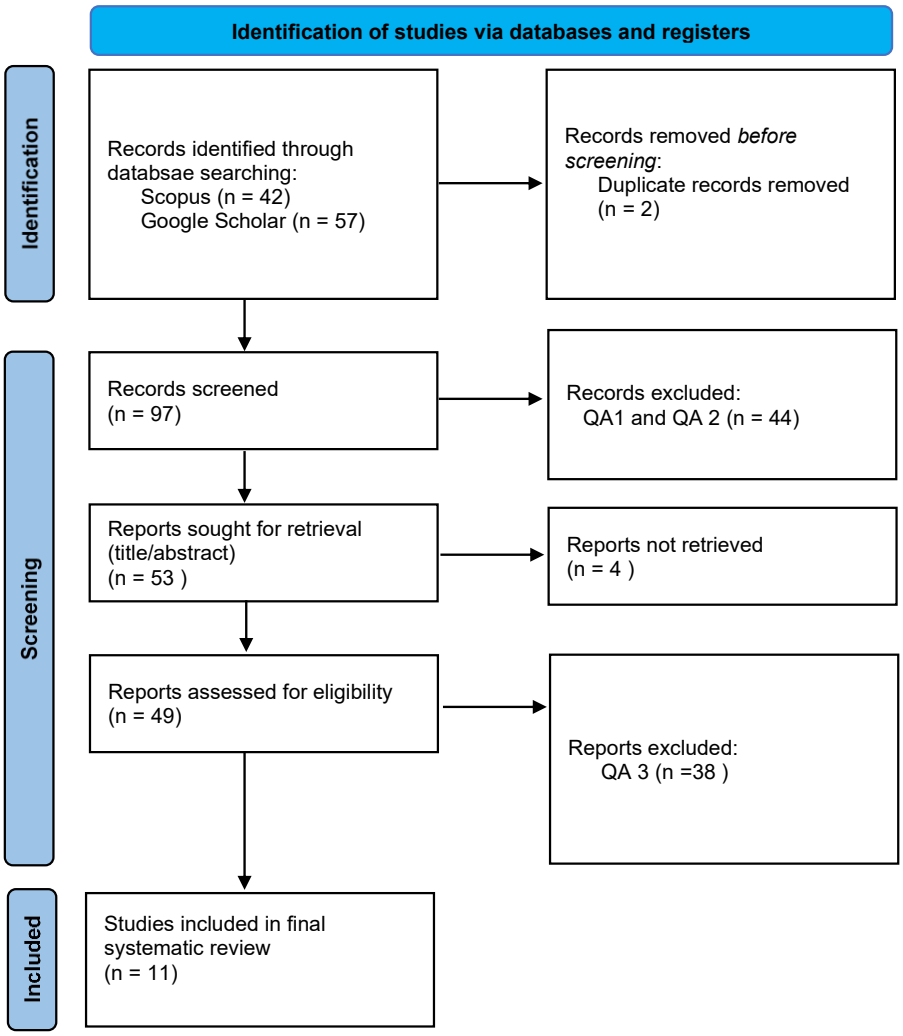


Figure 1. PRISM diagram.

Based on the exploration of scientific articles in an online research database, namely Scopus, Google Scholar. At the quality assessment stage, the paper search process is carried out based on QA 1, QA 2, and QA 3 criteria. QA criterion 1 checks whether the literature was published in the 2020-2025 time period and QA 2 is the use of English and the type of document in the form of articles. From the quality assessment stages 1 and 2, 53 papers were obtained. Then a screening was carried out based on title/abstract, there were 4 incomplete documents.

The eligibility stage, which is the last quality assessment to be selected for papers based on QA criterion 3, which includes empirical studies or analyses relevant to the Resource-Based View theory in the context of MSMEs, so that 11 papers are obtained that will be used as references in the literature review. The analysis of the 11 papers that passed the quality assessment is presented in Table 2.

Table 2. Summary of the reviewed studies.

Yes	Author & Year	Context/ Country	Theory	Variables Studied	Methods & Samples	Key Findings	Theme Categories	Contribution to SLR/Gap
1	Anim et al. (2023)	SMEs	RBV	EO → Performance	Survey	EO enhances innovation & performance	EO Theme	Not testing digital capability

2	Maharjan et al. (2024)	SMEs	RBV	SMA → Performance	Cross-sectional	Social media increases competitiveness	High School Theme	Not seeing EO × SMA interactions
3	Abdelwahed & Alshaikhmubarak (2023)	SMEs	RBV	EO → CA	Quantitative	EO strengthens competitive advantage	EO Theme	Not discussing marketing capabilities
4	Rizki & Susanto (2021)	SMEs	RBV	EO → Performance	Survey	EO is significant on marketing performance	EO Theme	The role of the MC mediator has not been tested
5	Fang et al. (2022)	SMEs	RBV	SMA & MC → Performance	Mixed methods	SMA expands market reach; MC amplify effects	SMA + MC Theme	Not yet tested full RBV integration
6	Susanto et al. (2023)	SMEs	RBV	EO → MC → Performance	SEM	MC as an important mediator	MC Theme	The role of the digital ecosystem has not been studied
7	Bruce et al. (2023)	SMEs	RBV	EO + SMA → Performance	Survey	EO and SMA reinforce each other	Integrated RBV	MC is not tested as a bridging mechanism
8	Lestari et al. (2025)	SMEs	RBV	MC → Performance	SEM	MC key factors for performance improvement	MC Theme	Not considering EO
9	Dassuci k et al. (2024)	SMEs	RBV/DC	EO + SMA + MC	SEM	Simultaneous working capabilities	Integrated RBV	Need cross-sector validation
10	Mazaheriasad & Jamali (2022)	SMEs	RBV	MC → CA	Quantitative	MC increases CA	MC Theme	SMA integration doesn't exist yet
11	Suherya nto & Ie (2023)	SMEs	RBV	EO + MC → Performance	Survey	EO–MC combination strengthens performance	EO + MC Theme	Less emphasis on digital capability

Synthesis of Key Findings in a Resource-Based View (RBV) Perspective

A review of 11 articles shows that entrepreneurial orientation, social media adoption, and marketing capabilities consistently emerge as strategic capabilities that contribute to improving the performance of MSMEs. In the perspective of Resource-Based View), these three capabilities meet the characteristics of VRIO so that they can be considered as *strategic resources* that have the potential to produce sustainable competitive advantage.

Findings of studies such as (Anim et al., 2023), (Abdelwahed & Alshaikhmubarak, 2023; Rizki & Susanto, 2021) shows that EO is an internal asset that encourages creativity, innovation, and proactivity of MSMEs. Meanwhile, the study (Bruce et al., 2023; Fang et al., 2022; Maharjan et al., 2024) emphasizing the role of social media as a digital resource that expands the marketing capabilities of MSMEs. Marketing capabilitiesS, as discovered by (D. Lestari et al., 2025; Mazaheriasad & Jamali, 2022; Susanto et al., 2023), serves as a high-level capability that enables the integration of EO and SMA to be of strategic value.

Entrepreneurship and Social Media Orientation as Pillars of MSME Competitive Advantage

Most studies have found that EO has an important role as *Behavioral capability* which encourages MSMEs to innovate and actively seize opportunities. (Anim et al., 2023) prove that EO strengthens innovation and performance of MSMEs, while (Rizki & Susanto, 2021) affirms that EO improves marketing performance through creativity and product differentiation. Research by (Abdelwahed & Alshaikhmubarak, 2023) also added that EO strengthens *Competitive Advantage* through the ability to create new value. However, some findings indicate that the impact of EO is not always immediate. The MC acts as a mediator who determines whether the EO can really improve performance (Susanto et al., 2023). Similar things can be seen in (Suheryanto & Ie, 2023), which found that EO became more effective when combined with marketing capabilities. This pattern suggests that EO is an important foundation, but it requires additional capabilities such as MCs to deliver optimal benefits.

Marketing Capability as a Critical Liaison in Improving MSME Performance

The results of the data synthesis confirm the role of marketing capabilities as a mediator that connects entrepreneurial orientation and social media use with the performance of MSMEs. Bruce (Bruce et al., 2023) confirms that the integration of EO and SMA results in better performance than if the two capabilities stand alone. Strong marketing capabilities enable MSMEs to effectively implement business strategies and maximize the benefits of existing opportunities. According to the findings of the study by (Dassucik et al., 2024; P. I. Lestari & Sensuse, 2021) emphasizing the importance of developing these capabilities to achieve optimal business outcomes. This integration reinforces the RBV theory that competitive advantage does not depend solely on individual resources, but on a combination of mutually reinforcing capabilities.

Synergy of Internal Factors of MSMEs in Encouraging Performance and Competitiveness

The results of the synthesis of the overall data of the articles in Table 2, the synthesis of the results of the 11 articles analyzed show a clear pattern that entrepreneurial orientation, social media adoption, and marketing capabilities are RBV-based internal resources that complement each other and work simultaneously in improving the performance of MSMEs. This study makes a theoretical contribution by integrating these findings into a single conceptual model that places marketing capabilities as the main connecting mechanism that transforms entrepreneurial orientation and digital capabilities into improved business performance. This integration has not been explicitly stated in previous studies, making it an important contribution to this study.

The theoretical implications described above show that this research makes an important contribution to the strengthening and expansion of the RBV concept, especially in relation to the integration of entrepreneurship, digital, and marketing capabilities in MSMEs. To provide a more complete picture of the impact of the study's findings, the next section outlines practical implications that can be applied by business actors, policymakers, and other stakeholders. In addition, the review identifies new research directions, such as the role of the digital ecosystem, stakeholder support, and the relationship between dynamic capabilities and RBV, which are still limited in current scientific discourse.

5. Conclusions

Based on the systematic literature review method in this study, this research makes an important contribution to the development of the Resource-Based View (RBV) theory by offering an integrated explanation of how entrepreneurial orientation, social media adoption, and marketing capabilities function as complementary internal resources in shaping the competitive advantage of MSMEs. In contrast to previous studies that tended to look at these variables separately, this review shows that all three work synergistically as RBV-based strategic capabilities. The resulting conceptual model provides a sharper understanding of how the interaction of internal resources can strengthen the competitive position of MSMEs, while expanding the application of RBV theory in the digital era.

In terms of practical contribution, this study emphasizes that improving the performance of MSMEs does not only depend on the entrepreneurial ability of business owners, but also on the extent to which they are able to utilize social media and develop marketing capabilities in a sustainable manner. The evidence synthesized in this study can be the basis for MSME

actors to design a more targeted business strategy, as well as provide information for policymakers in formulating programs to strengthen internal resources and digital capabilities of MSMEs

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