REVISTA ERR01 ISSN: 2595-1378

DIGITAL ENTREPRENEURSHIP: A DIGITAL MARKETING STRATEGY WITH E-COMMERCE AND DROPSHIPPING

EMPREENDEDORISMO DIGITAL: UMA ESTRATÉGIA DE MARKETING DIGITAL COM E-COMMERCE E DROPSHIPPING

EMPRENDIMIENTO DIGITAL: UNA ESTRATEGIA DE MARKETING DIGITAL CON E-COMMERCE Y DROPSHIPPING

10.56238/ERR01v10n2-047

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ABSTRACT

This academic work developed an applied study focused on the relationship between Digital Entrepreneurship, Digital Marketing, E-Business, E-Commerce, and the Dropshipping model as an innovative strategy for online business development. The research adopts a qualitative and experimental approach, grounded in a comprehensive literature review and the practical implementation of an e-commerce platform named Pawzzi, specialized in pet products. Using the Business Model Canvas framework, the study structured a digital business model aligned with the principles of cost reduction, scalability, and technological integration. The results demonstrated that the dropshipping modality, when supported by effective digital marketing strategies and customer relationship management, represents a viable, flexible, and profitable alternative for micro and small entrepreneurs seeking entry into the digital market. The findings also emphasize the centrality of user experience (UX) design, mobile responsiveness, and social proof in achieving competitiveness and long-term sustainability in the e-commerce ecosystem.

Keywords: Digital Entrepreneurship. Digital Marketing. E-Business. E-Commerce. Dropshipping.

RESUMO

Este trabalho acadêmico desenvolveu um estudo aplicado focado na relação entre Empreendedorismo Digital, Marketing Digital, E-Business, E-Commerce e o modelo Dropshipping como estratégia inovadora para o desenvolvimento de negócios online. A pesquisa adota uma abordagem qualitativa e experimental, fundamentada em uma revisão

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ISSN: 2595-1378

abrangente da literatura e na implementação prática de uma plataforma de e-commerce chamada Pawzzi, especializada em produtos para animais de estimação. Utilizando o framework Business Model Canvas, o estudo estruturou um modelo de negócio digital alinhado aos princípios de redução de custos, escalabilidade e integração tecnológica. Os resultados demonstraram que a modalidade dropshipping, quando apoiada por estratégias eficazes de marketing digital e gestão de relacionamento com o cliente, representa uma alternativa viável, flexível e lucrativa para micro e pequenos empreendedores que buscam entrada no mercado digital. Os resultados também enfatizam a centralidade do design de experiência do usuário (UX), da responsividade mobile e da prova social para alcançar competitividade e sustentabilidade a longo prazo no ecossistema de e-commerce.

Palavras-chave: Empreendedorismo Digital. Marketing Digital. E-business. E-commerce. Dropshipping.

RESUMEN

Este trabajo académico desarrolló un estudio aplicado centrado en la relación entre el emprendimiento digital, el marketing digital, el comercio electrónico, el e-business y el modelo de dropshipping como estrategia innovadora para el desarrollo de negocios en línea. La investigación adopta un enfoque cualitativo y experimental, basado en una revisión exhaustiva de la literatura y la implementación práctica de una plataforma de comercio electrónico llamada Pawzzi, especializada en productos para mascotas. Utilizando el marco del Business Model Canvas, el estudio estructuró un modelo de negocio digital alineado con los principios de reducción de costos, escalabilidad e integración tecnológica. Los resultados demostraron que la modalidad de dropshipping, cuando se apoya en estrategias efectivas de marketing digital y gestión de la relación con el cliente, representa una alternativa viable, flexible y rentable para micro y pequeños empresarios que buscan ingresar al mercado digital. Los hallazgos también enfatizan la importancia del diseño de la experiencia de usuario (UX), la capacidad de respuesta móvil y la prueba social para lograr la competitividad y la sostenibilidad a largo plazo en el ecosistema del comercio electrónico.

Palabras clave: Emprendimiento Digital. Marketing Digital. Negocios Electrónicos. Comercio Electrónico. Dropshipping.

ISSN: 2595-1378

1 INTRODUCTION

Technological advancement and globalization have profoundly transformed the way organizations and individuals interact with the market and the very concept of work. Physical borders have given way to a dynamic digital environment characterized by the speed of information, global connectivity, and constant innovation. In this scenario, entrepreneurship has taken on new dimensions, becoming more accessible, flexible, and comprehensive. Thus, digital entrepreneurship has emerged, a trend that uses information and communication technologies as a foundation for creating, managing, and expanding businesses.

Concepts such as e-business, digital marketing, e-commerce, and dropshipping have become essential parts of the vocabulary of entrepreneurs and consumers, reflecting the transformation of traditional models into integrated digital structures. Companies have begun operating on virtual platforms, offering products and services with greater reach, efficiency, and personalization. Consumers, in turn, have gained prominence in this new context, actively participating in the value creation process and influencing brand strategies.

Therefore, we live in a society marked by hyperconnectivity, where the strategic use of technology is crucial for business competitiveness and sustainability. Digital entrepreneurship is not just a trend, but a consolidated reality that redefines economic, social, and cultural relations. Therefore, this article aims to present a broad overview of these topics, analyzing their interrelationships and the relevance of each concept within the contemporary economic landscape, from the innovative and transformative perspective of digital entrepreneurship.

2 METODOLOGY

This study adopts a qualitative and exploratory approach, supported by bibliographic and experimental methods, aiming to analyze how digital entrepreneurship can be effectively structured through digital marketing strategies, e-business practices, and the dropshipping model. The study was conducted in two complementary stages. The first involved a comprehensive literature review of books, academic articles, and institutional publications from SEBRAE, focusing on the theoretical consolidation of key concepts such as digital entrepreneurship, e-commerce, and digital marketing. The second stage consisted of an applied experiment, in which an e-commerce platform named Pawzzi was designed to sell pet products using the dropshipping model.

The methodological process included the application of the Business Model Canvas, a visual strategic planning tool used to identify the essential components of the proposed

business model, such as value proposition, customer segments, key partners, and cost structure. The store's digital environment was developed through web design techniques emphasizing usability (UX/UI), mobile-first architecture, and digital marketing integrations, such as SEO, social media engagement, and performance analytics.

Data were analyzed qualitatively to assess the feasibility, scalability, and competitiveness of the dropshipping business model when combined with digital marketing tools. The methodological choices aimed to align theory and practice, providing a replicable model for entrepreneurs and researchers interested in understanding the intersection between technology, innovation, and entrepreneurship in the digital economy.

3 THEORETICAL FRAMEWORK

3.1 ENTREPRENEURSHIP

Entrepreneurship is an essential phenomenon for a country's economic and social development. It is characterized by the ability to identify opportunities, innovate, and transform ideas into sustainable businesses.

The 21st century marked a profound revolution in the way we do business, communicate, and generate value. Technological advancement, globalization, and the digitalization of markets have radically transformed consumer relations and business models. In this context, entrepreneurship, combined with marketing and digital marketing strategies, has become the foundation for sustainable and innovative growth for companies worldwide.

Entrepreneurship today requires more than a good idea; it requires strategic vision, market knowledge, mastery of digital tools, and the ability to constantly adapt. The synergy between these three elements allows us to understand consumer behavior, intelligent position brands, and create meaningful experiences in an increasingly competitive environment.

According to Valenciano (2005, apud Nascimento, 2023, p. 2), "entrepreneurship is the involvement of people and processes that, together, lead to the transformation of ideas into opportunities, and the perfect implementation of these opportunities leads to the creation of successful business".

An entrepreneur is someone who takes calculated risks, mobilizes resources, and promotes creative solutions that generate value for society (VIANNA et al., 2025). More than just starting a business, entrepreneurship represents a mindset focused on innovation, overcoming challenges, and the constant pursuit of improvements in production processes and services offered (POEL, 2022). In a world of constant transformation, according to (PINTO, MARTENS and SCAZZIOTA, 2023), "entrepreneurship has become a strategic tool

for driving economic growth, generating jobs, and promoting technological advancement." Therefore, understanding its role is essential for those who wish to operate in the market in a competitive and innovative manner.

3.2 DIGITAL ENTREPRENEURSHIP

With the advent of the internet, digital technologies, and the connected society, digital entrepreneurship emerged, characterized by the creation and management of businesses based on online platforms. Unlike the traditional model, according to Filipini (2016), "this type of entrepreneurship reduces barriers to entry, expands geographic reach, and allows scalability with lower operating costs." Examples include businesses based on apps, social networks, online courses, and online stores.

As stated by Poel et al.:

> Digital entrepreneurship is a new form of entrepreneurship or an intersection between digital technologies and entrepreneurship. [...] It emerged from the introduction of digital technologies to innovate and undertake, to change processes, generate results, with increased uncertainty and reduced limits for the entrepreneur [...] considered a derivative or subcategory of entrepreneurship, in which part of the organization, the enterprise, or the product or service offered is digitalized (POEL et al., 2022).

According to Gomes (2019), “the digital entrepreneur must have technological skills, creativity and the ability to constantly adapt to changes in the virtual environment”.

3.3 E-BUSINESS

Because of the internet and the consequent evolution of the way we do business through digital media, the opportunity to undertake business through e-commerce has emerged.

E-business, including e-commerce, are now fundamental to the modernization of the productive sector, as they allow for the expansion and diversification of markets and the improvement of business activities (NASCIMENTO, p. 21, 2023).

"E-commerce is experiencing unparalleled growth rates, both in business-to-consumer transactions and in business-to-business transactions, which is currently where the highest level of revenue generation occurs." (SOCINFO, 2000, apud Nascimento, 2023, p. 21).

The term "E-Business" refers to the use of digital technologies to optimize and integrate business processes (CHAFFEY, 2011). While "E-Commerce" specifically addresses online commercial transactions, "E-Business" encompasses a broader spectrum, including

inventory management, supplier relationships, customer service, and automated marketing (FERNANDES, FERREIRA and CALVOSA, p. 52, 2022).

According to Wang et al. (2025), "E-Business" represents the complete digitalization of a company's operations, making it more agile, efficient, and competitive in the global market.

3.4 MARKETING

Marketing is the set of strategies and actions designed to identify, create, and satisfy consumer needs and desires. According to Kotler et al. (2025), "marketing is not limited to sales, but involves the entire process of market analysis, product development, pricing, communication, and distribution."

According to Fernandes, Ferreira, and Calvosa:

> [...] Small businesses have difficulty implementing marketing strategies to boost their sales. Due to a lack of resources or limited management experience, smaller organizations are slow to adopt effective approaches capable of developing a relationship with customers that precisely meets their needs and desires (FERNANDES, FERREIRA, and CALVOSA, p. 50, 2020).

According to Marroque et al. (2025), the purchasing process is influenced by situational, social, and marketing factors. They believe that each consumer's specific needs must be intrinsically understood and met. Marketing seeks to understand consumer behavior to offer superior value and build lasting relationships between companies and customers. (DE LIMA, DE LIMA, FOFONCA and LOPES, 2023).

3.5 DIGITAL MARKETING

Digital marketing is the natural outcome of technological transformation. It involves the use of online channels and tools, such as social media, search engines, email marketing, SEO, paid advertising, and automation, to attract, convert, and retain customers.

According to SEBRAE (2025a), "Digital Marketing is the promotion of products and brands through online channels, such as blogs, websites, social media, email, apps, and others."

In other words, Digital Marketing is essential for increasing sales, expanding your business, and strengthening your brand. It is the primary tool for evaluating the performance of your actions, measuring return on investment, and establishing clear and simple metrics to make the best decisions for your business.

Digital Marketing is the application of traditional marketing principles to the online environment, using technological tools and digital platforms to promote products and services (KINGSNORTH, p. 48, 2022). Its most used strategies include SEO (Search Engine Optimization), content marketing, social media, email marketing, and paid advertising (ADS). This modality allows you to precisely target your audience and measure results in real time, making it essential for companies' competitiveness in the digital age (VIDAL et al., p. 14964, 2023). Therefore, digital marketing is a direct way to address your customers' desires and establish personalized communication at the right time, aiming to boost your sales.

According to Ryan (2020), "digital marketing is not just about technology, but about human behavior mediated by technology." This approach reinforces the need to understand users, their journeys, and touchpoints. Its most used strategies include:

SEO (Search Engine Optimization): website optimization to achieve better rankings on Google.

Social media: content creation to engage and strengthen communities.

Email marketing: direct and targeted communication with customers.

Paid traffic (ADS): advertising on platforms such as Google Ads and Meta Ads.

Content marketing: production of educational materials that build authority.

Influencer marketing: partnerships with digital creators to increase brand visibility.

Each of these tactics needs to be integrated into a coherent strategic plan, aligned with the brand's purpose and audience profile.

In the context of the evolution of digital marketing, the advancement of artificial intelligence (AI) and big data has transformed digital marketing into a predictive science. Tools such as recommendation algorithms and behavioral analysis enable hyper-personalized campaigns.

Kotler et al. (2025) state that "marketing 6.0 is the meeting of technology and human empathy," where data is used to understand emotions and predict needs before the consumer even expresses them.

Key trends include voice marketing, social commerce, augmented reality, and the use of generative AI in content creation. Brands that embrace these technologies ethically and creatively gain a competitive advantage and strengthen their digital presence.

3.6 E-COMMERCE

According to the ECBR (2025), e-commerce refers to the buying and selling of products or services online. This type of commerce has expanded exponentially in recent

years, driven by convenience, transaction security, and a variety of available offerings (MARTINS, 2020).

Unlike offline sales, which take place through a point of sale, with pre-established opening hours and limited coverage area, online sales, e-commerce, offers countless possibilities for closing a deal, as it is not restricted to geographical location or business hours (VIANNA et al., 2025).

E-commerce operates through a platform with features and integrations that enable a complete purchasing process, post-sale service with loyalty, and integration with marketplaces (an online platform where sellers and buyers meet to conduct commercial transactions), as stated by Chaffey (2011).

There are different types of e-commerce, such as B2C (Business to Consumer), B2B (Business to Business), C2C (Consumer to Consumer), and C2B (Consumer to Business). For Santos et al. (2024), e-commerce is one of the most significant expressions of digital transformation, democratizing market access and enabling small businesses to reach consumers on a global scale.

3.7 DROPSHIPPING

A segment of e-commerce that has been booming worldwide is commerce based on the dropshipping model. According to SEBRAE (2025a), dropshipping is, in a simplistic definition, the combination of two terms: "drop," which loosely translates to "to drop," and "shipping," which, translated into Portuguese, can be understood as "shipment." Mostarac, Kavran, and Piskovic (2020, apud Nascimento, 2023, p. 22) cite the concept of dropshipping as "a supply chain management method in which the retailer does not keep goods in stock, but instead transfers customer orders, with delivery handled by the manufacturer or wholesaler."

Dropshipping is an e-commerce model in which the entrepreneur acts as an intermediary between the supplier and the end consumer, without the need to maintain their own inventory. In this system, the seller makes the sale, and the supplier takes care of storing, packaging, and shipping the product. This modality reduces costs and risks, making it a viable alternative for new digital entrepreneurs. However, it requires attention to supplier quality and delivery times, which are crucial factors for customer satisfaction (CARDOSO, 2023).

Figure 1 illustrates Dropshipping without stock or inventory.

ISSN: 2595-1378

Figure 1

Dropshipping No Stock



Source: ISTOCK (2025).

According to Allen (2021), dropshipping is a business model through which the retailer sells without its own inventory, acting as an intermediary, passing the customer's order to the supplier, who will then be responsible for delivery. This enables new business opportunities with more affordable investments, and suppliers can be domestic or international.

Figure 2 illustrates Amazon's dropshipping practice example.

Figure 2

Amazon Dropshipping Structure



Source: WEBOLTO (2025).

According to Nascimento (2023), "based on the simplification of implementing an online business using the dropshipping model, it is likely that the number of these businesses will increase worldwide every day."

In 2021 alone, approximately 33% of online stores worldwide operated through dropshipping, and this market is expected to grow by an average of 28.8% by 2025 (ALLEN, 2021).

4 METHODOLOGICAL PROCEDURES

To broaden the understanding of the topic and contextualize it as a Digital Marketing Strategy, this study used information provided by an IME (Individual Micro Entrepreneur). To support the technical basis of the research, reference scientific articles in the areas of digital entrepreneurship, digital marketing, e-commerce, and dropshipping were consulted as the foundational points of this research.

The research uses direct information from SEBRAE (Brazilian State Electricity Regulatory Agency), books, and scientific articles, all on the topic proposed by this work, as its main sources. The approach adopted includes a deep dive into key concepts to understand how to develop a business model for Pawzzi, a company developing its online e-commerce store for pet products tailored to the needs of dogs and cats.

The study used a qualitative, experimental approach to validate the proposed business model specifically for an online store selling products for dogs and cats.

5 RESULTS AND DISCUSSIONS

The results of this study are presented, allowing the definition of the Business Model Canvas for a Pet E-Commerce, as well as the proposition of the Pawzzi E-Commerce Virtual Store (a company characterized as an Individual Micro Entrepreneur - IME, *Micro Empreendedor Individual* - MEI, in Portuguese.

5.1 BUSINESS MODELO CANVAS

The Business Model Canvas is a visual strategic planning tool that allows you to describe, design, challenge, and innovate business models in a simple and organized way. It consists of a framework with nine blocks that represent the key components of a business (DORNELAS, 2016).

According to SEBRAE (2025b), the nine-block framework is composed as follows:

(1) **Value Proposition**: What the company offers to the market that is valuable to customers.

(2) **Customer Segments**: Who the target customers are.

(3) **Channels**: How the product or service reaches the customer.

(4) **Customer Relationships**: How the company relates to its different customer segments.

(5) **Revenue Streams**: How the company generates revenue.

(6) **Key Resources**: The essential resources (human, financial, technological, etc.) for the business to operate.

(7) **Key Activities**: The essential activities for delivering the value proposition.

(8) **Key Partners**: Key activities performed by third parties and key resources that are acquired externally.

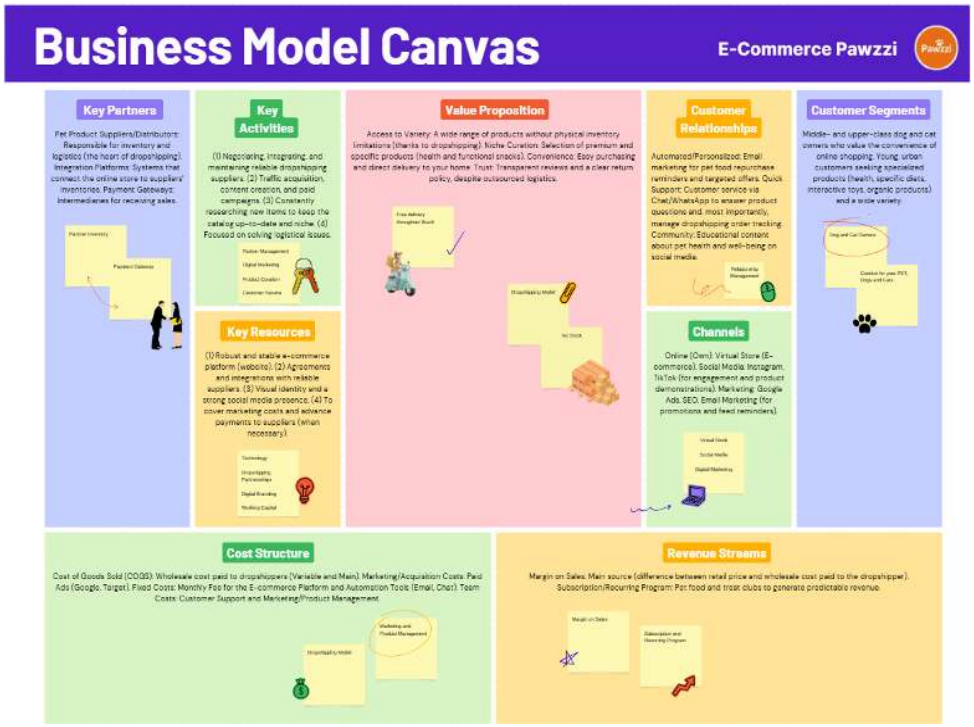
(9) **Cost Structure**: The relevant costs to operate the business.

Canvas is a tool that allows you to create images of new or existing Business Models. This framework is responsible for revolutionizing the way entrepreneurs and companies build their new businesses, and I'm sure it will be for you too (SEBRAE, 2025b).

Figure 3 illustrates the Business Model Canvas to Pet E-Commerce (Dropshipping).

Figure 3

Business Model CANVAS [Pawzzi E-Commerce]



Source: Adapted to Dornelas (2016).

According to Dornelas (2016), the Canvas model is a versatile tool that can be used by entrepreneurs and business development teams. Its main features include:

a) **Business visualization**: represented by a 9-block framework, which provides an overview of how the business operates, as shown in the previous image.
b) **Focus on customer value**: the first block is the value proposition, which focuses on understanding the value the business offers to its customers.
c) **Key activity analysis**: key activities are the actions that need to be performed for the business to function, and the Canvas Model aims to optimize them.
d) **Key resource identification**: the model aims to identify the business's key resources, including human, financial, and technological resources.
e) **Key partnership focus**: strategic partnerships are an important part of many businesses and, as such, should be optimized.
f) **Revenue source analysis**: the methodology highlights the importance of identifying and optimizing the business's revenue sources.
g) **Understanding the cost structure**: This is an important part of any business, therefore crucial for balancing expenses.
h) **Flexible tool**: It can be adjusted to meet the specific needs of each business.

Thus, the Canvas model is a visual and intuitive tool that offers an overview of how a company operates, focusing on customer value, key activities, key partnerships, revenue sources, and cost structure.

5.2 PAWZZI ONLINE STORE (E-COMMERCE)

The development of the Pawzzi Online Store was the culmination of the Digital Entrepreneurship and Digital Marketing strategy detailed in this study, operating exclusively through dropshipping. By adopting the dropshipping model, Pawzzi positions itself as a sales intermediary, focusing on products for pets, dogs, and cats, eliminating the need for its own physical inventory, reducing operating costs, and maximizing business scalability.

The e-commerce platform was designed to be robust, intuitive, and fully responsive, ensuring an optimized user experience (UX) for both desktop and mobile access.

The desktop interface was designed to convey trust and ease of navigation, essential pillars for e-commerce success, according to Chaffey (2011), as illustrated below:

Figure 4

Pawzzi E-Commerce - Rotating Banner - Step 1



Source: Prepared by Juan Boente (2025).

Figures 4 and 5 represent the store's first visual impression on the desktop, focusing on customer attraction and acquisition elements. The header is fixed and features the search bar, the Pawzzi logo, and account access (Login/Register), as well as the shopping cart, where products are temporarily stored until the purchase is completed. The central element is the rotating banners, which communicate the Pawzzi online store's main value propositions and promotions, as described in Business Model Canvas.

In Figure 4, the highlight is "Free Shipping to All of Brazil," a crucial marketing strategy in the dropshipping model.

Figure 5

Pawzzi E-Commerce - Rotating Banner - Step 2



Source: Prepared by Juan Boente (2025).

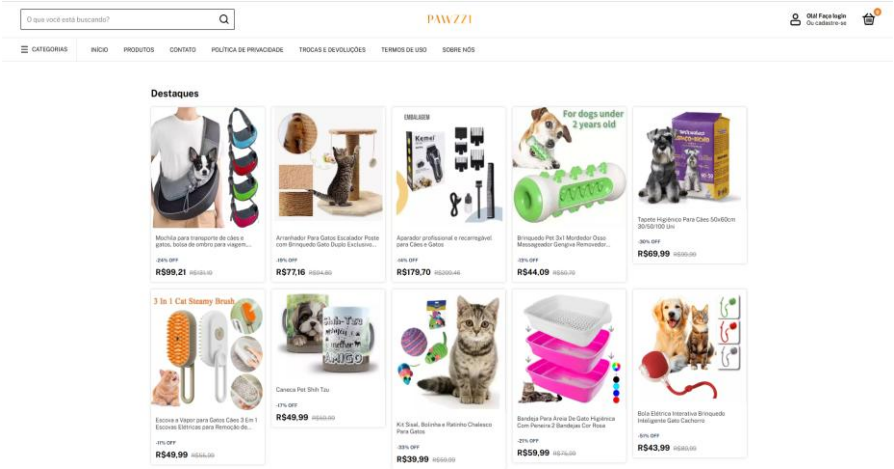
In Figure 5, the focus shifts to quality, promoting "the best products on the market," a reinforcement of online sales management.

The presence of testimonials just below the banner demonstrates the focus on "Customer Relationship Management" (CRM), building social proof of engagement with the Pawzzi online store.

Figure 6 shows a screen displaying the product showcase, essential for the purchasing journey. The "Featured" section presents a wide variety of dog and cat items from various partner suppliers, showcasing the vast offerings available through the dropshipping model.

Figure 6

Pawzzi E-Commerce - Featured Products in the Online Store



Source: Prepared by Juan Boente (2025).

Each product is listed with a clear image, name, original price, and promotional discount, utilizing scarcity triggers and opportunities to encourage immediate purchase.

Figure 7 shows the product detail page, the most important point for closing a sale. In figure, a specific product (Teething Toy), displaying multiple images, color variants, price with a highlighted discount, and payment options (including a 5% discount via Pix, encouraging cash payment as a marketing strategy). The shipping calculation field by zip code informs the customer of the delivery time (managed by the dropshipping supplier), ensuring transparency in the logistics distribution process.

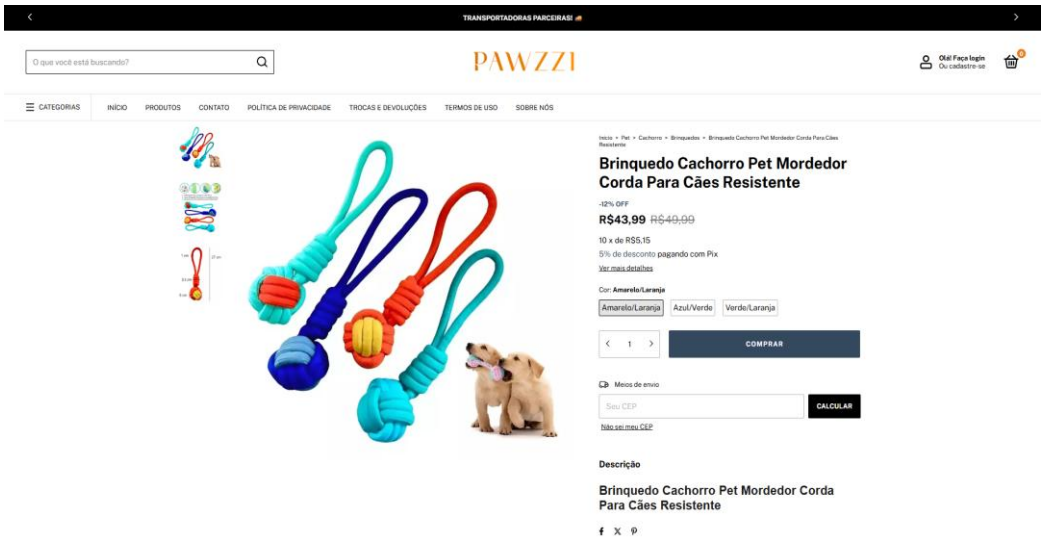
Recognizing that most e-commerce traffic is currently mobile, and that many online store users use mobile apps, Pawzzi was designed with the Mobile-First principle in mind, ensuring a seamless and complete smartphone experience.

According to Lopes (2014), Mobile-First is a concept applied to web projects where the initial focus of architecture and development is directed to mobile devices and then to

desktops. This technique has become increasingly popular among marketing and technology professionals, and for this reason, it was also adopted in this project.

Figure 7

Pawzzi E-Commerce - Details of Products for Sale in the Online Store



Source: Prepared by Juan Boente (2025).

In Figure 8, as in the desktop version, the mobile home screen is dominated by promotional banners ("Free Shipping" and "Best Products on the Market"), adapted to the vertical format specific to mobile devices. The design is clean, with the "hamburger menu" (three bars) in the upper left corner and the user, search, and cart icons in the upper right corner, keeping usability in mind.

In Figure 9, the visualization focuses on the vertically optimized product listing. Items (such as the "Cold Cooling Mat" and the "3x1 Pet Chew Toy") are arranged in columns that are easy to view and click to access. The presence of "Sort" and "Filter" buttons at the top of the listing is crucial for mobile navigation, allowing the customer to efficiently manage the vast catalog.

Figure 10 shows a product details page for the mobile version that focuses on the clarity of the image and essential information for the sale to take place.

In figure 10 the product image ("Sisal, Ball, and Chalesco Mouse Kit for Cats") takes up a large portion of the screen to generate visual impact on the customer, followed immediately by the product name, the discount highlight, and breadcrumbs (navigation path), which facilitate return to the category.

Figure 8

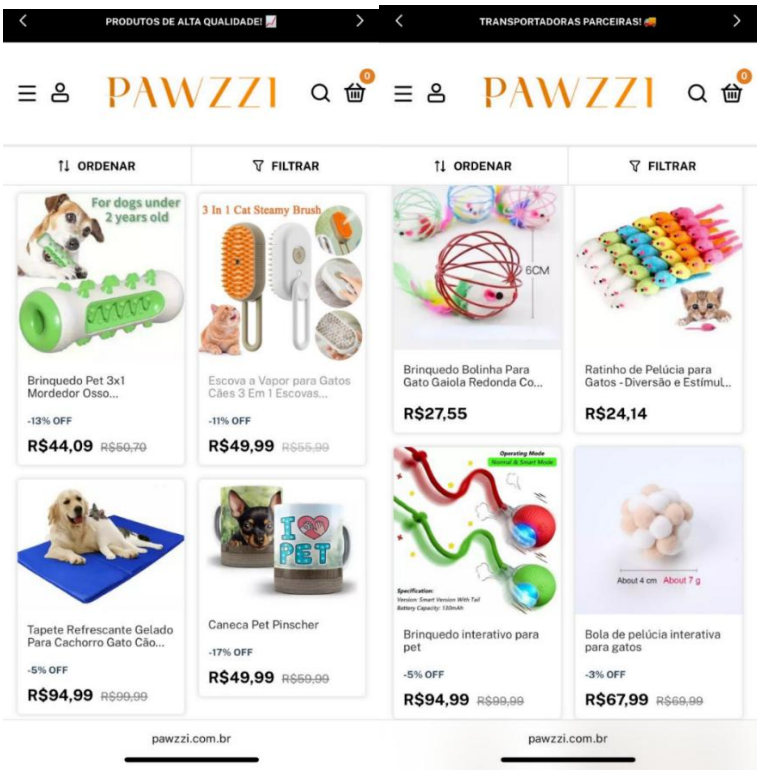
Pawzzi E-Commerce - Mobile Rotating Banner



Source: Prepared by Juan Boente (2025).

Figure 9

Pawzzi E-Commerce - Mobile Featured Products



Source: Prepared by Juan Boente (2025).

This layout optimization aims to reduce friction and accelerate the decision-making and purchasing process for customers browsing the online store via mobile devices.

Figure 10

Pawzzi E-Commerce - Mobile Product Details for Sale



Source: Prepared by Juan Boente (2025).

The integration between the desktop and mobile versions ensures that Pawzzi, operating in dropshipping, effectively utilizes the "Channels" and "Key Activities" described in the Business Model Canvas, reaching customers at any digital touchpoint with the Pawzzi online store.

6 CONCLUSION

This study demonstrated that Digital Entrepreneurship, supported by Digital Marketing strategies and the E-Commerce environment, is a crucial driver for business innovation and growth in the contemporary economy. Through the case of the Pawzzi virtual store, it was possible to verify that the dropshipping model offers significant advantages for microentrepreneurs, such as operational cost reduction, logistical flexibility, and scalability of the business structure.

The development of the Business Model Canvas allowed the visualization of strategic pillars, such as value proposition, key partners, and customer relationships, that sustain the success of a digital enterprise. Furthermore, the integration of mobile-first design principles

and user experience optimization proved essential to ensure consumer satisfaction and strengthen brand trust.

Therefore, the research concludes that digital entrepreneurship, when combined with well-structured digital marketing and e-commerce practices, consolidates itself as an efficient path for economic inclusion, technological advancement, and business sustainability in a globally connected and competitive environment. Future studies could explore the impacts of artificial intelligence and data analytics on the evolution of digital business models, expanding the understanding of innovation within the context of digital transformation.

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