Digital marketing in community-based enterprises: A systematic literature review and research agenda

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ABSTRACT

Community-based enterprises (CBEs), which provide advantages to local communities, are widely promoted in developing countries. This paper examines the empirical research on digital marketing, a vital marketing strategy for the sustainable development of CBEs. An extensive and systematic search utilizing clear inclusion and exclusion criteria resulted in the collection of 32 empirical studies for the sample. The results of these studies' analyses and synthesis showed that: (i) consumer behaviour theory and theory of technology acceptance model were used most for investigating digital marketing in CBEs; (ii) interviews and focus groups were the most common techniques for collecting data, while qualitative method was the most widely used; (iii) social media marketing and websites were the primary digital marketing tools used in CBEs; (iv) most studies collected data from Southeast Asia such as Thailand emerged as the dominant context; and (v) digital marketing impacts CBE outcomes including customer satisfaction, entrepreneur skills, and business performance. The findings resulted in the development of a complete outcome framework for digital marketing in CBEs. Furthermore, we have outlined various research implications for future examination and management implications for CBEs to effectively improve digital marketing.

1. Introduction

Community-based enterprises (CBEs) are considered a highly promising approach for promoting sustainable local development. It involves collaboration among community members to collectively address the shared challenges they encounter (Peredo and Chrisman, 2006; Sharma and Shenoy, 2024). CBEs have the potential to expand benefits to broader communities in remote areas of developing nations, such as rural poverty alleviation (Pradhan and Samanta, 2022; Teerakul et al., 2012), preservation and responsible use of natural resources (Ambrose-Oji et al., 2015), enhance the social capital of a society (Cabras and Mount, 2017), minimizing the persistent gaps between socially disadvantaged classes (Nanda and Samanta, 2018), promoting community pride and identity, fostering community development and equity (Buratti et al., 2022; Pradhan and Samanta, 2022). Furthermore, CBEs can play a role in preserving the natural biodiversity of a region

and providing a sustainable means of livelihood, thus accomplishing both socioeconomic and environmental improvement in the region (Pradhan and Samanta, 2022; Salafsky et al., 2001).

However, the empirical evidence of CBEs has not fully achieved its promised potential in achieving the goals of business sustainability. The literature has identified the reasons for the limited performance of CBEs in several less-developed countries. The failure of CBEs can be attributed to a number of factors, including a lack of financial viability (Harbi et al., 2023; Ngo et al., 2020), inadequate administration and governance (Ngo et al., 2020), and problems related to marketing (Beetson et al., 2020; Ngo et al., 2020; Ruengdet and Wongsurawat, 2010). At the managerial level, the factors considered to represent the most common explanations include unequal power relations and passive dependence on outside sources (Somwethee et al., 2023; Zapata et al., 2013).

It will be necessary to solve the mentioned difficulties to improve the long-term viability of CBEs. Digital marketing is key for the sustainable

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success of CBEs as well as other management aspects (Beetson et al., 2020; Ngo et al., 2020). In fact, the capability of digital marketing of CBEs is one of the most common reasons why CBEs fail (Kanyarat and Peerawat, 2022; Tongdhamachart and Niyomsilpa, 2022; Yu et al., 2017). For example, several studies have found that the majority of entrepreneurs operating in CBEs have a significantly lower level of digital marketing skills and capabilities compared to large enterprises (Cenamor et al., 2019; Eduardsen and Ivang, 2016). There are also more external barriers that affect using digital marketing of CBEs. For instance, there are isolated rural and remote regions in developing countries lacking access to basic infrastructure such as internet system, which has a particularly negative impact on CBE initiatives due to their physical and cultural distance from the expected markets (Kanyarat and Peerawat, 2022; Ngo et al., 2020). These obstacles restrict CBEs from marketing their businesses effectively.

Over the past few decades, there has been limited research conducted on CBEs (Pradhan and Samanta, 2022). The initial document analyzed on CBEs indicated that in challenging circumstances, a robust community culture can foster community entrepreneurship, hence bringing long-lasting solutions for local development (Johannisson, 1990). There have been a number of reviews about CBEs carried out. For example, the research conducted with the use of bibliometric analysis demonstrates that there has been a growing tendency in CBE publications from the years 1990 – 2021 (Pradhan and Samanta, 2022). In addition, another review study that focuses on the theory of community-based enterprise (TCBE) also makes use of bibliometric analysis (Sharma and Shenoy, 2024). While the existing reviews offered a thorough understanding of CBEs in bibliometric analysis, none of them specifically examined the effects of digital marketing on CBEs through systematic evaluation. Although according to previous research results, digital marketing has a significant impact on CBEs, limitations in digital marketing research about these enterprises create a gap study regarding the implications of digital marketing on the outcomes of CBEs.

Furthermore, while digital marketing is crucial in all organizations, it holds particular significance in CBEs for different reasons. First, there is a shortage of digital marketing skills among local communities and local entrepreneurs (Beetson et al., 2020; Chienwattanasook et al., 2023b), because most CBEs are small-scale businesses, typically run by the community or individual households, located in areas with limited development. The local community itself acts as the entrepreneur, manager, and primary beneficiary of these businesses (Ngo et al., 2020). Therefore, training local entrepreneurs in digital marketing skills as well as protecting customer privacy and security provides substantial advantages for CBEs. The reason behind this is that digital marketing is not only cost-effective, but also promotes the connection between CBEs and their target audience, the development of brand awareness, and the expansion of the customer base (Chienwattanasook et al., 2023b). Second, in the past few years, digital platforms have evolved and generated significant disruption in the business sector (Matosas-López, 2024), particularly in the case of CBEs which heavily rely on digital platforms. For example, assisting with distribution on internet platforms the belief that CBEs in Thailand can greatly benefit from online distribution techniques, leading to a boom in sales and a more responsive brand image in reactions to consumer product searches (Chai-Arayalert and Suttapong, 2020; Kanyarat and Peerawat, 2022; Romprasert and Trivedi, 2021). Due to the advantages of the internet and social media, the social media marketing model has succeeded in traditional marketing (Andzulis et al., 2012; Chienwattanasook et al., 2023b), such as cost-effectiveness, wider reach, customer insights, competitive edge, and increased profits, all without the need for a physical store (Mogos Descotes and Pauwels-Delassus, 2015). As a result, the advantages of utilizing marketing technology can generate real value for product perception and improve marketing performance (Hassaro and Chailom, 2023; Kanyarat and Peerawat, 2022; Tongdhamachart and Niyomsilpa, 2022), financial performance (Harbi et al., 2023; Ruengdet and Wongsurawat, 2010; Wongadisai et al., 2020) and CBE sustainability (Harbi et al., 2023; Ngo et al., 2020; Powers and Zhao, 2019).

Following the above significant reasons, it is appropriate to undertake a systematic literature review (SLR) that summarises the results of empirical research (involving quantitative, qualitative and mixed research) on digital marketing research in the context of sustainability at the top of the list of priorities in CBE literature. By reviewing these digital marketing approaches, we may propose some recommendations for management to effectively improve financial performance and ensure the long-term viability of CBEs (Harbi et al., 2023; Ngo et al., 2020). SLR is vital and required for offering an in-depth comprehension of the effects of digital marketing in CBEs by considering these key factors. In addition, we also conduct deeper dives as part of our systematic evaluation as well as a thorough post-implementation evaluation to better understand the impact of digital marketing on the outcomes of CBEs, and to provide insights to inform future studies in this area.

Our SLR contributes numerous novel and significant findings to the area of CBE research. Firstly, we propose an integrative framework consisting of the proposed study on the consequences of digital marketing on CBEs by synthesizing the types of empirical research. This will be an enabling tool for scholars and practitioners, increasing the understanding of the outcomes of digital marketing in CBEs. Secondly, based on the findings of our studies, we recommend approaches to uncovering future research areas of interest and opportunities in CBE digital marketing research. Finally, we offer practical recommendations for firm managers who intend to address sustainability challenges in their organisations by using digital marketing practices. To fulfil these study objectives, we adopted and modified from the previous studies (Hoang et al., 2023; Nguyen et al., 2023). In addition, digital marketing is an important part of helping CBEs to achieve long-term sustainability, the primary objective of this study is to conduct a more comprehensive examination of the concept of digital marketing in CBEs such as theoretical frameworks, methods used, digital marketing tools, contexts and outcomes. Therefore, we adopted a SLR to answer our research question by providing an in-depth understanding of the field's evolution, the literature's agreement and distinctions, and the discussion regarding this outcome within the field. This review indicates the aforementioned five research questions as follows.

RQ1: What theoretical lenses have been employed to study digital marketing in CBEs?

RQ2. What methods have been used to analyse digital marketing in CBEs?

RQ3. What digital marketing tools have been utilized to apply digital marketing in CBEs?

RQ4. What are the specific CBE contexts in which digital marketing has been empirically investigated?

RQ5. What are the outcomes underlying the effects of digital marketing in CBEs?

In order to figure out the findings and scope of the research in this sample, we adopted several SLR approaches (Hoang et al., 2023; Nguyen et al., 2023). First, we analyze the distinctive characteristics of the digital marketing concept and its significance in CBEs. Next, in this work, we discuss the SLR approach that has been adopted. Subsequently, we present the results of the analysis in order to answer the research questions. Finally, our SLR presents a comprehensive study approach to future studies and suggests multiple implications for the management of CBEs.

A comprehensive and detailed outline of the study is provided below. Methodology in 2 includes a clear explanation of the adopted systematic approaches. 3 introduces an in-depth examination to answer the five research questions. 4 of the discussion provides a summary of the findings from the examined papers and outlines the future research agenda. In the last two sections, the conclusion (5) and the limitations and future examinations (<a name="comments" tid="AQ14"

role="DQ" repliedtext="" username="" text="4.3" qtype="opt_comment" time="09-Nov-2024 3:46:26">5) are discussed.

2. Methodology

2.1. Research methods

This study is conducted by a SLR, according to the standards established by previous reviews (Hoang et al., 2023). We utilize PRISMA 2020 guidelines to do a systematic review (Akimov et al., 2023; Sarker and Bartok, 2024b; Sucena et al., 2024) and identify suitable research articles for the purpose of analysis. The PRISMA approach consisted of three steps: doing a keyword database search (identification); applying academic filtration, manual screening, and coding (screening); and employing snowball sampling to choose the final sample of articles for study (included) (Sarker and Bartok, 2024a; Venesz et al., 2022). Fig. 1 displays a flowchart illustrating the process of searching and selecting.

2.2. Data collection

The papers in our SLR were chosen from Scopus, a robust database that contains peer-reviewed articles that follow high criteria (Hoang et al., 2023; Madhavan et al., 2022). Although all databases have both advantages and disadvantages, the researchers chose to use Scopus as their main source for publication because of its comprehensive coverage of high-quality scholarly information, which is widely used in the majority of review publications. In addition, Scopus is widely regarded as a significant database for business and management articles, and it has been actively used in SLR within the discipline of management (Sarker

and Bartók, 2023).Table 1.

In the first step, the search process was scheduled to conclude by the end of March 2024, as per the time limit. We developed a comprehensive search string for this study by discussing among the authors and based on previous studies. The keywords related to the primary topics of

Table 1
Steps for finding literature.

| Research Protocol	Description of details
Research databases	Scopus
Search box	Abstracts, titles, and keywords
Keyword used in search advanced search option	(("Digital Marketing" OR "E-Marketing" OR "Internet Marketing" OR "Online Marketing" OR "Electronic commerce marketing" OR "e-commerce marketing" OR "Search engine marketing" OR "Influencer marketing" OR "Content marketing" OR "Content automation" OR "data-driven marketing" OR "Campaign marketing" OR "e-mail direct marketing" OR "Social media optimization" OR "e-mail marketing" OR "display ads" OR "Mobile marketing" OR "market*" OR "advert*" OR "promot*" OR "online*" OR "internet*" OR "web*" OR "social media" OR "social network" OR "new media") AND ("community based tourism enterprise" OR "community based tourism business" OR "community based tourism firm" OR "community based tourism company" OR "community enterprise" OR "community business" OR "community firm" OR "community company" OR "community entrepreneurship"))

Source: Authors' summary and analysis
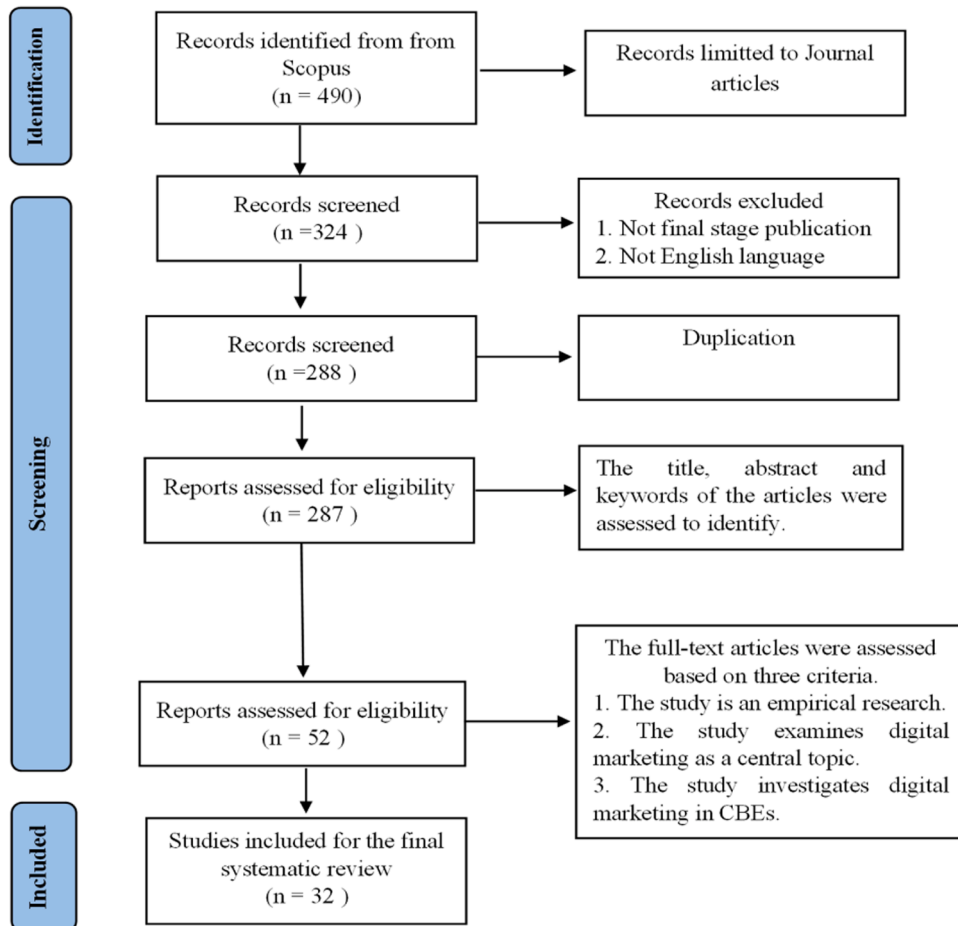
Fig. 1. Method of study selection (adapted from the PRISMA 2020 flow diagram).

"Digital Marketing" and "Community-based enterprise" were gathered from credible resources and published research. We combined and adopted from the previous studies for the search string "Digital Marketing" (Ghorbani et al., 2021), and "community-based enterprise" (Krittayaruangroj et al., 2023; Pradhan and Samanta, 2022). The first searches encompassed the presence of keywords in the title, abstract, and keywords sections: TITLE-ABS-KEY (("Digital Marketing" OR "E-Marketing" OR "Internet Marketing" OR "Online Marketing" OR "Electronic commerce marketing" OR "e-commerce marketing" OR "Search engine marketing" OR "Influencer marketing" OR "Content marketing" OR "Content automation" OR "data-driven marketing" OR "Campaign marketing" OR "e-mail direct marketing" OR "Social media optimization" OR "e-mail marketing" OR "display ads" OR "Mobile marketing" OR "market*" OR "advert*" OR "promot*" OR "online*" OR "internet*" OR "web*" OR "social media" OR "social network" OR "new media") AND ("community based tourism enterprise" OR "community based tourism business" OR "community based tourism firm" OR "community based tourism company" OR "community enterprise" OR "community business" OR "community firm" OR "community company" OR "community entrepreneurship")). After conducting the initial search, we found 490 publications that included the keywords we were looking for.

This study had a protocol with the criteria for inclusion and exclusion for selecting the desired studies. We selected all relevant studies for the analysis according to the criteria (Table 2). In the second step, after applying academic filtration procedures to choose just journal papers, the number decreased to 324. As the third step, utilizing the language and publication stage filter, modified for final English publications, a total of 288 items were identified in the overall outcome. In the fourth stage, after eliminating duplicate entries, there were a total of 287 articles remaining. In step five, three researchers read independently the title, abstract, and keywords to examine which studies focused mainly on digital marketing in CBEs. In other words, the articles that were not focused primarily on digital marketing in CBEs in the title, abstract, and keywords were excluded. This result means that the PRISMA framework's explicit research goal eliminated 235 out of 287 articles (nearly 81.88 % of records). The three authors resolved different points of view through discussion. On the one hand, all of the studies analyzed presented a consensus. Therefore, 52 articles were selected to export and examine their relevance.

As the last step, we downloaded 52 full-text articles and conducted an in-depth evaluation to determine whether they were appropriate. The articles were evaluated according to three criteria: First, they must be empirical studies which mean original articles are based on quantitative or qualitative data or both. These studies integrate digital marketing empirical data to answer specific research questions (Hoang et al., 2023; Iacob et al., 2023). Second, the study must examine digital marketing as a central topic. Third, the research must evaluate digital marketing in CBEs. The paper would be excluded if it failed to fulfil at least one of these eligibility requirements. Following this stage, a total of 32 articles were selected and met the criteria for inclusion in the final sample, making them eligible for examination (see Fig. 1).

2.3. Data analysis

The final step was dedicated to data extraction by utilizing the content analysis technique for 32 empirical papers (Hoang et al., 2023; Nguyen et al., 2023). We coded the foundational details of each article, including the names of the authors, the years of publication, theoretical framework, research method, sample (respondents and sample size), data collection process, and the outcomes of digital marketing. This coding process was performed with the use of Microsoft Excel. To ensure the validity of our quality assessment and to minimise bias, we selected two separate researchers to join in the procedure of coding as part of our research team. Additionally, a third researcher conducted a critical examination and assessment of the coding process outcomes. We also provided a detailed table that provides a concise summary of the outcomes obtained from our coding technique, contained in Appendix 1.

3. Results

3.1. Theories used in digital marketing in CBEs (RQ1)

This finding of SLR suggests that a number of different theories are used, which help to interpret the different perspectives that explain the impacts of digital marketing contexts on CBEs. Based on the variety of the theories, it can be concluded that the occurrences involved in applying digital marketing theories were quite fragmented. There is no single theory that can obviously dominate the research on popularity in academic papers. Table 3 shows the theories which were used as reasons for the research on digital marketing research in CBEs.

Table 2
Inclusion and exclusion criteria.

Criteria	Inclusion	Exclusion
Academic filtration	Only journal articles.	Other than journal articles such as conference papers, book chapters etc.
Language filtration	The articles were published in English.	The articles were not published in English.
Time frame	Published until 31st March, 2024.	Published after 1st April, 2024.
Focus	The articles should examine the research focused mainly on digital marketing in CBEs in title, abstract, and keywords of the articles.	Title, abstract, and keywords of the articles are not related to digital marketing in CBEs.
Document Type	The full-text articles were assessed based on three criteria.1. The study is empirical research. 2. The study examines digital marketing as a central topic.3. The study investigates digital marketing in CBEs.	Other than original articles such as review papers, conference proceedings and book chapters.

Source: Authors' summary and analysis

Table 3
Theories used in digital marketing in CBE research.

Theories	Number of studies	Select exemplary studies
Consumer behavior theory	2	(Srinounpan et al, 2020; Romprasert and Trivedi, 2021)
Theory of technology acceptance model (TAM)	2	(Thang et al, 2023; Jangjarat et al, 2023)
Dynamic Capability Theory	1	(Tongdhamachart and Niyomsilpa, 2022)
Theory of value co-creation	1	(Mars, 2022)
Innovation Theory (DIT)	1	(Kanyarat and Peerawat, 2022)
Uses and Gratifications Theory	1	(Hassaro and Chailom, 2023)
Theory validation	1	(Ruamsuke et al, 2022)
Theory dissemination/ adoption	1	(Ruamsuke et al, 2022)
Stakeholder theory	1	(Chamidah et al, 2021)
System theory	1	(Chamidah et al, 2021)
Organizational ecology theory	1	(Powers and Zhao, 2019)
Motivation theory	1	(Srinounpan et al, 2020)
Indigenist standpoint theory	1	(Beetson et al, 2020)
Theory of information	1	(Romprasert and Trivedi, 2021)
Theory of revealed preference	1	(Romprasert and Trivedi, 2021)
Theory of precise marketing	1	(Wei et al, 2015)
Frame theory	1	(Wei et al, 2015)
Theory of the welfare state	1	(Mukidi et al, 2022)
Valued Chain Theory	1	(Sangayotin, 2021)
The third space approach theory	1	(Ngo et al, 2020)

Source: Authors' summary and analysis

The most frequently used theories in our sample to explain whether digital marketing research affects CBEs were the consumer behaviour theory and the theory of technology acceptance model (n = 2). Based on customer behaviour theory, the role of digital marketing research is to create changes in the attitudes and behaviours of purchasers through media, particularly through the Internet (Romprasert and Trivedi, 2021). Specifically, this approach is predicated on the notion of using media to reach the target customers, stimulate motivation, and satisfy their needs (Cragan and Shields, 1998; Romprasert and Trivedi, 2021). In addition, the technology acceptance model (TAM) may predict the entrepreneurs' behavioural intention when they judge the simplicity of use and adopted technology's perceived usefulness (Davis, 1989; Thang et al., 2023).

A substantial body of research on consumer content demonstrates that the theory of revealed preference is similar to consumer behaviour theory with a foundation in the rationality of consumers (Hands, 2014; Richter, 1966; Romprasert and Trivedi, 2021). While framing theory suggests that the way in which a message is presented, or framed, can have an impact on how customers absorb and react to it (Chong and Druckman, 2007; Wei et al., 2015), the theory of information aims to achieve satisfaction by including customers, society, and the environment. This is done through the use of communication technology, which brings together many elements to address customer requirements within the framework of information exchange in society (Romprasert and Trivedi, 2021).

Another theoretical group shares identical content for the collaborative creation process of a product or service. The theory of value co-creation suggests that businesses engage external individuals to assist in the creation of products or services. These third-party individuals may consist of marketers, stakeholders, retailers, experts, or consumers (Mars, 2022). In addition, indigenous standpoint theory promotes indigenous empowerment co-design and co-development embeds collaboration into the project and moves community members from the outside to the centre as collaborative researchers (Beetson et al., 2020). Moreover, the third space approach theory is used to clarify the paradoxes in local product marketing and to direct the marketing relationships between local entrepreneurs and outside intermediaries (Giddens, 2013; Ngo et al., 2020). Stakeholder theory identifies groups or individuals that can impact organizational goals (Chamidah et al., 2021; Freeman and McVea, 2005), while system theory emphasizes the equal and mutual importance of relationships between stakeholders (Academics, Business, Society, Government, and Media) (Chamidah et al., 2021).

Furthermore, another theory group discusses the significance of marketing activities at the organizational level. According to the theory of precise marketing, changing technology would give firms an opportunity to switch from traditional media to more targeted interactive communication in the target market to increase communication efficacy and efficiency (Wei et al., 2015). Additionally, dynamic capability theory mentioned that the marketing efficiency of an organization leads to improved internal capabilities within the organization (Teece et al., 1997; Tongdhamachart and Niyomsilpa, 2022). Innovation theory (DIT) argues that new knowledge, ideas, processes, methods, and technologies transfer from society to society, causing social and cultural change (Kanyarat and Peerawat, 2022; Rogers et al., 2014). Furthermore, the uses and gratifications theory is a communication theory, which explains the motivations and methods by which individuals seek out media to fulfil particular requirements (Hassaro and Chailom, 2023).

3.2. Methods and data collection techniques measures in digital marketing in CBEs (RQ2)

The most common method of research employed in digital marketing in CBEs was qualitative, which was utilized in 15 out of the 32 articles included in the sample. Quantitative research methods represented the second most prevalent approach, with a sample size of 11. A total of 6

papers employed a mixed methods approach, incorporating both quantitative and qualitative research. According to this SLR, the qualitative research strategy was the leading method of research study about digital marketing in the CBE sector.

In addition, questionnaire survey (n = 16) was most often used to gather primary data in the quantitative method for digital marketing by CBEs (Fig. 2). Less common data collection techniques in quantitative method include secondary data (n=5). As for the qualitative method, interviews also presented the most common primary data collection (n = 18). However, the less popular data collection techniques within the qualitative approach were focus groups (n = 10) and direct observation (n = 8).

Based on the findings of the SLR, it can be concluded that mixed methods were not used extensively to investigate digital marketing regarding CBEs. Furthermore, the most frequently used data collection methods were questionnaire surveys and interviews that involved both quantitative and qualitative methodologies. To produce a more comprehensive view of the digital marketing sector in CBEs, future research efforts could use quantitative methods or mixed methods and utilize other data collection tools such as experiments. These methods could be further used to study this topic in a more in-depth investigation.

3.3. Digital marketing tools have been used to apply digital marketing in CBEs (RQ3)

This classification focuses on the digital marketing tools that were used for digital marketing for CBEs. An analysis of digital marketing tools offers useful insights into the interconnections among multiple fields, enabling CBEs to enhance marketing strategy. Fig. 3 from the SLR presents the digital marketing tools. Social media marketing is the most commonly used tool in CBEs, with 30 papers accounting for 93.75 % of the total 32 publications. The distribution of articles is as follows: Website has 12 articles (37.50 %), Mobile Marketing has 5 articles (15.63 %), Digital storytelling, Online Public Relations, and Virtual reality each have 3 articles (9.38 %), Search Engine Optimization (SEO) and Search Engine Marketing (SEM) each have 2 articles (6.25 %), and Chatbot and Gamification each have 1 article (3.13 %).

Social media marketing takes the lead as the most impactful digital marketing tool in CBEs. It is necessary to research social media marketing to determine the most prominent social media platforms. Therefore, this allows CBE owners to concentrate on creating promotional activities through these social media applications. Fig. 4 illustrates a collection of the most often-used applications in social media marketing tools that are utilized by CBEs. Facebook is the leading platform with the most number of studies, totalling 25 (83.33 %). Line comes next with 6 papers (20 %), followed by Instagram with 3 papers (10 %). Twitter and YouTube have a slightly lower quantity of research papers, each with 2 papers (6.67 %).

The findings of the mapping study encompass a total of 25 research studies that relate to the wide variety of social media marketing techniques utilized by CBEs. However, the majority of studies focus on the adoption of social media marketing techniques in CBEs through training
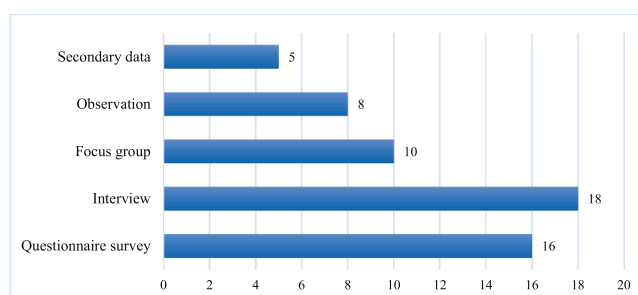

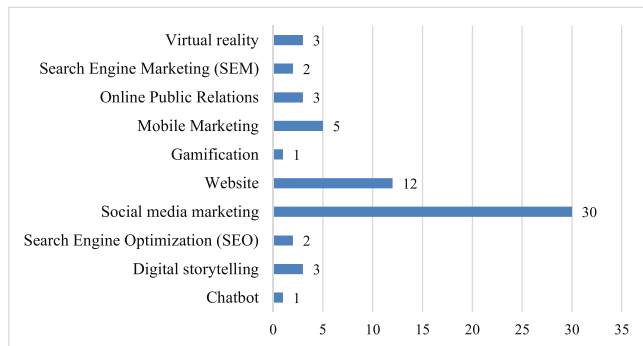**Fig. 2.** Data collection techniques applied in CBE research.

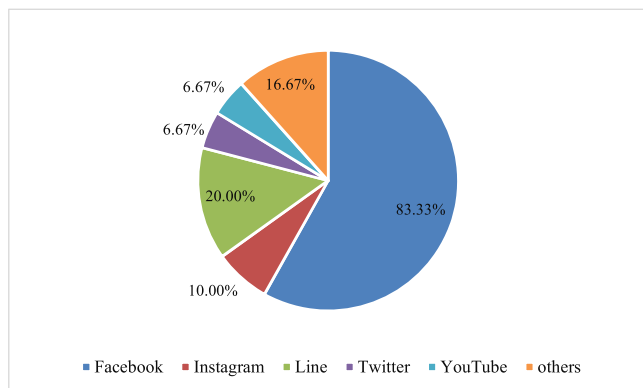**Fig. 3.** Dominant digital marketing tools applied in CBE research.

Fig. 4. Top social media marketing tools used in CBE research.

Fig. 5. Contexts of sectors for investigating digital marketing in CBE research.

Table 4
Countries that have been analyzed in digital marketing in CBE research.

Cultural contexts	Number of studies	Exemplary studies
Thailand	21	(Khwunnak and Chailom, 2021; Chai-Arayalert and Suttapong, 2020; Srinounpan et al, 2020)
Indonesia	3	(Harbi et al, 2023; Chamidah et al, 2021; Mukidi et al, 2022)
USA	3	(Mars, 2022; Powers and Zhao, 2019; Dwyer, 2007)
Vietnam	2	(Ngo et al, 2020; Thang et al, 2023)
Australia	1	(Beetson et al, 2020)
China	1	(Wei et al, 2015)
Korea	1	(Ha, 2018)

Source: Authors' summary and analysis

programs (Chienwattanasook et al., 2023b; Chuenchaikit et al., 2023; Ngo et al., 2020). In addition, multiple studies examine the effect of social media marketing applications such as YouTube, Line, Facebook, Pinterest, Podcast, Blog, WhatsApp and Instagram on business performance and operations (Grodgangunt et al., 2021; Kitipadung and Jaiborisudhi, 2023; Nuanmeesri, 2021); and the long-term sustainability of CBEs (Ngo et al., 2020; Powers and Zhao, 2019; Harbi et al., 2023). CBEs' utilization of social media marketing has grown significantly and improved marketing operations and innovation (Hassaro and Chailom, 2023; Kanyarat and Peerawat, 2022; Tongdhamachart and Niyomsilpa, 2022). Moreover, the use of social media to analysis about customer behaviours (Jangjarat et al., 2023; Mars, 2022; Wei et al., 2015) and customer perspective (Sinrungtam et al., 2023) has brought opportunities for CBEs can gain customer satisfaction (Chai-Arayalert and Suttapong, 2020; Srinounpan et al., 2020) and customer loyalty (Ha, 2018; Mars, 2022).

3.4. Contexts for investigating digital marketing in CBEs (RQ4)

We analysed the 32 articles included in this SLR to provide a complete overview of the contexts where research on digital marketing in CBEs was conducted. The results of our study showed that digital marketing was analyzed in multiple sectors within CBEs, as well as in various contexts of culture (see Fig. 5). The majority of the reviewed articles (n = 12) examined digital marketing in multi-type enterprises. Additionally, agriculture and tourist enterprises (n = 6 for each enterprise), service enterprises (n = 4), textile enterprises (n = 2), and forest and local food enterprises (n = 1 for each enterprise) were investigated.

We also examined the cultural contexts shown in the 32 articles that were evaluated. It was discovered that all 32 research were carried out inside a singular cultural context, and none of the studies investigated digital marketing in a cross-cultural context. Table 4 presents further information reg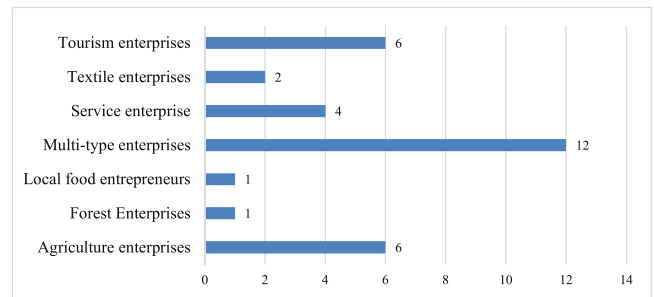arding the cultural contexts in research on digital marketing in CBEs. The countries where the majority of these empirical studies were conducted were Thailand (n=21), which contributed 65.63 % of the total 32 publications; Indonesia and the United States (n = 3), made up 9.38 %; Vietnam (n = 2), 6.25 %; and finally Australia (n = 1), China (n = 1), and Korea (n = 1), each with 3.13 %.

3.5. Outcomes underlying the effects of digital marketing in CBEs (RQ5)

3.5.1. Individual outcomes

The findings of this SLR emphasize the substantial influence of digital marketing on outcomes at the individual level in CBEs (see Fig. 6). Our study has revealed two separate categories of individual-level results that are influenced by digital marketing: customer-level outcomes and entrepreneur-level outcomes. In terms of customer-level outcomes, our research demonstrated that digital marketing had a positive impact on customer satisfaction (Chai-Arayalert and Suttapong, 2020; Sinrungtam et al., 2023; Srinounpan et al., 2020) customer loyalty/brand loyalty (Ha, 2018; Mars, 2022), customer engagement (Wei et al., 2015), customer behaviours (Jangjarat et al., 2023), and social networks (Dwyer, 2007).

In addition, the outcomes of digital marketing at the entrepreneur level in CBEs are discussed in the current SLR. Multiple studies have determined that digital marketing enhances managerial promotion and skill development through the digitization of cultural activities, knowledge sharing, access protocols, and digital skills alignment (Beetson et al., 2020). Moreover, CBEs might benefit from training programs that help entrepreneurs become proficient in digital marketing (Chienwattanasook et al., 2023a, 2023b; Chuenchaikit et al., 2023), as well as analyze the intention of enterprise system application (Thang et al., 2023).

Out of the several consumer-level outcomes examined, customer satisfaction and customer loyalty were the most frequently investigated. Five out of the eight assessed articles showed that digital marketing had an impact on customer satisfaction and customer loyalty. Furthermore, the evaluated publications consistently show that training programs contribute to the enhancement of entrepreneurs' expertise and skills in
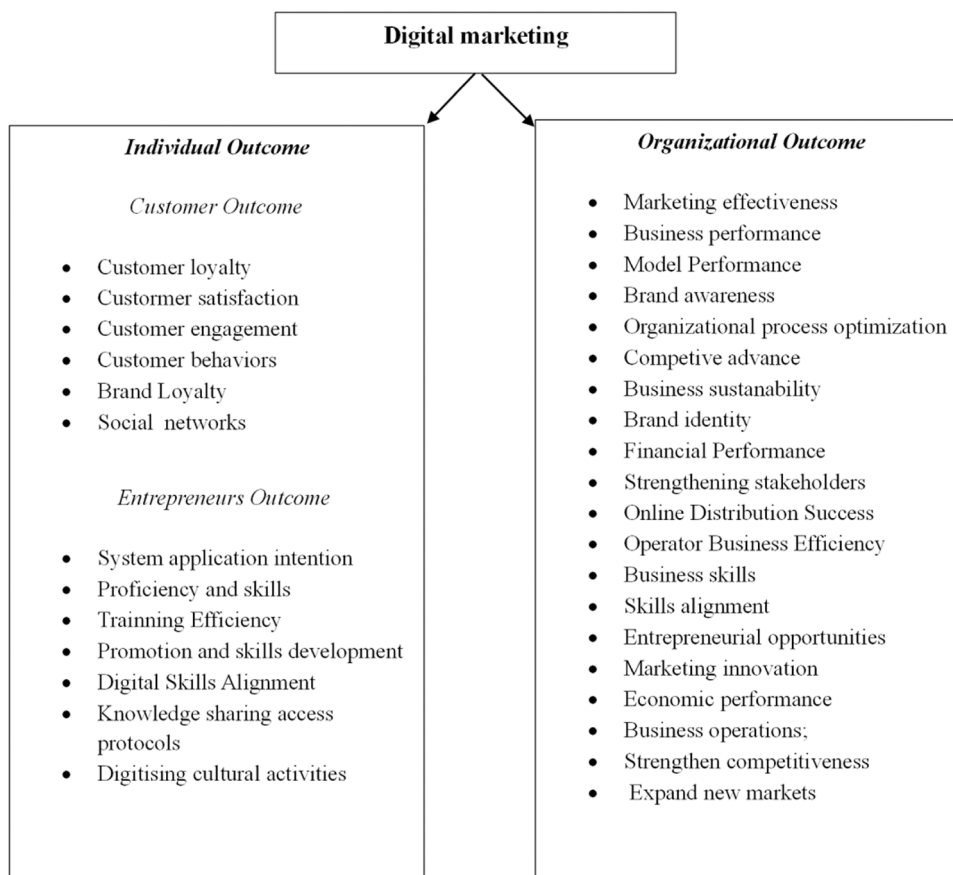
Fig. 6. Outcome network of digital marketing in CBEs.

digital marketing, as evidenced by 4 out of 5 articles.

3.5.2. Organizational outcomes

The findings have identified some specific types of outcomes at the organizational level that are influenced by digital marketing. These categories include marketing activity, business performance, business sustainability, and business operations. Our evaluation found that digital marketing had a positive effect on marketing effectiveness (Hassaro and Chailom, 2023; Tongdhamachart and Niyomsilpa, 2022), and marketing innovation (Patluang, 2019). Specifically, some researchers identified that digital marketing helps CBEs to develop market effectiveness, new customers, marketing goals, market share (Tongdhamachart and Niyomsilpa, 2022), and online distribution success (Kanyarat and Peerawat, 2022).

In terms of performance outcomes, seven studies showed a positive connection between digital marketing and firm performance. These researches indicated that digital marketing help local businesses (Chotpittayanon, 2023) increase the number of customers (Romprasert and Trivedi, 2021; Ruamsuke et al., 2022), community income (Harbi et al., 2023; Romprasert and Trivedi, 2021), quality of life (Chotpittayanon, 2023), high profits (Mukidi et al., 2022; Ruengdet and Wongsurawat, 2010). Additionally, our SLR findings demonstrated that digital marketing improves business sustainability such as strong family-firm culture and sustainability (Powers and Zhao, 2019); increasing community engagement (Ngo et al., 2020; Powers and Zhao, 2019), community well-being (Chamidah et al., 2021; Ngo et al., 2020). Furthermore, digital marketing fosters operator business efficiency (Chai-Arayalert and Suttapong, 2020; Sangayotin, 2021), and business skills (Beetson et al., 2020).

In conclusion, based on the results of the SLR, digital marketing has proven to affect outcomes in the organizational behaviour of CBEs. 9 out

of the 23 analyzed articles demonstrated that digital marketing influenced business performance, which was the most studied type of outcome at the organizational level.

4. Discussion

4.1. Review study findings summary

The main purpose of this SLR was to explore our comprehension of digital marketing in CBEs by analyzing the diverse theories, research methodologies, data collection techniques, digital marketing tools, contexts, and outcomes discussed in the existing literature. This conclusion critically presents a comprehensive framework (see Fig. 6) that explores the outcomes of digital marketing in CBEs. It also suggests theoretical and practical implications as well as possible areas of further study.

First, no single theory holds domination over the academic output in terms of popularity. The consumer behaviour theory and the theory of technology acceptance model were the most commonly used theories to describe the influence of digital marketing research on CBEs. Less used some similar theory groups that research consumers such as the theory of revealed preference, framing theory and the theory of information. In addition, some theories suggest that collaboration in the development process for a product or service involves various third-party individuals, such as marketers, stakeholders, retailers, experts, or consumers (Mars, 2022). These theories are for example the theory of value co-creation, the indigenous standpoint theory, the third space approach theory, the stakeholder theory, the theory of dissemination/adoption and the system theory. Furthermore, another theory group indicated that changing technology will give firms an opportunity to switch from media to more targeted interactive communication in the target market to improve

communication effectiveness and efficiency (Wei et al., 2015). These theory groups include the theory of precise marketing, dynamic capability theory, organizational ecology theory, innovation theory (DIT), and uses and gratifications theory.

Second, out of the 32 research in our sample, 15 utilized qualitative methods and employed interviews and focus groups as methods of collecting data. In addition, quantitative techniques were the second most common method, with a sample size of 11. The study most often used to gather primary data for digital marketing by CBEs is a questionnaire survey. In contrast, a small number of studies utilized a mixed methods approach, integrating both quantitative and qualitative research. This study shows that the qualitative research method was the most commonly used approach to investigate digital marketing in the field of CBEs.

Third, out of all the digital marketing channels that are combined, the majority of the articles demonstrate that websites and social media marketing are the digital marketing tools that are utilized the most for research purposes. In addition, the paper provides an overview of the present use of social media marketing techniques in digital marketing for CBEs. Facebook's application is the most popular, as evidenced by research studies that have cited it in 25 out of 30 articles, accounting for 83.33 %.

Fourth, within the study context, this SLR found that the studies in consideration mostly collected data from Asia, mainly from Southeast Asian countries like Thailand, Indonesia, and Vietnam. Especially, Thailand emerged as the dominant context for data collection in the majority of the research. Analyzing the datasets from Thailand, numerous studies have discussed the adoption of digital marketing in CBEs (Chienwattanasook et al., 2023a; Nuanmeesri, 2021), and digital marketing training for CBE entrepreneurs (Chienwattanasook et al., 2023a, 2023b; Chuenchaikit et al., 2023). This SLR additionally identified all articles that investigated the effects of digital marketing in CBEs within a single cultural context. In addition, a majority of studies (12 out of 32) utilized data from digital marketing in CBEs, specifically emphasizing multi-type institutions. A greater focus on industries including tourism, agriculture, service, textile, forest enterprises, and regional food can enhance the literature's comprehension of the range of opportunities in digital marketing in CBEs.

Five, the current SLR presented findings on the outcome of CBEs when businesses implement digital marketing in their marketing strategy. Fig. 6 depicts a nomological framework illustrating the relationship between digital marketing and its resulting outcomes. The findings of this SLR emphasize the significant effect of digital marketing on individual-level outcomes and organizational outcomes in CBEs. The study revealed two separate categories of individual-level outcomes driven by digital marketing: customer-level outcomes and entrepreneur-level outcomes. In particular, customer satisfaction and loyalty were the most examined customer outcomes, with 5 out of 8 articles; while entrepreneurial-level outcomes emphasize the development of digital marketing skills and proficiency through training programs for entrepreneurs. In addition, the study demonstrated that digital marketing had a significant influence on business performance, which was the most commonly examined type of organizational outcome.

4.2. Future research agenda

This SLR identifies five major gaps in digital marketing research in CBEs: (1) theoretical lenses; (2) research designs; (3) digital marketing tools; and (4) research contexts; (5) the outcomes of digital marketing used to support connections in digital marketing in CBEs include. The following five suggestions are presented based on these gaps:

4.2.1. First recommendation: use more theoretical perspectives
While the consumer behaviour theory and the theory of technology acceptance model are commonly used, this SLR suggests that these theories can be expanded to explain the effects of digital marketing.

However, it is important to also incorporate other theory groups such as customer research, collaboration of third-party individuals, and changing technology adoption to gain a better understanding of the connections between digital marketing and new outcomes at both individual and organizational levels.

This SLR suggests that the media, particularly the internet, can influence and alter consumer behaviour and attitudes (Romprasert and Trivedi, 2021). Specifically, consumer behaviour theory emphasizes using media for the target market and motivation, contributing to customer satisfaction through communication media (Cragan and Shields, 1998; Romprasert and Trivedi, 2021). In addition, the theory of technology acceptance model suggests that entrepreneurs' behavioural intention, which is based on regard to ease of use and technology's perceived usefulness, predicts acceptance levels in using their technology (Davis, 1989; Thang et al., 2023). Besides, future studies can integrate these theories to analyze customer behaviour and entrepreneurs' behavioural intentions in selecting the most effective digital marketing tools for CBEs.

Moreover, more studies might be conducted to investigate additional mechanisms by which digital marketing can influence the behaviours of third-party individuals such as marketers, stakeholders, retailers, experts or consumers. For example, the theory of value co-creation, indigenous standpoint theory, the third space approach, stakeholder theory, theory dissemination/adoption and system theory can emerge during the process of collaborating with third-party individuals in preparing a product/service (Mars, 2022). Hence, to develop research areas in CBEs, future studies should integrate each of these mentioned theories to collaboratively develop local products (Beetson et al., 2020; Ngo et al., 2020).

4.2.2. Second recommendation: employ various research methods
This SLR indicates that most of the articles in the review involved used qualitative research which is also a limitation of research design. It is recommended that other methods such as quantitative and mixed methods be used which develop a deeper understanding of digital marketing in CBEs. While digital marketing is a widely recognized concept, it becomes vital to use quantitative and mixed methods to learn more about the predictive matters and results which take place in digital marketing. Furthermore, qualitative techniques such as case study designs or ethnography targeted at a selected group of CBEs could be used to study digital marketing. Moreover, experimental designs can test the causal effects of digital marketing on outcomes for organisations or consumers. Similarly, these designs may be used to test whether the training of entrepreneurs in digital marketing skills increases efficiency.

4.2.3. Third recommendation: using various digital marketing tools
The results of this SLR showed that social media marketing was the most adopted digital marketing tool used in CBEs. Most of the research examined digital marketing adoption in CBEs using training programs (Chienwattanasook et al., 2023b; Chuenchaikit et al., 2023; Ngo et al., 2020). Furthermore, some studies investigated the impact of digital marketing initiatives on CBEs in terms of performance and sustainability (Harbi et al., 2023; Ngo et al., 2020; Powers and Zhao, 2019). Future studies might investigate the use of other digital marketing tools in CBEs such as chatbots, digital storytelling, search engine optimization (SEO), online public relations, search engine marketing (SEM) or virtual reality to further understand digital marketing practices in CBEs. Additionally, future consideration of the impact of mobile marketing strategies can provide valuable insights into reaching consumers on the go and in rural areas with limited internet access.

Based on studies looking at social media marketing applications, Facebook is the most successful social media marketing tool. Conversely, this paper is also dedicated to research that highlights the way the productive progress held by social media marketing among CBEs, including Facebook, YouTube, Line, WhatsApp, Pinterest, Podcast, Instagram, and Blog (Grodgangunt et al., 2021; Kitipadung and

Jaiborisudhi, 2023; Nuanmeesri, 2021). Future research should therefore explore the potential of expanding the use of social media marketing, specifically focusing on platforms like TikTok. This is because TikTok offers unique opportunities for creativity, self-expression, and digital marketing (Guarda et al., 2021). Moreover, it is crucial for CBEs to understand how to protect consumer data while effectively using it for marketing purposes. Therefore, future research should focus on data privacy and security, given the increasing reliance on data collection and analysis in digital marketing.

4.2.4. Fourth recommendation: examine digital marketing across different contexts

While digital marketing studies in CBEs primarily focus on data from Asia, particularly Southeast Asian countries like Thailand, Indonesia, and Vietnam, it is worth noting that Thailand is the main context for data collection in most studies (as indicated in Table 4). However, countries from Africa, Europe, and Latin America are rarely taken into account when examining digital marketing in CBEs. Future studies should conduct empirical studies on digital marketing using datasets from these nations to enhance and compare the understanding of the effects of digital marketing in firms operating in developed countries.

Furthermore, we discovered that all 32 articles researched digital marketing in a single cultural context, however, none examined it in a cross-cultural context. Further research should address this gap by investigating the impact of multiple national cultural values on the successful implementation of digital marketing. Moreover, a significant number of studies utilized data from digital marketing in CBEs, specifically emphasizing multi-type businesses (12 out of 32 studies). A few studies examine several sectors, including tourism, agriculture, service, textile, forest companies, and local food. These studies contribute to the literature by offering a more comprehensive knowledge of differences in digital marketing among CBEs. Future studies should focus on conducting an in-depth analysis of understanding within a specific sector such as tourism (Chotpittayanon, 2023; Ngo et al., 2020) or comparing marketing effectiveness in different sectors (Tongdhamachart and Niyomsilpa, 2022).

4.2.5. Fifth recommendation: developing digital marketing outcomes

This SLR demonstrates the significant effect of digital marketing on both individual-level outcomes and organizational outcomes in CBEs. Our study has discovered two unique categories of individual-level outcomes that are influenced by digital marketing: consumer-level outcomes and entrepreneur-level outcomes. In terms of customer-level outcomes, several studies concluded that digital marketing promoted customer satisfaction (Chai-Arayalert and Suttapong, 2020; Sinrungtam et al., 2023; Srinounpan et al., 2020), customer loyalty or brand loyalty (Ha, 2018; Mars, 2022). There has been limited research conducted on consumer engagement (Wei et al., 2015). Hence, future research in CBEs should investigate more customer engagement in different sectors such as tourism, agriculture, service, textile, forest enterprises and local food (Wicaksono et al., 2021). Therefore, CBEs can engage in collaborative development processes for products or services with external stakeholders, such as customers (Mars, 2022; Ngo et al., 2020). Moreover, another research should also consider how CBEs can implement sustainable and ethical digital marketing practices that align with their social and environmental values in rural and remote areas, thus appealing to conscious consumers.

The present SLR contributes a valuable understanding of the entrepreneur's level outcomes. For example, digital marketing enhances managerial promotion and skill development through the digitization of cultural activities, knowledge sharing, access protocols, and digital skills alignment (Beetson et al., 2020). Furthermore, training programs assist CBE entrepreneurs in acquiring digital marketing skills and abilities (Chienwattanasook et al., 2023a, 2023b; Chuenchaikit et al., 2023), as well as assess enterprise system application intention (Thang et al., 2023). Therefore, future studies should focus on providing training not only for managers or entrepreneurs to improve their digital marketing skills but also on offering support to employees or community members in CBEs.

Moreover, the results of this SLR show that digital marketing significantly affects the organizational outcomes in CBEs. The majority of the reviewed publications (9 out of 23) focused on performance outcomes and found evidence that digital marketing had an impact on business performance. The findings have shown that digital marketing supports local businesses in expanding their consumer base (Romprasert and Trivedi, 2021; Ruamsuke et al., 2022), community income (Harbi et al., 2023; Romprasert and Trivedi, 2021), quality of life (Chotpittayanon, 2023), and financial performance (Mukidi et al., 2022; Ruengdet and Wongsurawat, 2010). Future studies could broaden the range of organization-level outcomes of digital marketing by examining additional detailed categories of performance, such as innovative performance (Saleem et al., 2024), financial performance, open innovation (Raya et al., 2021), ambidextrous information, employee satisfaction, and internal process quality.

The current study additionally determined and combined elements from the chosen studies into a framework to enhance the clarity of the analytical results (see Fig. 7). Various digital marketing techniques become the primary focus of CBE marketing efforts. However, marketing through social media is essential and all-encompassing since it is both inexpensive and allows direct communication between CBEs and their potential consumers (Chienwattanasook et al., 2023b). Additionally, the effect of digital marketing tools on collaboration among stakeholders, capability, and adoption are also examined in this framework. Finally, as an outcome of digital marketing in CBEs, we explore the general effect of digital marketing adoption on value creation for customers, entrepreneurs and organizations (see Fig. 6). Therefore, the framework identifies the critical intersections in digital marketing adoption where digital marketing tools currently have or will have an important impact CBEs indirectly or directly.

4.3. Practical implications

The analyzed empirical research showed the essential function of digital marketing in CBEs. Our SLR analysis suggests that digital marketing might have an important role in reaching positive outcomes at both the individual and organizational levels. This part provides many managerial implications for CBEs.

First, Training should be provided to managers at all levels to strengthen their skills in technology and digital marketing. CBEs should also make an effort to provide such training to their employees as well as protect consumer data privacy and security. In particular, CBEs could increase managers' realization of the importance of digital marketing, as they are willing to implement training programs for managers that would also allow them to improve their skills and competencies related to digital marketing (Chienwattanasook et al., 2023a, 2023b; Chuenchaikit et al., 2023). Additionally, CBEs would employ the technology acceptance model (TRA) to understand the extent to which CBE entrepreneurs are willing to voluntarily work together to utilize digital marketing campaigns to gain customers for their services and goods (Thang et al., 2023).

Second, Our SLR outcome shows that external individuals play a critical role of the successful in convincing stakeholders to work together and have a desirable impact in many aspects (Mars, 2022; Ngo et al., 2020). Consequently, our group suggests that CBEs work closely with external individuals, including marketers, stakeholders, merchants, experts or customers, during the production or distribution process. For example, to co-create value, customers can provide feedback during product development, increase availability and usability (e.g., peer-run support service forums), and engage in viral marketing and peer-to-peer advertising (Dholakia et al., 2009).

Third, our SLR additionally highlights the increasing importance of social media marketing tools in the relationships between different
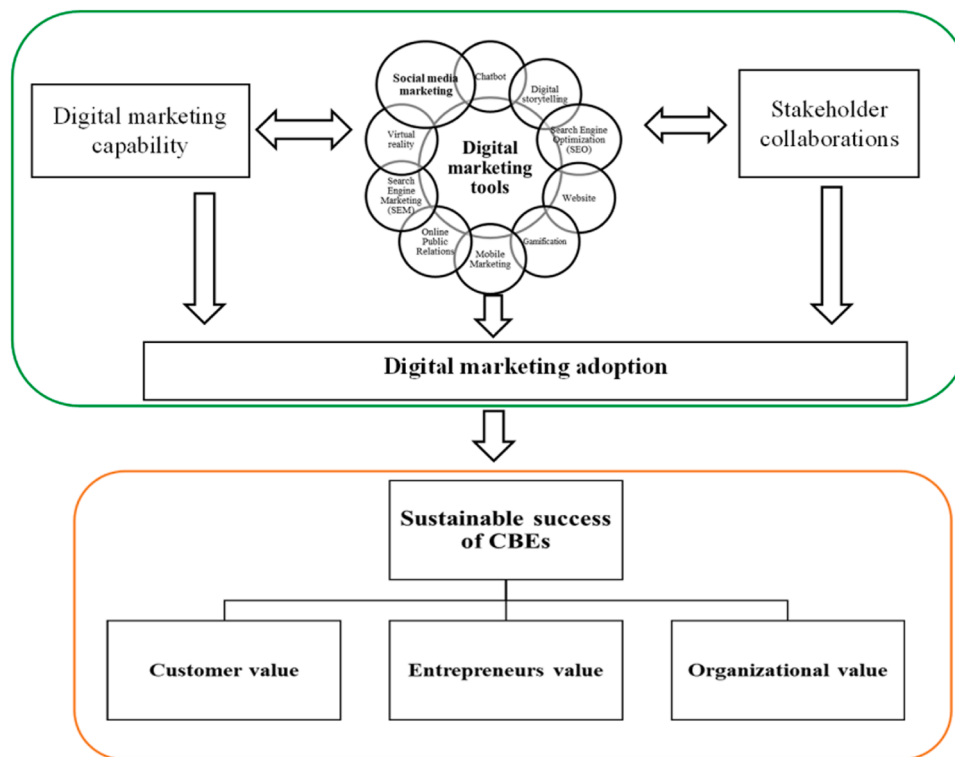
Fig. 7. Research framework for digital marketing adoption in CBEs.

customer groups (Ngo et al., 2020). Therefore, we suggest that CBEs employ social media marketing tools, such as Facebook, YouTube, Line, WhatsApp, Pinterest, Podcast, Instagram and Blog, to promote strategies for marketing that have been identified in the studies included in our sample (Jangjarat et al., 2023) or specifically focusing on platforms like TikTok (Guarda et al., 2021), supporting CBEs have opportunities to reach the target market.

5. Conclusions

The field of digital marketing has been receiving considerable academic interest in the literature of CBEs. The paper attempted to find an association between digital marketing and CBEs in supporting the sustainable growth of these businesses by creating an outcome network of digital marketing in CBEs. This study has also identified appropriate results for five research questions regarding the evolution of studies from these theoretical frameworks, methods used, digital marketing tools, contexts, and outcomes through a SLR that utilised content analysis. The significance of the SLR in the context of digital marketing in CBEs is crucial from both theoretical and administrative viewpoints. Theoretically, as various empirical research has been undertaken to examine the theories and outcomes on the impact of digital marketing in CBEs, it is essential to undertake a review to examine and synthesize the findings of these studies. This review will also help establish a research agenda for future studies. From the point of view of management, digital marketing plays a crucial role in enhancing CBE's competitive advantage and overall organizational achievements. Therefore, managers are encouraged to comprehend the digital marketing elements that influence the individual and organizational outcomes of CBEs. In conclusion, we believe that this SLR will effectively represent the existing literature on digital marketing in CBEs, providing valuable insights for both scholars and practitioners in this domain.

6. Limitations and future examinations

While our SLR provided significant insights for both practice and theory, it is vital to acknowledge the existing limitations that continue to be discussed in future evaluations. First, The data extraction was conducted using the Scopus database, a resource extensively utilised by researchers (Sarker and Bartók, 2023). However, non-indexed publications could have been overlooked. Future studies can combine relevant data from other databases (like Web of Science, EBSCO, and ProQuest) to acquire additional information. Second, the existence of selection bias is an additional limitation. This SLR only included papers accepted by peer-reviewed journals and removed non-journal publications (e.g., conference proceedings and book chapters) to maintain the quality of the reviewed publications. Future scholars might include more aspects to conduct an additional complex analysis of digital marketing in CBE research. Third, the inclusion criteria are limited to English-published papers. The growing significance of digital marketing in CBEs requires more studies in languages such as Thai because this country emerged as the dominant context in the majority of the research, which can provide additional support to challenge the existing findings. Therefore, further research can use this opportunity to increase our understanding of digital marketing in CBEs across various cultural contexts.

Despite the limitations described above, we believe our SLR provides a strong foundation for future research efforts aimed at increasing our understanding of digital marketing in CBEs. From the point of view of CBE management, digital marketing plays an important function in improving corporate sustainability, which contributes to the firm's competitive edge and organizational achievement (Ngo et al., 2020). Therefore, enterprises managed by CBE managers are strongly encouraged to incorporate digital marketing into their overall marketing plan.

Ethical statement

Ethical Statement is not applicable to our research. Our study primarily relied on a systematic literature review methodology,

encompassing a thorough analysis of existing academic works, research papers, and publications on the topic of open innovation and technology transfer from universities. No primary data collection or experiments involving human subjects or animals were conducted during our research.

Author contributions

All authors participated in the drafting of this manuscript as individual experts in their fields, and are solely responsible for the contents. All authors have read and agreed to the published version of the manuscript.

CRediT authorship contribution statement

Md. Sadrul Islam Sarker: Writing – review & editing, Visualization, Validation, Supervision, Software, Resources, Methodology,

Conceptualization. **Thi Thuy Sinh Tran:** Writing – review & editing, Writing – original draft, Visualization, Validation, Supervision, Software, Resources, Project administration, Methodology, Investigation, Funding acquisition, Formal analysis, Data curation, Conceptualization. **Nikoletta Nemeth:** Writing – review & editing, Methodology, Funding acquisition, Formal analysis, Data curation, Conceptualization.

Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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Appendix 1. Summary of digital marketing studies in community-based enterprises (CBEs)

Authors	Theories	Data collection	Contexts	Sample	Methods	Types of digital marketing	Outcomes	Level of analysis
(Tongdhamachart and Niyomsilpa, 2022)	Dynamic Capability Theory	Questionnaire survey	400 multi-type enterprises in Nakhon Pathom Province, Thailand	400 entrepreneurs	Quantitative study	Website; Social media marketing	Marketing effectiveness: market effectiveness, new customer, marketing goal; market share	Organizational level
(Chotpittayanon, 2023)		Questionnaire survey; Interviews; Focus group	Tourism enterprises in Udon Thani, Thailand	1) Questionnaire survey: 360 tourism community members; 2) Interview: 15 interviewees (8 CBE presidents, 3 CBE committee members, and 4 tourists); 3) Focus group: 10 experts	Mixed method	Social media marketing	Business performance: quality of goods and services, number of tourists, community income, quality of life	Organizational level
(Thang et al., 2023)	Theory of Technology Acceptance Model	Questionnaire survey	Community-based tourism enterprises in Vietnam	466 entrepreneurs	Quantitative study	Software, Website	Intention to apply e-commerce in marketing communication activities	Individual level (Managers)
(Nuanmeesri, 2021)		Focus group; Questionnaire survey	Local multi-type enterprises in Chachoengsao Province, Thailand	1) Focus group: 10 experts; 33 elderly entrepreneurs 2) Questionnaire survey: 157 customers	Mixed method	Social media marketing; Digital storytelling; Chatbot, Gamification; Virtual reality	Model Performance: 1, Inflattructure; 2. Process., 3. Customer; 4. Business performance: Brand awareness, financial business, organizational process optimization, competitive advance	Organizational level
(Mars, 2022)	Theory of value co-creation	Interviews; Observation; Secondary data	Local food enterprises in southern Arizona, USA	1) Interview: 5 bankers and 31 customers; 2) Observation: productionactivities and consumption routines; 3) Social media data: 3419 posts andcomment threads	Qualitative study	Social media marketing; Website	1) Customer loyalty; 2) Business sustainability: Reputation and the brand identity, Revenue increase, Strengthening stakeholders	Individual level (Customers) Organizational level
(Chienwattanasook et al., 2023a)		Interviews; Focus group	Agriculture enterprises in Chachoengsao province, Thailand	25 entrepreneurs	Qualitative study	Social media marketing; Website	Proficiency and skills	Individual level (Managers)
(Kanyarat and Peerawat, 2022)	Innovation Theory (DIT)	Questionnaire survey	Local multi-type enterprises in Thailand	400 entrepreneurs	Quantitative study	Social media marketing	Online Distribution Success (ODS):	Organizational level

(*continued*)

Authors	Theories	Data collection	Contexts	Sample	Methods	Types of digital marketing	Outcomes	Level of analysis
(Chienwattanasook et al., 2023b)		Focus group	Local textile enterprises in Chachoengsao Province, Thailand	25 entrepreneurs	Qualitative study	Social Media Marketing; Search Engine Optimization (SEO);	Financial Performance, Customer Loyalty, Work Management, Career Advancement, Proficiency and skills	Individual level (Managers)
(Khwunnak and Chailom, 2021)		Questionnaire survey	Tourism community enterprises in the Upper Northeast Region 1, Thailand	400 entrepreneurs	Quantitative study	Virtual reality	Operator Business Efficiency	Organizational level
(Chuenchaikit et al., 2023)		Questionnaire survey	Local multi-type enterprises in Nakhon Pathom Province, Thailand	7 experts and 400 entrepreneurs	Quantitative study	Social media marketing	Training Efficiency	Individual level (Managers)
(Sinrungtam et al., 2023)		Interviews; Questionnaire survey	Local multi-type enterprises in Thailand	1) Interviews: 25 stakeholders; 2) Questionnaire survey of 125 entrepreneurs	Mixed method	Social media marketing	1) Customer satisfaction; 2) Business sustainability	Individual level (Customers); Organizational level
(Hassaro and Chailom, 2023)	Uses and Gratifications Theory	Focus group; Questionnaire survey; Interviews	Local multi-type enterprises in Thailand	1) Focus group:10 entrepreneurs; 2) Questionnaire survey: 400 entrepreneurs; 3) interviews: 3 experts	Mixed method	Social media marketing	Online marketing success: Successes in financial management, Success with customers, Work process in the organization, Learning and growth	Organizational level
(Ruamsuke et al., 2022)	Theory validation; Theory dissemination/ Adoption	Interview; Observations	Logistics service enterprises in Chanthaburi, Thailand	3 staff members and 3 shippers	Qualitative study	Social media marketing	Business performance	Organizational level
(Chamidah et al., 2021)	Stakeholder theory; System theory	Interview; Observation; Focus groups	Tourism community enterprises in West Java Province, Indonesia	17 informants (3 Academics, 2 Business, 3 stakeholders, 5 Government, and 2 the Media)	Qualitative study	Social media marketing	Business sustainability	Organizational level
(Powers and Zhao, 2019)	Organizational ecology theory	Interview	Service enterprise of the Great Plains, USA	17 founders, 20 non-family members, and 5 executives	Qualitative study	Online Public Relations; Social media marketing; Website; Search Engine Marketing (SEM)	Business sustainability: increased revenue, strong family-firm culture and sustainability, increasing community engagement and user-generated news	Organizational level
(Chai-Arayalert and Suttapong, 2020)		Interview; Observation	Textile enterprises in Nakhon Si Thammarat province, Thailand	40 participants (CE leader members, and customers)	Qualitative study	Search Engine Optimization (SEO); Social media marketing; Website; Mobile Marketing	1) Customer satisfaction; 2) Operator Business Efficiency	Individual level (Customers); Organizational level
(Srinounpan et al., 2020)	Motivation theory; Consumer behaviour	Interview; Questionnaire survey	Agriculture enterprises at Tambon Suankhan Nakornsritammaratprovince, Thailand	1) Interview: 7 members of the enterprise, and 3 experts leaders; 2) Questionnaire survey: 400 customers	Mixed method	QR code; Mobile Marketing; Social media marketing	Customer satisfaction	Individual level (Customers)
(Beetson et al., 2020)	Indigenist standpoint theory	Interview; Observation	Multi-type start-up enterprises in Ngemba First Nation in Brewarrina, Australia	Community members, platform users, 3 researchers	Qualitative study	Mobile Marketing; Website	1) Promotion and skills development: Digital Skills Alignment, Knowledge sharing and access protocols, Digitising cultural	Individual level (Managers); Organizational level

(*continued*)

Authors	Theories	Data collection	Contexts	Sample	Methods	Types of digital marketing	Outcomes	Level of analysis
							activities; 2) Business skills: Skills alignment, and entrepreneurial opportunities (cultural capital growth, collection of incidental environmental data)	
(Romprasert and Trivedi, 2021)	Theory of information; Consumer theory; Theory of revealed preference	Interview	Agriculture enterprises in Thailand	6 entrepreneurs	Qualitative study	Mobile Marketing; Social media marketing; Website	Business performance: income earnings, high profits, increased financial capital, engage with local business-specific information, easily accessible to customers	Organizational level
(Patluang, 2019)		Questionnaire survey	Tourism community enterprises in Thailand	147 entrepreneurs	Quantitative study	Social media marketing	Marketing innovation: new product characteristics and packaging, new distribution techniques and channels, new promotion and advertising techniques, and new price techniques	Organizational level
(Wei et al., 2015)	Theory of precise marketing; Frame Theory	Secondary data	Multi-type enterprises in China	blogs of 354 companies	Quantitative study	Social media marketing	Customer engagement: likes, shares and comments	Individual level (Customers)
(Ruengdet and Wongsurawat, 2010)		Questionnaire survey; Observations; Interview	Local multi-type enterprises in Phetchaburi Province, Thailand	1) Observations and interviews: 17 entrepreneurs; 2) Questionnaire survey: 1535 members	Mixed method	Website; Social media marketing	Business performance: Survival, Profitability	Organizational level
(Jangjarat et al., 2023)	Theory of Technology Acceptance Model	Questionnaires survey	Local multi-type enterprises in Thailand	619 customers	Quantitative study	Social media marketing	Customer behaviours: monthly household income and participation in social activities	Individual level (Customers)
(Mukidi et al., 2022)	Theory of the welfare state	Secondary data	Local multi-type enterprises in Langkat Regency district, Indonesia	government policies	Qualitative study	Website; Social media marketing	Economic performance	Organizational level
(Harbi et al., 2023)		Questionnaire survey; Interviews; Observation; Secondary data	Forest-based enterprises in South Sumatra Province, Indonesia	1) Interviews and Observation: 15 enterprise members, The head and 5 forest management unit staff; 2) Secondary data: Central Bureau of Statistics	Qualitative study	Website; Social media marketing	Financial performance and Sustainability	Organizational level
(Grodgangunt et al., 2021)		Interview; Focus group	Agriculture enterprises in Bannang Sata district, Thailand	3 durian-related entrepreneurs	Qualitative study	Social media marketing	Business operations, Strengthen competitiveness, Business performance	Organizational level
(Kitipadung and Jaiborisudhi, 2023)		Interview; Focus group	Agriculture enterprises, Thailand	18 stakeholders and entrepreneurs	Qualitative study	Social media marketing; Digital storytelling; Online Public Relations	Expand new markets, Financial Performance	Organizational level

(continued)

Authors	Theories	Data collection	Contexts	Sample	Methods	Types of digital marketing	Outcomes	Level of analysis
(Sangayotin, 2021)	Valued Chain Theory	Interview	Local multi-type enterprises in Southern border provinces, Thailand;	17 samples (5 experts, 5 businessmen, and 7 leaders)	Qualitative study	Social media marketing; Digital storytelling; Online Public Relations	Operator Business Efficiency: sharing marketing information, sharing experiences	Organizational level
(Ha, 2018)		Questionnaire survey	Service enterprises, South Korea	353 participants from online brand communities	Quantitative study	Social media marketing; Mobile Marketing	Brand Loyalty	Individual level (Customers)
(Wongadisai et al., 2020)		Focus group; Questionnaire survey	Agriculture enterprises in Thailand	1) Questionnaire survey: 400 members of 200 CEs; 2) Focus groups: 5 successful CEs and 7 unsuccessful CEs	Quantitative study	Social media marketing; Search Engine Marketing (SEM)	Bussiness performance: sales and revenues	Organizational level
(Dwyer, 2007)		Secondary Data; Observations	Service enterprise, USA	10 product-oriented groups	Quantitative study	Social media marketing; Virtual reality; Website	Social networks	Individual level (Customers)
(Ngo et al., 2020)	The third space approach theory	Interview; Focus group	Tourism enterprises, Vietnam	1) Interviews: 30 stakeholders; 2) Focus group: 15 stakeholders	Qualitative study	Website; Social media marketing	Business sustainability: performances, financial viability, community development priority, preserves Indigenous values, enhances community well-being	organizational level

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