

## ***Entrepreneurial Competencies & Digital Marketing Orientation: Comparative Analysis of Empirical Evidence from the Literature***

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Digital technology has had an impact on every sector of society. Global businesses are greatly affected by this, particularly in the modern marketing domain. Businesses, whether big or small, are constantly adapting and utilising digital technologies to identify consumers' needs, wants, and preferences and satisfy them while using them for business communication. Literature indicates the digital marketing orientation of small and medium businesses (SMBs) is subject to the intensity of entrepreneurial competencies. Academics accepted, entrepreneurs require applied knowledge of digital technologies, powered by sound competencies, to reach competitive advantages, but SMBs show major failures against corporate entities. It has led to the loss of great opportunities, competitive advantages, and growth potential. This is an existing problem that has been less researched. Literature from 22 selected countries is scrutinized to identify specificities and commonalities and examine how to impact entrepreneurs' competencies on digital marketing orientation in the SMB context in respective countries. Although literature reveals that the basic digital adoption level is approximately 75%, the actual use for marketing purposes is much lower than that. Consequently, 72% of the SMBs have a website, whereas updating and using it optimally for marketing initiatives indicates lower intensity. More than 64% have adopted email but do not use it, preferably for strategic marketing. More than 90% use social media but do not use the strategic tools available efficiently. Even in developed countries, only 25% use advanced technologies like AI, AR, VR, LLM, and DA. This context is created by the deficiency of entrepreneurs' competencies. It is expected that there will be two significant outcomes from the study in both theory and practice. First, a contribution has been made to entrepreneurial marketing theory and SMB literature by enhancing relevant knowledge. Secondly, study provides an empirical data-driven understanding, insights & analysis into the prognostic impact of entrepreneurial competencies on digital marketing orientation.

**Keywords:** Entrepreneurs' Competencies, Digital Marketing Orientation, Marketing, Small & medium Tourism Businesses

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