UNPACKING THE LANDSCAPE OF DIGITAL AND CORPORATE ENTREPRENEURSHIP: A SYSTEMATIC LITERATURE REVIEW OF KEY CHARACTERISTICS, DIMENSIONS, AND STRATEGIC OUTCOME

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ABSTRACT

The advancement of digital technology has revolutionized the global entrepreneurial landscape, giving rise to two primary approaches digital entrepreneurship and corporate entrepreneurship. This study is motivated by the need to understand the differences, similarities, and synergies between these two approaches in addressing increasingly complex and dynamic business challenges. The main objective of this study is to identify the key characteristics, dimensions, and strategic outcomes of both entrepreneurial models. Employing a Systematic Literature Review (SLR) method guided by the PRISMA framework, the study examines 18 relevant scholarly articles published between 2018 and 2024. Data were obtained through a systematic process of identification, selection, and evaluation of literature from the Scopus database. The findings indicate that digital entrepreneurship emphasizes flexibility, external exploration, and the utilization of technology as a value creation tool, whereas corporate entrepreneurship focuses more on the exploitation of internal resources, structured innovation, and operational efficiency. This study reveals that, despite their differing approaches, the strategic integration of digital and corporate entrepreneurship can foster the development of ambidextrous organizations those capable of balancing exploration and exploitation simultaneously. The conclusion underscores the importance of building entrepreneurial agility, integrating digital technologies, and strengthening entrepreneurship education as critical foundations for achieving sustainable competitive advantage in the digital era.

Keywords: *Corporate Entrepreneurship ; Digital Entrepreneurship; Digital Transformation; Strategic Innovation; Systematic Literature Review*

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INTRODUCTION

The emergence of a new phenomena called digital entrepreneurship and the advancement of corporate entrepreneurship are two examples of how the growth of digital technology has fundamentally altered the entrepreneurial landscape. Both starting new technology-based enterprises and using digital abilities to further one's own entrepreneurial goals and objectives are included in the concept of digital entrepreneurship (Sulistyowati, 2023). The rapid technological changes in the digital era have fundamentally transformed how organizations and individuals create, develop, and sustain value in increasingly complex business ecosystems (Wardoyo et al., 2018). In this context, digital entrepreneurship and corporate entrepreneurship emerge as two strategic approaches that play key roles in driving innovation and creating sustainable competitive advantage (Kuratko et al., 2021; Nambisan, 2017; Li et al., 2023). Digital entrepreneurship refers to the process of value creation through the exploitation of opportunities enabled by digital technology (Nambisan, 2017). Corporate entrepreneurship, on the other hand, focuses on entrepreneurial endeavors inside well-established companies with the goal of developing new goods, procedures, or business models to boost internal competitiveness. (Kuratko et al., 2021).

Digital transformation has provided both significant opportunities and challenges for entrepreneurs and corporations alike (Sulistyowati, 2022). According to the Digital Economy Outlook report, over 95% of newly emerging businesses in the past five years have relied on digital infrastructure and platform-based technologies. This indicates that digital competence has become a crucial component in shaping individual entrepreneurial intentions and organizational strategies (Darmanto et al., 2023). Digital entrepreneurship is not only related to the use of technology in business operations but also involves strategic and innovative thinking in designing solutions based on digital technologies (Xia et al., 2024).

On the other hand, corporate entrepreneurship faces challenges in maintaining innovation within hierarchical and bureaucratic organizational structures (Kuratko et al., 2021; Ireland et al., 2008; Li et al., 2023). However, many large organizations have successfully integrated entrepreneurial principles into their corporate strategies. Kuratko et al. (2021) mention that companies such as Google, 3M, and Amazon exemplify successful corporate entrepreneurship practices, supported by a culture of innovation, visionary leadership, and structural flexibility. Ireland et al. (2008) argue that corporate entrepreneurship is influenced by the interaction between corporate strategy, organizational structure, and leadership that fosters continuous internal innovation.

There are fundamental differences between these two forms of entrepreneurship, primarily in their operational contexts and resource structures. Digital entrepreneurship focuses more on exploring external opportunities, leveraging technology, and creating disruptive business models with high flexibility (Zhang et al., 2022). In contrast, corporate entrepreneurship emphasizes the exploitation of internal resources, process optimization, and innovation within existing structures (Ali et al., 2021). Nevertheless, contemporary studies show that the synergy between the two can create extraordinary strategic value, especially when organizations are able to combine individual digital capabilities with the structural strengths and resources of corporations (Iriani, 2022).

It's critical to comprehend the salient features of corporate and digital entrepreneurship in this literature evaluation. Digital entrepreneurship is characterized by adaptability to technological change, proficiency in utilizing digital platforms, speed in decision-making, and a willingness to take risks under technological uncertainty

(Vassilakopoulou & Grisot, 2020). Meanwhile, the characteristics of corporate entrepreneurship include innovation orientation, strategic initiative, and the courage to challenge organizational status quos. These characteristics reflect different perspectives on innovation and risk between the two forms of entrepreneurship.

Entrepreneurship dimensions also serve as a key focus in the literature. Digital entrepreneurship involves dimensions such as the use of information technology, collaboration through digital networks, and data-driven business models (Nambisan et al., 2019). In contrast, corporate entrepreneurship includes dimensions such as innovation-supportive organizational structures, managerial support, and reward systems that encourage innovative behavior. These dimensions are crucial for understanding how entrepreneurial strategies are translated into actual practices within organizations and by individuals (Nambisan et al., 2019).

In recent years, the connection between corporate and digital entrepreneurship has drawn more attention from both academic and business communities. The creation of ambidextrous organizations that can effectively utilize current resources while investigating novel ideas can be facilitated by this synergy (Kuratko et al., 2021). In business settings that are volatile, unpredictable, complex, and ambiguous (VUCA), these organizations not only manage to survive but also flourish. Consequently, combining corporate and digital strategies might be a flexible way to react to the constantly shifting dynamics of the market (Kuratko et al., 2021).

According to the Global Entrepreneurship Monitor, approximately 67% of new entrepreneurs in developed countries rely on digital technology in shaping their business models. Meanwhile, 58% of large companies listed in the Fortune 500 index claim that their current internal innovation programs adopt corporate entrepreneurship principles as a means to maintain competitiveness. This data highlights the importance of an integrated entrepreneurial approach, especially in facing the complexity of the digital business environment.

Therefore, it is essential for scholars, practitioners, and policymakers to have a thorough understanding of the key traits, aspects, and strategic consequences of corporate and digital entrepreneurship. This comprehensive literature study aims to identify and assess the conceptual and empirical developments of both forms of entrepreneurship. Additionally, it aims to pave the way for the creation of an integrative model that combines the advantages of both approaches into a framework for long-term strategic value generation

LITERATURE REVIEW

Digital Entrepreneurship

Digital entrepreneurship is a type of entrepreneurship where the main tool for producing, developing, and delivering goods and services is digital technology. According to Nambisan (2017), digital entrepreneurship entails not just utilizing digital technologies but also a shift in the entrepreneurial attitude in order to generate value through digital interconnectivity, platforms, and data. The characteristics of digital entrepreneurship include high flexibility, data-driven innovative exploration, and an orientation toward speed and market adaptation (Nambisan, 2017). In an organizational context, this approach is highly relevant for building competitive advantage in the era of Industry 4.0.

Corporate Entrepreneurship

The term corporate entrepreneurship (CE) describes entrepreneurial endeavors that take place inside well-established companies with the intention of promoting creativity,

revitalization, and the establishment of new businesses (Zahra, 1991). Zahra (1991) divides CE into three main dimensions: (1) innovation, which involves the creation of new products or processes; (2) venturing, which refers to the formation of new business units; and (3) strategic renewal, which entails the renewal of corporate strategy. Kuratko and Audretsch (2009) emphasize that CE is essential for promoting a dynamic organizational culture, enhancing responsiveness to environmental changes, and strengthening internal capabilities to create long-term value.

METHOD

PRISMA Model

This study conducts a Systematic Literature Review (SLR) using the PRISMA paradigm (Preferred Reporting Items for Systematic Review and Meta-Analyses). PRISMA is a collection of rules intended to improve the caliber and openness of meta-analyses and systematic reviews (Solórzano et al., 2022). SLR is a rigorous research methodology that entails a comprehensive and methodical search for pertinent studies, after which the results are critically evaluated and synthesized (Pati & Lorusso, 2018). For doing SLR, PRISMA offers an organized process that includes instructions on how to create search strategies, choose studies, extract data, and synthesize information (Nurbayani et al., 2022).

Research Question

RQ1: What are the key characteristics and dimensions of Digital Entrepreneurship and Corporate Entrepreneurship in the existing literature?

RQ2: How do Digital Entrepreneurship and Corporate Entrepreneurship differ or complement each other in terms of implementation and strategic outcomes?

Systematic Searching Strategies

a. Identification

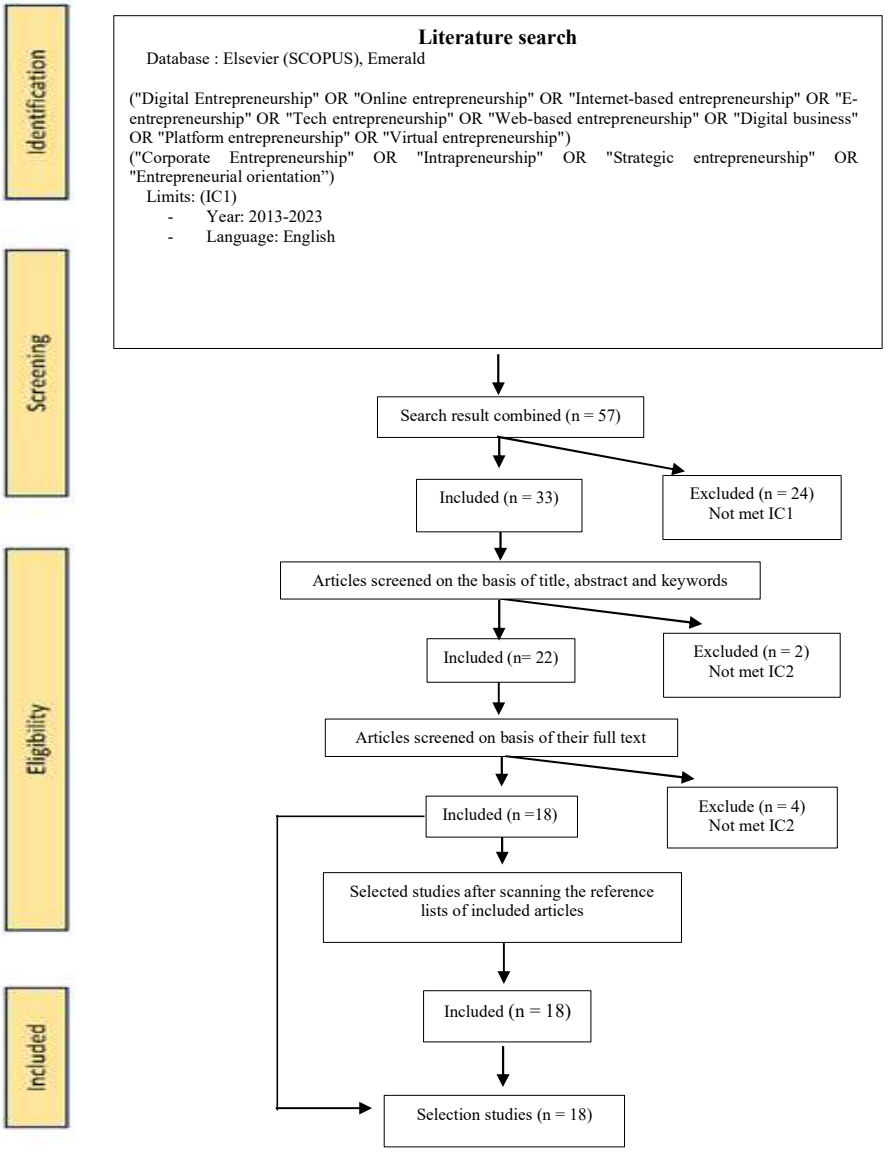
This stage involves searching for scholarly articles within an online research database, specifically Scopus. The selection of this platform is based on several factors, including accessibility, thematic relevance, and content quality (Wesz et al., 2023). In addition, this study considers the possibility of duplication, where an article may be listed in multiple academic databases. To identify relevant articles, this study uses specific keywords for the search process, including the terms: ("Digital Entrepreneurship" OR "Online entrepreneurship" OR "Internet-based entrepreneurship" OR "E-entrepreneurship" OR "Tech entrepreneurship" OR "Web-based entrepreneurship" OR "Digital business" OR "Platform entrepreneurship" OR "Virtual entrepreneurship") AND ("Corporate Entrepreneurship" OR "Intrapreneurship" OR "Strategic entrepreneurship" OR "Entrepreneurial orientation").

b. Screening

This step aims to filter the articles collected from the database, following the approach outlined by Ratner et al. (2023). The process involves a comprehensive screening to eliminate potential duplicates from various databases and to align the articles with the research objectives. Initially, 57 articles were retrieved from the Scopus database, covering the publication years 1992–2024. Further screening was then conducted based on publication years (2013–2024) and English language criteria, resulting in the identification of 33 articles that met the established criteria.

c. Eligibility

At this stage, the articles that meet the initial criteria require thorough validation through full-text reading and examination. The primary goal is to ensure the presence of all essential sections. This evaluation phase involves a careful review of the abstract, introduction, methodology, results, discussion, and conclusion. Researchers must ensure smooth integration and cohesion among all sections. If any article is deemed unsuitable, the researcher must transparently explain the reason for its exclusion to minimize potential bias (Tawfik et al., 2019). As a result, a total of 18 articles met the requirements to proceed to the next stage. The systematic literature review process in this study follows the PRISMA framework, which includes the stages of identification, screening, eligibility, and inclusion, as illustrated in Figure 1.



Source: Processed by researchers, 2025

Figure 1
Prisma Flow Diagram

RESULTS AND DISCUSSION

The following are the results of the mapping and screening of journals relevant to the Systematic Literature Review research topic discussed.

NO	Year	Author (s)	Title/Journal	Sample	Findings
1.	(2023)	Darmanto, Susetyo; Ekopriyono, Adi; Darmawan, Djoko	Developing student's nascent digital entrepreneurial model Global Business & Finance Review (GBFR) https://doi.org/10.17549/gbfr.2022.27.6.52	This study involved 143 university students in Semarang, Indonesia, who own digital businesses. The sample was selected using purposive sampling, and data were collected through a survey using a questionnaire that covered various variables related to digital entrepreneurship.	The study's findings suggest that entrepreneurial competence is positively impacted by entrepreneurial orientation. Furthermore, entrepreneurial self-efficacy is positively impacted by entrepreneurial skills, entrepreneurial knowledge, and environmental support. Additionally, the study discovered that students' digital entrepreneurial conduct is positively impacted by entrepreneurial self-efficacy and environmental support. However, there was no discernible relationship between digital entrepreneurial conduct and entrepreneurial competence. These results emphasize how crucial it is to foster competency and offer supportive environments in order to inspire students to pursue careers as digital entrepreneurs, especially in light of the Fourth Industrial Revolution.
2.	(2024)	Khairuddin E. Tambunan, Ali Fikri Hasibuan, Rangga Restu Prayogo, Faisal Rahman Dongoran, Dedy Husrizal Syah, Gaffar Hafiz Sagala	The effectiveness of case method in developing intrapreneurship among business students Journal of Education and Learning (EduLearn) 10.11591/edulearn.v18i2.21161	This study involved 72 students from the entrepreneurship and digital business study program at Universitas Negeri Medan who were enrolled in a business strategy development course. The sample was selected using an	The research findings indicate that the case method significantly enhances students' intrapreneurship skills. Although this method does not have a significant impact on students' flow experience, the flow experience itself has been shown to have a positive effect on intrapreneurship skills. This study emphasizes the need for more research to improve flow experiences in learning contexts and the significance of using the case approach in

				experimental method with control and experimental groups.	entrepreneurship education to create intrapreneurship competencies. These results give teachers important information about how to create more engaging lessons that encourage pupils to pursue digital entrepreneurship.
3.	(2022)	Robert Keller, Philipp Ollig, Patrick Rövekamp	Pathways to Developing Digital Capabilities within Entrepreneurial Initiatives in Pre-Digital Organizations Business & Information Systems Engineering DOI : 10.1007/s12599-021-00739-3	The case study focuses on FoodLtd, a company that has been operating for 100 years and employs more than 15,000 people. Data were collected from 26 interviews conducted between 2017 and 2020.	This study identifies four pathways for developing digital capabilities. First, Capability Acquisition, which involves acquiring digital capabilities through external sources. Second, Nascent Partnership, which emphasizes the importance of collaborating with other organizations to develop capabilities collaboratively. Third, Multi-Unit Orchestra, which focuses on organically developing capabilities through inter-unit collaboration within the organization. Lastly, (New) Unit Head-Start, which refers to new initiatives launched through separate units to avoid rigid organizational structures.
4.	(2024)	Mohammad Falahat, Arumugam G. Sithamparam, Nor Azrul Mohd Zin, Kok Meng Ng	Examine the interaction impact of psychological characteristics on individual entrepreneurial orientation and cyberpreneurship intentions Journal of Infrastructure Policy and Development DOI: 10.24294/jipd.v8i4.3381	This article utilizes a sample of 473 final-year students from the Klang Valley region in Malaysia. The sampling was conducted online using convenience, judgment, and quota sampling methods. Of the total respondents, 55% were male and 45% female, with the majority aged between 18 and 24 years. The sample included students from	The study's findings suggest that entrepreneurial competence is positively impacted by entrepreneurial orientation. Furthermore, entrepreneurial self-efficacy is positively impacted by entrepreneurial skills, entrepreneurial knowledge, and environmental support. Additionally, the study discovered that students' digital entrepreneurial conduct is positively impacted by entrepreneurial self-efficacy and environmental support. However, there was no discernible relationship between digital entrepreneurial conduct and entrepreneurial competence. These results emphasize how crucial it is to foster competency and offer supportive

				private universities (52.9%) and public universities (47.1%)	environments in order to inspire students to pursue careers as digital entrepreneurs, especially in light of the Fourth Industrial Revolution. The study also finds that psychological traits including creativity, opportunism, self-efficacy, and visionary thinking have a moderating role in the association between IEO and cyberpreneurial intention. Because people with strong imaginative thinking are better at seeing new chances, these traits reinforce the relationship between risk-taking, proactiveness, and cyberpreneurial ambition. In the end, the study emphasizes how crucial it is to comprehend how psychological traits, IEO, and cyberpreneurial intention interact in the context of DFTZ. The findings offer insightful information that politicians, educators, and entrepreneurs may use to foster an environment that encourages cyberpreneurship and digital commerce and to encourage the growth of entrepreneurial and psychological qualities in the digital age.
5.	(2023)	Wei Li, Wei Chen, Qingdan Pang, Jianmin Song	How to mitigate the inhibitory effect of organizational inertia on corporate digital entrepreneurship ? Frontiers in Psychology DOI: 10.3389/fpsyg.2023.1130801	This study involved 349 companies in China, where data were collected through surveys administered to top managers who possess a strong understanding of their companies' digital strategies and	The study's findings show that Corporate Digital Entrepreneurship (CDE) is significantly harmed by Organizational Inertia (OI). Additionally, it was discovered that Strategic Alliance (SA), Entrepreneurial Culture (EC), and Digital Capability (DC) had negative moderating impacts, which means they can lessen the inhibiting effects of OI on CDE. However, there was no discernible moderating influence from Institutional Support (IS). The study

				operations. Sampling was conducted across various regions, including Beijing, Shanghai, and Chengdu, to ensure a representative reflection of the development of Chinese enterprises.	found that the three aspects of OI insight inertia, action inertia, and psychological inertia have different impacts on CDE. These results provide insight into how companies might overcome OI-related challenges by developing digital skills and an inventive, entrepreneurial culture. The study adds to the body of knowledge on corporate entrepreneurship and provides useful advice for businesses hoping to thrive in the digital transformation space.
6.	(2021)	Jahangir Karimi, Zhiping Walter	The Role of Entrepreneurial Agility in Digital Entrepreneurship and Creating Value in Response to Digital Disruption in the Newspaper Industry Sustainability DOI: 10.3390/su13052741	This study utilized a sample of 136 newspaper company executives in the United States. Data were collected through a survey targeting top-level managers, such as publishers and CEOs, to gain insights into digital strategies and business innovation in the context of digital disruption.	The results of the study show that digital platform capability (DPC) and business model innovation adoption (BMIA) are significantly enhanced by entrepreneurial agility. Additionally, value creation and digital platform capability are mediated by BMIA. The study highlights that newspaper firms must cultivate entrepreneurial agility, which includes the capacity to recognize and seize possibilities, in order to deal with digital disruption. Notwithstanding the difficulties the newspaper industry faces, this study provides managers with advice on developing the skills they need to adjust to shifting market conditions and generate value via innovation. These results provide useful implications for strategic management in the digital age and enhance the body of knowledge on digital entrepreneurship.
7.	(2022)	Tiandong Wang, Xiaoyue Lin, Fan Sheng	Digital leadership and exploratory innovation: From the dual perspectives of strategic orientation and	This study involved 401 followers and 88 leaders from various companies in China. Data were collected	The study's findings demonstrate that digital leadership greatly fosters exploratory creativity. Additionally, digital organizational culture and digital entrepreneurial orientation act as mediators

			organizational culture Frontiers in Psychology DOI : 10.3389/fpsyg.2022.902693	through surveys designed to explore the relationships between digital leadership, digital entrepreneurial orientation, digital organizational culture, and exploratory innovation.	in the interaction between exploratory innovation and digital leadership.. The study also discovered that these mediating effects are strengthened by big data analytics capabilities. These findings have practical implications for managers in cultivating a culture that encourages creativity and data-driven decision-making, as well as significant insights into how digital leadership can spur innovation in the context of digital disruption. This study offers practitioners guidance on overcoming challenges in the digital age while contributing to the body of knowledge on innovation and leadership
8.	(2018)	Maria-Carmen Pantea	Employment-to-Entrepreneurship Interface in the Context of Tech Innovation Journal of East European Management Studies DOI: 10.5771/0949-6181-2018-1-128	53 young Romanians who had won national or international honors for technical innovation participated in this study. The respondents were aged between 17 and 25, with some in their early 30s, all of whom demonstrated a strong interest in technology and participated in various innovation competitions.	The research findings reveal that the role of entrepreneurship in young people's working lives is complex and often contradictory, where employment can act either as a resource or a barrier to entrepreneurship. Many respondents viewed employment as a means to develop skills and networks, although some felt trapped in inadequate working conditions. Entrepreneurship, on the other hand, emerged as a response to dissatisfaction with employment and a search for meaning in work. The study highlights that the decision to pursue entrepreneurship is not always linear but involves cycles of moving in and out of employment and entrepreneurial activities. These findings provide insights into how social and economic dynamics influence career choices among youth in Romania and offer important implications for labor market policy and entrepreneurship education.

9.	(2020)	Annaële Hervé, Christophe Schmitt, Rico Baldegger	Digitalization, Entrepreneurial Orientation and Internationalization of Micro-, Small- and Medium-Sized Enterprises Technology Innovation Management Review DOI : 10.22215/TIMREVIEW/1343	190 micro, small, and medium-sized businesses (MSMEs) in Switzerland that had implemented digitalization into their operations were included in this study. The sample was drawn from companies generating more than 5% of their annual revenue from foreign markets, with a focus on firms employing 250 people or fewer.	The research findings indicate that the degree of a company's digitalization has a significant positive relationship with entrepreneurial orientation (EO). The study identifies that EO components, including innovation and proactiveness, positively impact the internationalization intensity of MSMEs. Although not all EO components contribute to the scale and mode of internationalization, proactiveness was shown to expand market reach, and risk-taking accelerates revenue generation. This research highlights the importance of integrating digitalization with entrepreneurial orientation to enhance firms' capabilities in international markets and identifies how digital technologies create new opportunities for MSMEs. These findings provide valuable insights for practitioners and policymakers in developing effective digital strategies to boost competitiveness in the global market.
10.	2022	Jorge Heredia, Mauricio Castillo-Vergara, Cristian Geldes, Felix M. Carbajal Gamarra, Alejandro Flores, Walter Heredia	How do digital capabilities affect firm performance? The mediating role of technological capabilities in the "new normal" Journal of Innovation & Knowledge DOI : 10.1016/j.jik.2022.100171	This study utilizes data from 999 private firms that participated in the 2020 World Bank Enterprise Survey, covering 27 countries. The sample was designed to reflect diverse economic conditions, including countries with both low and high Human Development	According to the study's findings, digital competence improves company performance; nevertheless, technological skill acts as a mediating component in this relationship. According to the study, digital competence has a greater impact on technological capability in nations with lower Human Development Indexes (HDIs) than in those with higher HDIs. These results imply that in order to improve their performance in the "new normal," businesses must build both technological and digital capabilities. For managers and policymakers, this study offers valuable

				Index (HDI) scores.	insights into the crucial role that digitization plays in attaining success in a dynamic business environment
11.	(2022)	Xu Zhang, Yueyue Liu, Xiulin Geng, Danxia Wei	The Digital Entrepreneurship Era: How to Motivate Innovativeness in Middle Management Teams? The Vertical Organisational Pervasiveness of Chief Executive Officer Entrepreneurial Orientation. Frontiers in Psychology, DOI : 10.3389/fpsyg.2022.775558	This study involved 117 small and medium-sized enterprises (SMEs) located in the Yangtze River Delta region of China. Data were collected through questionnaires completed by the CEOs and middle management teams (MMTs) of the participating companies.	This study found that the CEO's entrepreneurial orientation (CEO EO) significantly influences the innovativeness of middle management teams (MMTs). Using fuzzy-set qualitative comparative analysis (fsQCA), the researchers identified four configurations that can enhance MMT innovativeness, both in mechanistic and autonomous organizational structures. The results indicate that vertically integrated CEO EO within the organization enhances communication and information sharing, which in turn fosters innovative behavior among team members. Additionally, performance pressure and trust in the organization's prospects play a crucial role in motivating MMT innovativeness. These findings provide new insights into how CEO EO can be leveraged to respond to the dynamic challenges of the digital era.
12.	(2023)	Anlan Chen, Yong Lin, Marcello Mariani, Yongyi Shou, Yufeng Zhang	Entrepreneurial growth in digital business ecosystems: an integrated framework blending the knowledge-based view of the firm and business ecosystems. The Journal of Technology Transfer DOI : 10.1007/s10961-023-10027-9	This study uses a longitudinal case of a textile company in China, Wensli, which has undergone digital transformation since 2015.	Three entrepreneurial growth channels are identified in this study: external exploration, internal exploration, and internal exploitation. Wensli was able to diversify its product offerings, improve marketing and distribution, and offer individualized services by implementing digital technologies. According to the findings, sustainable growth in the digital business ecosystem (DBE) depends on the integration of internal and external knowledge. This study deepens our understanding of how well-

					established businesses can use knowledge management and digitization to spur innovation and expansion. In the context of digital business ecosystems, the findings also provide entrepreneurs and policymakers with pertinent management implications
13.	(2023)	Susetyo Darmanto, Adi Ekopriyoni, Hikmah Hikmah, Andalan Tri Ratnawati	The Role of Competence and Digital Entrepreneurs Career Maturity on Business Performance in Disruption Era Journal of Distribution Science DOI : 10.15722/jds.21.02.202302.77	The population in this study consisted of active digital entrepreneurs in Central Java, Indonesia, who had been running their businesses for more than four years. A total of 184 respondents were selected using questionnaires distributed directly, via email, and through Google Forms.	The study's findings show that all of the hypotheses put forth including the impact of digital entrepreneurial experience, career maturity, and entrepreneurial orientation on digital entrepreneurial competence and business performance are accepted. According to the study, career maturity and digital entrepreneurial competency are important mediating factors. These results demonstrate how crucial government assistance is for enabling essential components of digital business, such distribution channels and e-commerce, to enhance business success in the disruptive era. This study contributes to the field of research on digital entrepreneurship and has practical implications for legislators and business owners.
14.	2023	Jaka Sudewa, Krishna Santosa Yusat, Muhammad Fikri Maulana, Tribowo Rachmat Fauzan, Rezzi Nanda Barizki	Digital Entrepreneurship: The Role of Digital Technology in Building New Businesses Jurnal Minfo Polgan, DOI: 10.33395/jmp.v12i1.12741	This study employs a qualitative approach through literature analysis derived from various online sources and relevant journals. There is no specific population or sample involved, as the research does not include direct surveys or experiments.	The study's conclusions show that digital technology is essential to changing how companies run and creating new chances for business owners. Digital entrepreneurship speeds up product creation, lowers operating expenses, and makes it easier to access international markets. The writers clarify that although there are numerous advantages, such increased social inclusion and the capacity to reach a larger clientele, there are drawbacks as well, such as fierce rivalry and data security concerns. The study

					emphasizes how crucial it is to have a thorough understanding of how digital technology is used to increase the success of new businesses. It also suggests that entrepreneurs keep up with technical developments while giving data security and moral business conduct first priority. All things considered, this study offers insightful information on how digital technology affects entrepreneurship and highlights the necessity of government assistance in building a long-lasting ecosystem for digital entrepreneurship.
15.	(2023)	Ákos Tóth-Pajor, Zsolt Bedő, Vivien Csapi	Digitalization in entrepreneurship education and its effect on entrepreneurial capacity building Cogent Business & Management DOI: 10.1080/23311975.2023.2210891	This study involved 291 participants from five university incubation programs across five countries, including Botswana, the United States, and Hungary. The sample consisted of students registered as idea owners, student developers, internal mentors, and external mentors.	According to the report, students' growth of entrepreneurial capacity has benefited from the digitization of entrepreneurship instruction, which was sped up by the COVID-19 epidemic. Student idea owners showed a greater propensity to participate in business activities and a stronger drive to accomplish entrepreneurial goals, according to the NETMIB platform. Upon joining the platform, users showed the lowest levels of self-esteem among the four evaluated attitudinal constructs: achievement, self-esteem, personal control, and innovativeness. The Entrepreneurial Orientation (EO) Index significantly predicted participants' plans to start their own business, according to logistic regression analysis. These results underline the necessity of better educational interventions to increase students' self-assurance and capacity for entrepreneurship.

16.	2024	Guo Ying	Digital Entrepreneurial Orientation and Green Innovation in the VUCA Era: The Impact of Cross-organizational Improvisation and Social Ties" SAGE Open, DOI: 10.1177/21582440241256537	This study involved 217 start-up companies in China that focus on green innovation and digital entrepreneurial orientation. Data were collected through a survey designed to evaluate various variables, including cross-organizational improvisation and social ties.	The study's findings suggest that green innovation is positively impacted by digital entrepreneurial approach. Furthermore, business relationships operate as a moderator that reinforces the association between digital entrepreneurial orientation and cross-organizational improvisation, whereas cross-organizational improvisation acts as a mediator in this interaction. The importance of political connections hasn't been confirmed, yet. These findings provide managers with insights on how to use digital entrepreneurial attitude to promote green innovation by highlighting the significance of social network strengthening and inter-organizational collaboration in the setting of fast and complex change (VUCA)
17.	(2018)	Viktor Arvidsson, M. Troels	Generating innovation potential: How digital entrepreneurs conceal, sequence, anchor, and propagate new technology Journal of Strategic Information Systems, DOI: 10.1016/j.jsis.2018.10.001	This study focused on the creation of a time-planning and resource analytics application at Sunnaas Hospital in Norway using a case study methodology. Interviews, participant observation, and document analysis involving different hospital stakeholders were used to gather data.	The research findings indicate that digital entrepreneurs at Sunnaas employed four tactics concealing, sequencing, anchoring, and propagating to create innovation potential. The first tactic, concealing, allowed entrepreneurs to develop the application discreetly to avoid formal obstacles. Sequencing helped them organize political support and secure resources. Anchoring ensured that the application aligned with the existing organizational logic, while propagating enabled the synergistic expansion of the application. This study highlights that innovation does not only emerge from success but also from failed processes that pave the way for future actions, underscoring the importance of leveraging digital technology in corporate entrepreneurship.

18.	(2022)	Demetris Vrontis, Ranjan Chaudhuri, Sheshadri Chatterjee	Adoption of Digital Technologies by SMEs for Sustainability and Value Creation: Moderating Role of Entrepreneurial Orientation Sustainability, DOI: 10.3390/su14137949	This survey was completed by 319 employees of small and medium-sized enterprises (SMEs) in India. The survey employed a 5-point Likert scale to assess respondents' views on the adoption of digital technology and its impact on social and economic value.	The results of the study suggest that the employment of digital technologies such as blockchain, social media applications, artificial intelligence, big data analytics, and Internet of Things apps by SMEs may result in much greater social and economic value. The study also found that entrepreneurial orientation strengthens the relationship between value creation and SME success, which acts as a moderating variable. These results emphasize the significance of incorporating digital technologies into SME strategies to improve performance and resilience in dynamic marketplaces, even though blockchain did not demonstrate a significant influence on economic value. When developing digital strategies for value generation and performance enhancement, SME managers can benefit greatly from the insights this research offers.

Source: processed by researchers, 2025

Characteristics and Key Dimensions

Characteristics of Digital Entrepreneurship

The traits of digital entrepreneurship show how entrepreneurs are starting, running, and expanding their enterprises in the digital age. Its close ties to digital platforms and technologies, which constitute the cornerstone of creating new business models, are among its primary characteristics (Hervé et al., 2020; Darmanto et al., 2023). In this context, digital competence and the ability to adapt to technological developments become strategic advantages that differentiate digital entrepreneurs from conventional forms of entrepreneurship. These capabilities enable them to respond quickly to change and leverage technology as a tool to accelerate business growth (Bachmann et al., 2024; Falahat et al., 2024).

Furthermore, digital entrepreneurship is also characterized by a strong orientation toward innovation and proactiveness in responding to the ever-evolving dynamics of the digital market. This kind of thinking pushes business owners to provide value by creating goods, services, and procedures that better suit the demands of online shoppers (Pantea, 2018; Tambunan et al., 2024). The results of the study suggest that the employment of digital technologies such as blockchain, social media applications, artificial intelligence, big data analytics, and Internet of Things apps by SMEs may result in much greater social and economic value. According to Wang et al. (2022) and Vrontis et al. (2022), the relationship between value creation and SME success is reinforced by

entrepreneurial orientation. Additionally, business model flexibility is a crucial component of digital entrepreneurship, requiring entrepreneurs to dynamically explore market opportunities, including through the use of big data and artificial intelligence (AI) as analytical and predictive tools for more accurate decision-making. Thus, digital entrepreneurship is not merely about utilizing technology but also involves a strategic and adaptive approach to navigating the complexities of today's digital business landscape.

The characteristics of digital entrepreneurship are marked by several key aspects. It is based on digital technologies and platforms, enabling entrepreneurs to utilize modern tools in operating their businesses (Hervé et al., 2020; Darmanto et al., 2023). Digital competence and adaptability to technology are essential advantages that help entrepreneurs respond to rapid changes in the market (Bachmann et al., 2024; Falahat et al., 2024). Furthermore, digital entrepreneurship is driven by innovation and proactiveness, with entrepreneurs actively seeking new opportunities in the digital marketplace (Pantea, 2018; Tambunan et al., 2024). The flexibility of business models and the ability to explore market opportunities through big data and artificial intelligence (AI) further strengthen the position of digital entrepreneurship in addressing challenges and seizing emerging opportunities (Wang et al., 2022; Vrontis et al., 2022).

Characteristics of Corporate Entrepreneurship

The characteristics of corporate entrepreneurship are marked by several fundamental aspects. First, the primary focus of corporate entrepreneurship lies in internal innovation and organizational transformation, enabling companies to adapt and grow in a competitive environment (Kuratko et al., 2023; Karimi & Walter, 2021). Second, the success of corporate entrepreneurship heavily depends on the support of a strong organizational structure, an innovative culture, and strategic leadership capable of driving change and fostering innovation (Li et al., 2023). Additionally, corporate entrepreneurship is oriented toward the exploitation of resources, aiming to enhance operational efficiency and overcome organizational inertia that may hinder progress (Keller et al., 2022; Wei et al., 2023). Thus, these characteristics position corporate entrepreneurship as a key driver in creating value and sustaining innovation within organizations.

Identified Key Dimensions

The key dimensions identified in digital and corporate entrepreneurship encompass several crucial aspects. First, innovation lies at the core of both approaches, although it is expressed differently in digital and corporate contexts. Second, proactiveness and risk-taking are essential elements embedded within Individual Entrepreneurial Orientation (IEO) and Corporate Entrepreneurial Orientation (EO), indicating that the courage to take initiative is critical for achieving success. Additionally, digital orientation and transformational leadership play vital roles in supporting exploration and sustaining innovation, ensuring that organizations remain relevant in rapidly changing markets. Finally, organizational adaptability and improvisation emerge as significant differentiating factors in the VUCA era, where uncertainty and complexity demand flexible and innovative responses (Guo, 2024). Together, these dimensions form a solid foundation for developing effective and sustainable entrepreneurship.

Strategic Differences and Complementarities

Strategic Differences

The strategic differences between digital entrepreneurship and corporate entrepreneurship are quite pronounced. Digital entrepreneurship is typically faster and more agile, making it well-suited for dynamic environments. This approach emphasizes external exploration and entry into new markets and is often individualistic or team-based, such as in startups (von Arnim & Mrozewski, 2020). The primary focus is on disruptive opportunities and growth driven by technology (Sudewa et al., 2023). In contrast, corporate entrepreneurship is more systematic and structured (Sudewa et al., 2023). It emphasizes internal exploitation, efficiency improvement, and business process transformation, relying heavily on structural support and organizational culture (Kuratko, 2017). The strategies employed tend to be more stable and sustainability-focused, ensuring that innovation occurs within existing organizational constraints (Karimi & Walter, 2021; Li et al., 2023). Thus, while both approaches differ in nature and objectives, they complement each other in the broader context of business development.

Strategic Complementarities

Despite these differences, digital and corporate entrepreneurship can be strategically complementary. Digital entrepreneurship injects agility, creativity, and external market insights into organizations, helping them adapt to fast-changing environments. Meanwhile, corporate entrepreneurship offers structural stability, resource scalability, and long-term strategic alignment, which are critical for sustaining innovations (Nambisan, 2017). By integrating the disruptive capabilities of digital entrepreneurship with the resource advantages and strategic governance of corporate entrepreneurship, organizations can achieve a balanced innovation approach (Kuratko, 2017). This synergy enhances their ability to explore new opportunities while exploiting existing capabilities resulting in dynamic capabilities that support sustainable competitive advantage in the digital era.

Strategic Implications

The strategic implications of integrating digital and corporate entrepreneurship highlight the critical need to develop entrepreneurial agility within organizations. This agility serves as a bridge between digital exploration strategies and the exploitation of existing corporate resources. In this context, entrepreneurial agility refers to a firm's capacity to swiftly adapt to the fast-paced and complex digital business environment while maintaining established internal efficiency. The synergy between entrepreneurial flexibility and robust corporate structure offers an ideal platform for innovation and value creation (Karimi & Walter, 2021).

Moreover, the integration of digital technology adoption and entrepreneurial orientation has been shown to foster green innovation and strengthen corporate sustainability and social impact. Digital entrepreneurial orientation, when supported by social networks and cross-organizational improvisation, can lead to environmentally relevant innovations in the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) era (Liu, Li, & Li, 2025). This underlines that technology is not merely a tool for efficiency but a driver of broader social and environmental transformation in contemporary business practices (Guo, 2024; Vrontis et al., 2022).

Equally important, digital-based entrepreneurship education has emerged as a strategic element for preparing a new generation of adaptive and competitive entrepreneurs across both digital and corporate domains (Razzaghi et al., 2025).

Educational approaches that emphasize experiential learning, technological integration, and entrepreneurial orientation development significantly enhance students' capacity and readiness to face future entrepreneurial challenges (Tambunan et al., 2024; Tóth-Pajor et al., 2023). Therefore, collaboration among educational institutions, the business sector, and government becomes essential in building a resilient and sustainable entrepreneurial ecosystem.

CONCLUSION AND SUGGESTION

This systematic review demonstrates that digital entrepreneurship and corporate entrepreneurship possess distinct yet complementary characteristics, dimensions, and strategic outcomes. Digital entrepreneurship has emerged as a response to technological advancements, characterized by high flexibility, adaptability to change, utilization of digital platforms, and a strong orientation toward innovation and proactiveness. This approach facilitates value creation through the exploration of external opportunities and the transformation of business models using technologies such as big data, AI, and digital ecosystems. In contrast, corporate entrepreneurship focuses on internal innovation, operational efficiency, and strategic renewal within established organizational structures. Its core characteristics include leadership support, an enabling organizational structure, an innovation-driven culture, and a focus on resource exploitation.

The primary dimensions of both approaches include innovation, risk-taking, proactiveness, digital capabilities, and cultural and structural organizational support. Although the contrast between exploration (in digital entrepreneurship) and exploitation (in corporate entrepreneurship) is significant, the literature review emphasizes that synergy between the two can enhance an organization's innovation capacity and competitiveness. Because of this complementarity, ambidextrous organizations those that can strike a balance between exploring new ideas and making use of current resources may be developed. Such synergy is critical for thriving in a VUCA (volatility, uncertainty, complexity, ambiguity) environment, where speed of adaptation and innovation is key to success.

The strategic implications of this study highlight the importance of building entrepreneurial agility, integrating technology adoption with sustainable innovation strategies, and strengthening the role of digital-based entrepreneurship education. Entrepreneurship education integrated with technology has proven effective in developing entrepreneurial capacity among the younger generation and future intrapreneurs within organizations. Additionally, collaborative approaches involving individuals, organizations, and external ecosystems through social networking and cross-organizational improvisation can foster green innovation and sustainable growth. Therefore, a deep understanding of both approaches is essential not only for academics but also for business practitioners and policymakers in designing adaptive and relevant strategies in an era of ongoing digital transformation.

Future research can explore the integration of digital entrepreneurship and corporate entrepreneurship simultaneously to develop ambidextrous organizations that balance exploration and exploitation. Empirical studies on the impact of specific technology adoption, digital entrepreneurship education, and cross-ecosystem collaboration on innovation and sustainable growth are also needed. In addition, longitudinal research can help understand the long-term effects of digital and corporate strategies on organizational performance, addressing gaps in previous studies that are mostly theoretical or cross-sectional.

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