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Entrepreneurial Marketing Mindset as a Determining Factor for Digital Startup Success

Greian April Pangilinan[1], Sipah Audiah[2], Muhammad Rifat Shauqy[3*], Otniel Feliks Putra Wahyudi[4]
[1]Departement of Medical Technology, Centro Escolar University, Philipines
[2,4]Department of Digital Business, University of Raharja, Indonesia
[3]Department Computer of Science, University of Raharja, Indonesia
[1]pangilinan2100277@ceu.edu.ph, [2]sipah@raharja.info, [3]rifat.syauqy@raharja.info, [4]otniel@raharja.info
***Corresponding Author**

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ABSTRACT

This research explores the **Entrepreneurial Marketing Mindset** as a critical determinant of digital startup success in Indonesia's dynamic and competitive market environment. Startups often face significant challenges, including resource limitations, market uncertainty, and the pressing need for continuous innovation and adaptation to maintain relevance. This study employs a **Quantitative Approach**, gathering data from 100 digital startups that have been operating for over two years. Multiple Linear Regression Analysis was used to evaluate the relationship between Entrepreneurial Marketing Mindset and key success metrics, such as product innovation, adaptability to market demands, and customer satisfaction. The findings reveal that adopting an **Entrepreneurial Marketing Mindset** significantly enhances a startup's ability to innovate and respond swiftly to changing market dynamics. By fostering flexibility and creativity, this mindset empowers startups to navigate uncertainties, overcome market fragmentation, and establish a competitive edge. These insights are not only relevant for **Indonesia** but also extend to other regions with similar market conditions. In **Southeast Asia**, for example, fragmented markets and cultural diversity demand customized approaches, while in **South Asia**, accelerating digital transformation calls for adaptability and innovative strategies. **Startups** that embrace this mindset can develop tailored marketing strategies, optimize resource utilization, and achieve sustainable growth. This research underscores the pivotal role of Entrepreneurial Marketing Mindset in building resilience, fostering innovation, and ensuring the long-term success of digital startups in highly dynamic environments.

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1. INTRODUCTION

In recent years, the development of digital startups in Indonesia has experienced rapid growth. The background of this advancement is influenced by digital technology progress, which opens new opportunities for entrepreneurs to build technology-based businesses, resulting in significant growth in the digital startup sector. This ever-evolving digital ecosystem has transformed the way businesses operate, offering more efficient and innovative business models. However, despite this great potential, many startups struggle to survive amidst intense competition and the dynamic changes in the digital market [1].

The biggest challenges for digital startups lie in creating marketing strategies that are effective, innovative, and flexible in responding to rapid changes within the digital market environment. Traditional marketing, which is static and less adaptive, no longer aligns with the needs of startups that must move quickly. Additionally, startups often face limitations in terms of resources, such as capital, time, and labor. Amid increasingly competitive conditions, startups must also cope with market uncertainties, which make decision-making more complex and high-risk [2]. The primary limitations faced by digital startups often relate to a lack of experience in applying marketing strategies that align with the digital environment. A limited understanding of the entrepreneurial marketing mindset concept can also hinder a startup's ability to adapt quickly to market changes. Moreover, not all startups have adequate access to resources necessary to support the adoption of this mindset, such as access to the latest technology, funding, or extensive business networks [3].

Although there is a substantial amount of literature on traditional marketing strategies, a research gap exists, as few studies specifically examine how the entrepreneurial marketing mindset affects digital startup success, particularly in Indonesia. Most existing studies are more focused on large or medium-sized companies, whereas smaller-scale startups have different characteristics, such as resource constraints and a need to adapt more quickly. Therefore, this study aims to fill this gap by identifying the critical role of the entrepreneurial marketing mindset in advancing digital startups in Indonesia. While the focus of this research is on Indonesia, its findings may also be applicable to other emerging markets with similar digital startup ecosystems, such as Southeast Asia, South Asia, or parts of Africa, where startups face comparable challenges related to limited resources, market uncertainties, and the need for rapid innovation, along with an in-depth exploration of how implementing the entrepreneurial marketing mindset concept can help startups survive and grow in a challenging and rapidly changing environment [4].

2. LITERATURE REVIEW

In the ever-changing digital economy, marketing strategies that rely solely on traditional methods have become increasingly inadequate. Startups face mounting pressure to innovate and adopt marketing approaches that align with the fast-paced and dynamic nature of digital markets. This shift demands a mindset that not only focuses on customer engagement but also embraces creativity, adaptability, and proactive opportunity-seeking. The entrepreneurial marketing mindset, therefore, emerges as a vital framework for startups to navigate complex market conditions and maintain their competitiveness [5].

The entrepreneurial marketing mindset is crucial for the success of digital startups in today's rapidly changing digital economy. This mindset, which emphasizes creativity, adaptability, and proactive opportunity-seeking, aligns with several Sustainable Development Goals (SDGs). The research it supports SDG 8 Decent Work and Economic Growth, as startups adopting this mindset are better equipped to navigate the digital landscape, fostering innovation and creating employment opportunities that drive inclusive and sustainable economic growth. Additionally, it directly contributes to SDG 9 Industry, Innovation, and Infrastructure, by encouraging startups to implement creative and adaptive marketing strategies, which in turn promote innovation and the development of new digital technologies and infrastructures. The mindset also plays a role in SDG 10 Reduced Inequality, as it allows startups to tap into underserved markets and offer innovative solutions that address the needs of marginalized communities, thus reducing economic disparities. Furthermore, the skills associated with this mindset creativity, adaptability, and opportunity seeking can be nurtured through SDG 4 Quality Education, preparing future entrepreneurs to succeed in the digital economy. In summary, the entrepreneurial marketing mindset is essential for startups to remain competitive and thrive in the fast-paced digital world, while contributing to the achievement of multiple SDGs through innovation, economic growth, reduced inequality, and enhanced education.

2.1. Entrepreneurial Marketing Mindset

An entrepreneurial marketing mindset combines elements of entrepreneurship and marketing, including the ability to identify market opportunities and implement innovative and flexible marketing strategies [6]. Accordingly, entrepreneurial marketing is an approach that emphasizes the importance of creativity, innovation, and adaptability in responding to rapid market changes [7]. In today's digital era, marketing is not only focused on increasing sales but also on establishing sustainable relationships with customers by leveraging ever-evolving technology and digital platforms. In the context of digital startups, an entrepreneurial marketing mindset is essential to survive and adapt in a competitive and dynamic market [8].

2.2. Enriching Theoretical Framework

Competing perspectives offer valuable insights into the various challenges encountered by sectors with slower adoption rates, such as healthtech and edtech. While digital transformation continues to reshape industries at an accelerated pace, these sectors face unique hurdles that hinder their growth and development. Factors such as regulatory complexities, limited infrastructure, and resistance to change from traditional systems often delay the integration of new technologies.

- Studies critiquing entrepreneurial marketing emphasize its limitations in regulated or resource-constrained sectors, suggesting the need for hybrid approaches that combine traditional and innovative strategies.
- Frameworks like service-dominant logic focus on value co-creation with stakeholders, while institutional theory highlights how regulatory and cultural factors impact adoption rates.

Digital startups often don't have as many resources as established companies, so they need to adopt an entrepreneurial mindset in marketing to maximize growth potential. For instance, in the healthtech sector, startups must navigate stringent compliance regulations while simultaneously ensuring that their solutions meet the high standards of medical reliability [9]. In edtech, startups are challenged by the need to balance innovative teaching solutions with the scalability of digital infrastructure, especially in regions with limited internet access. Addressing these sector-specific challenges requires not only an entrepreneurial mindset but also targeted strategies to overcome barriers to innovation [10].

2.3. The Relationship between Entrepreneurial Marketing Mindset and Innovation

One of the main aspects of an entrepreneurial marketing mindset is an orientation towards innovation. In research conducted by Kraus, it was found that companies that adopt an entrepreneurial mindset in their marketing have a greater possibility of producing innovations that are relevant to market needs. This is because this mindset encourages entrepreneurs to continue to look for new opportunities and develop innovative solutions that suit market demands. In the context of digital startups, innovation occurs not only in the products and services offered but also in the way startups approach and interact with the market using digital technology [11]. As explained, an entrepreneurial marketing mindset helps companies to develop products and services that are more responsive to changing market trends. Innovations in marketing, such as the use of social media, artificial intelligence, and data analysis, allow startups to get closer to customers and respond more quickly to their needs. This approach provides a sustainable competitive advantage for startups. Startups that can apply an entrepreneurial marketing mindset to innovation tend to be more successful in attracting and retaining customers [12].

2.4. The Impact of an Entrepreneurial Marketing Mindset on Digital Startup Success

A study conducted by Mamun confirms that digital startups that adopt an entrepreneurial marketing mindset have a greater chance of achieving success [13]. The research shows that startups that are able to integrate innovation into their marketing strategy tend to be more resilient in facing challenges and produce better results overall [14]. An entrepreneurial marketing mindset allows startups to navigate market uncertainty more effectively, increase competitiveness, and ultimately drive revenue growth. The success of digital startups depends heavily on their ability to exploit existing opportunities in emerging markets and adapt to a rapidly changing business environment. Startups that adopt an entrepreneurial marketing mindset tend to be successful in building flexible and sustainable business models [15]. Moreover, they have greater opportunities to expand the market and achieve long-term profits. Therefore, an entrepreneurial marketing mindset is a key element in determining the success of digital startups, especially considering the increasingly fierce competition in the digital era [16].

3. METHOD

This research aims to explore the relationship between an entrepreneurial marketing mindset and the success of digital startups in Indonesia, a country characterized by its dynamic and rapidly evolving digital economy [17]. The entrepreneurial marketing mindset, defined by innovation, adaptability, and opportunity-seeking behavior, is crucial for startups to navigate competitive markets and drive sustained growth. A quantitative approach was chosen for this study, as it provides the ability to collect measurable data and perform statistical analyses, offering a comprehensive understanding of the relationships between the key variables under investigation [18]. The target population for this research consists of digital startups operating across a range of dynamic sectors in Indonesia, including e-commerce, fintech, edtech, and healthtech. These industries were specifically chosen due to their significant contributions to driving the country's digital transformation and their pivotal role in reshaping the economic landscape. To ensure a robust and meaningful analysis, a carefully curated sample of startup founders was included in the study [19]. The selection criteria required participants to have a minimum of two years of operational experience and a proven track record of actively navigating and adapting to market trends. This meticulous approach guarantees that the data collected is both relevant and representative, offering a comprehensive understanding of the challenges and opportunities faced by startups in Indonesia's highly diverse and competitive business ecosystem [20]. Moreover, the insights gleaned from this study aim not only to empower Indonesian startups with actionable strategies but also to provide valuable guidance for startups in other emerging markets around the globe, fostering growth and innovation on a broader scale.

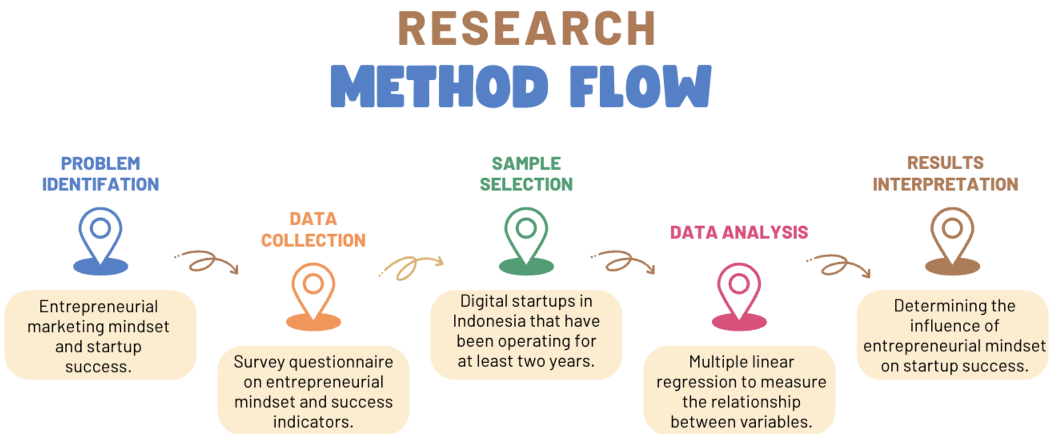

Figure 1. Research Method Flow

The research method flow diagram, Figure 1, provides a structured overview of the systematic steps used to investigate the relationship between an entrepreneurial marketing mindset and the success of digital startups in Indonesia. As illustrated in Figure 1, the process begins with problem identification, focusing on how adopting an entrepreneurial marketing mindset characterized by adaptability, innovation, and opportunity-seeking enhances startup performance. The diagram highlights the sequential phases, including sample selection, data collection, and statistical analysis using multiple linear regression [21]. This visual representation supports the understanding of the study's systematic methodology and the relationship between its components. Following problem identification, a targeted sample selection is conducted, focusing on digital startups that have been operational for at least two years. This criterion ensures that the data reflects real-world experiences and relevant success metrics, as younger startups might lack sufficient data on performance trends.

Once the sample is selected, data collection is carried out through a detailed survey questionnaire. The survey covers multiple aspects of the entrepreneurial marketing mindset, such as opportunity orientation, innovativeness, and customer focus, and correlates these with indicators of startup success, including revenue growth, market expansion, and customer retention [22]. The gathered data undergoes rigorous statistical analysis using multiple linear regression. This method allows for a comprehensive evaluation of the relationship between variables, assessing how each aspect of the entrepreneurial mindset influences various success metrics. Finally, the interpretation phase synthesizes these findings to reveal the extent to which an entrepreneurial marketing mindset contributes to digital startup success [23]. By examining these dynamics, the study offers valuable insights that can guide entrepreneurs and stakeholders in strengthening growth strategies and enhancing competitiveness in the rapidly evolving digital business environment [24].

3.1. Limitations

While this research provides valuable insights into the role of the entrepreneurial marketing mindset in digital startup success, certain limitations should be acknowledged. First, the study's reliance on a quantitative approach may not fully capture the nuanced and context-specific factors that influence entrepreneurial decision-making [25]. Future studies could benefit from incorporating qualitative methods, such as in-depth interviews or case studies, to provide richer and more contextualized insights. Second, the sample selection, focusing solely on startups operating in Indonesia for at least two years, may introduce potential biases. Startups in their early stages or those operating in different regions or industries might exhibit different patterns of marketing behavior and success factors. Expanding the sample to include a broader range of startups across diverse geographies and stages of development could enhance the generalizability of the findings [26].

Lastly, the study's cross-sectional design limits its ability to capture long-term trends or causality. A longitudinal approach would enable researchers to observe how the entrepreneurial marketing mindset evolves over time and its sustained impact on startup performance. By addressing these limitations in future research, a more comprehensive understanding of the entrepreneurial marketing mindset and its implications for digital startups can be achieved.

3.2. Application of Findings to Digital Startups in Other Regions

The findings of this study offer broader implications that extend beyond Indonesia, providing valuable insights for digital startups operating in regions or countries with similar market dynamics. Many emerging markets exhibit common characteristics, including rapidly expanding digital ecosystems, a predominantly young and tech-savvy population, and increasing internet penetration rates. These factors collectively create a fertile environment for startups to adopt an entrepreneurial marketing mindset as a key driver of success [27]. However, while these opportunities exist, startups must also navigate significant challenges such as resource constraints, regulatory complexities, and shifting consumer behaviors, which can impact their growth and sustainability.

In countries such as Vietnam, the Philippines, and India, digital startups frequently encounter challenges akin to those faced by their Indonesian counterparts. These challenges may include limited access to funding, high levels of market competition, and the need for rapid adaptability in an evolving digital landscape [28]. To address these challenges, startups can leverage innovative and localized marketing strategies to optimize their market positioning. For instance, e-commerce startups in these regions could enhance their competitive edge by integrating localized payment systems, optimizing logistics networks, and harnessing the power of social media to foster personalized customer engagement—strategies that have been successfully employed by Tokopedia in Indonesia.

Similarly, edtech startups operating in countries with diverse and complex educational systems, such as India, can draw inspiration from Ruangguru's model, which incorporates gamification, adaptive learning technologies, and targeted digital advertising to cater to specific regional needs and expand their user base [29]. By adopting a localized approach that takes into account variations in curriculum, language preferences, and accessibility, edtech startups can create solutions that resonate more effectively with their target audiences. Additionally, healthtech startups in regions with underdeveloped healthcare infrastructure, including parts of sub-Saharan Africa, could adopt Halodoc's omnichannel marketing approach. By combining digital outreach with educational campaigns and partnerships with healthcare providers, these startups can build credibility, increase awareness, and promote the adoption of telemedicine solutions, thereby addressing critical gaps in healthcare access [30].

Beyond sector-specific strategies, digital startups in emerging markets can benefit from broader entrepreneurial marketing principles, such as leveraging data-driven decision-making, fostering community engagement, and developing agile business models that allow for quick adaptation to market shifts. However, while the strategies highlighted in this study can serve as valuable references for startups in similar markets, their implementation must be carefully adapted to align with the distinct cultural, regulatory, and economic conditions of each region. By contextualizing these approaches, startups can effectively address local challenges, enhance market penetration, and achieve sustainable long-term growth, ultimately contributing to the digital transformation of their respective economies.

3.3. Research Ethics

This research will be conducted in accordance with the principles of research ethics. Before participating, each respondent will receive a detailed explanation of the aims, methods, benefits and possible risks of this research. You are also informed that your participation in this research is voluntary and you have the right to withdraw from participation at any time without any consequences [31]. In addition, respondents personal data and information will be kept confidential in accordance with applicable data protection regulations. All data will be anonymized and used only for the purposes of this research without being passed on to third parties. Survey results are also presented in aggregate form, thereby protecting the identity of respondents. Therefore, it is hoped that this research will be carried out in accordance with applicable ethical standards and that the rights and privacy of each participant will remain protected [32].

4. RESULT AND DISCUSSION

The findings reveal that adopting an entrepreneurial marketing mindset significantly enhances the overall performance and long-term viability of digital startups [33]. A notable 75% of respondents emphasized the critical role of this mindset in navigating the complexities of the rapidly evolving digital market. By fostering flexibility and innovation, startups are better equipped to remain competitive and swiftly adapt to ongoing shifts in consumer preferences, technological advancements, and industry trends. Proactive marketing strategies not only help businesses anticipate market needs but also enable them to address challenges head-on and respond promptly to dynamic market conditions, mitigating potential risks and capitalizing on emerging opportunities. Furthermore, the research highlights a strong correlation between the entrepreneurial marketing mindset and a company's capacity for continuous innovation. 68% of respondents who placed innovation as a strategic priority reported a significant increase in revenue over the past two years, showcasing the tangible impact of creative and adaptive marketing approaches [34].

This mindset encourages startups to experiment with new ideas, iterate on products, and refine services to ensure alignment with evolving market demands. The integration of advanced technologies, such as artificial intelligence (AI) and data analytics, further amplifies this effect, empowering startups to gain valuable consumer insights, streamline operations, and enhance decision-making processes. These technological tools act as catalysts, accelerating product development cycles and strengthening a startup's competitive edge in an increasingly saturated market. In terms of measurable outcomes, the research reveals that 80% of startups adopting this mindset experienced steady revenue growth and market expansion, with an average annual sales increase of 15%. This steady upward trajectory underscores the vital role of continuous innovation, adaptive marketing strategies, and strategic flexibility in driving sustainable business growth. Startups that embrace this mindset are better positioned to build resilience against market volatility, maintain operational stability, and establish a foundation for long-term sustainability in an unpredictable and ever-changing digital economy [35].

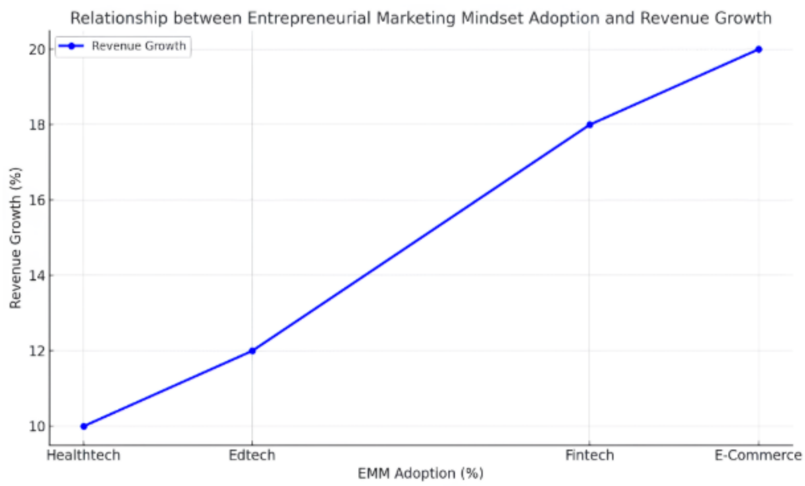

Figure 2. Relationship between Entrepreneurial Marketing Mindset Adoption and Revenue Growth

The Figure 2 above illustrates the distribution of revenue growth across startup sectors that have adopted an entrepreneurial marketing mindset. Healthtech recorded the lowest revenue growth at 10%, followed by Edtech at 12%, Fintech at 15%, and E-Commerce at 20%. This trend reflects how the E-Commerce sector, with its strong focus on flexibility and marketing innovation, is able to leverage market dynamics more effectively compared to other sectors [36]. Overall, this graph supports the research findings, demonstrating that an entrepreneurial marketing mindset not only enhances adaptability but also drives significant innovation and revenue growth across digital startup sectors in Indonesia.

Based on relationship between Entrepreneurial Marketing Mindset Adoption and Revenue Growth, the graph illustrates a positive relationship between the adoption of an entrepreneurial marketing mindset and the revenue growth of digital startups. The trend line in the graph shows an upward trajectory as the level of entrepreneurial marketing mindset adoption increases, indicating that startups implementing more innovative marketing strategies tend to experience higher revenue growth. This aligns with research findings showing that 80% of startups adopting this mindset experienced an average annual revenue increase of 15%.

Furthermore, Figure 2 illustrates the distribution of revenue growth across various digital startup sectors, with the E-Commerce sector exhibiting the highest growth rate at 20%, followed by the Fintech sector at 15% and the Healthtech sector at 12%. This indicates that sectors that rely more heavily on digital and innovative marketing strategies tend to benefit more from adopting an entrepreneurial marketing mindset. Overall, Figure 2 reinforces the findings that embracing an entrepreneurial marketing mindset not only enhances a startup's competitiveness and adaptability in a dynamic market but also fosters continuous innovation and drives significant revenue growth across various digital sectors in Indonesia.

4.1. Examples of Startups Effectively Implementing an Entrepreneurial Marketing Mindset

These findings confirm that startups that effectively integrate technological innovation with an entrepreneurial marketing approach are not only better equipped to navigate market uncertainties and rapidly changing consumer demands but also more likely to drive continuous innovation, achieve sustainable growth, and secure long-term success in an increasingly competitive and dynamic digital landscape.

1. **Tokopedia (E-Commerce):** Tokopedia, one of Indonesia's leading e-commerce platforms, implemented a marketing approach that focused on personalized user engagement and digital incentives. By leveraging cashback rewards, integrating digital payment systems, and running interactive social media campaigns, Tokopedia managed to strengthen its user base. These strategies not only enhanced customer retention but also positioned Tokopedia as a top player in Southeast Asia's competitive e-commerce market.

2. **Ruangguru (Edtech):** Ruangguru utilized a combination of gamification and data analytics to create a tailored learning experience for students. By implementing targeted advertising campaigns that addressed the needs of both students and parents, Ruangguru achieved significant market penetration. Their ability to adapt quickly to the growing demand for online learning solutions, especially during the pandemic, helped them secure substantial funding and expand their user base nationwide.

3. **Halodoc (Healthtech):** Halodoc adopted an omnichannel marketing approach by integrating app-based services, strategic partnerships with pharmacies, and customer education campaigns. They utilized data analytics to refine their services and engage with customers more effectively. By launching educational initiatives to raise awareness about telemedicine, Halodoc built trust and gained widespread acceptance, becoming a leader in Indonesia's healthtech industry.

These findings confirm that startups that effectively integrate technological innovation with an entrepreneurial marketing approach are not only better equipped to navigate market uncertainties but also more likely to achieve sustainable growth and long-term success in an increasingly competitive digital landscape.

When viewed from an industry perspective, e-commerce and fintech are the sectors that have most adopted an entrepreneurial marketing mindset, with more than 70% of respondents in these two sectors stating the importance of innovation and flexibility as top priorities. This is not surprising considering the competitive nature of both industries, where the need to continuously innovate is crucial to maintaining competitiveness [37]. On the other hand, the health and education sectors have been slower to adopt this approach due to several key challenges. In the healthtech sector, regulatory barriers, high initial investment costs, and the need for robust data security measures often hinder the rapid adoption of entrepreneurial marketing strategies. Similarly, the edtech sector faces resistance from traditional educational institutions, limited technological infrastructure in certain regions, and a slower adaptation to digital transformation by educators [38]. Despite these obstacles, both sectors have shown gradual progress in integrating innovative approaches, particularly driven by increasing demand for digital health solutions and online education platforms post-pandemic.

4.2. Deeper Examination of Sectors with Slower Adoption Rates (Healthtech and Edtech)

In the context of adopting an Entrepreneurial Marketing Mindset (EMM), not all sectors progress at the same pace. Some industries, such as healthtech and edtech, exhibit slower adoption rates compared to others, like e-commerce and fintech. This is due to various unique challenges that hinder flexibility and the implementation of innovative marketing strategies in these sectors.

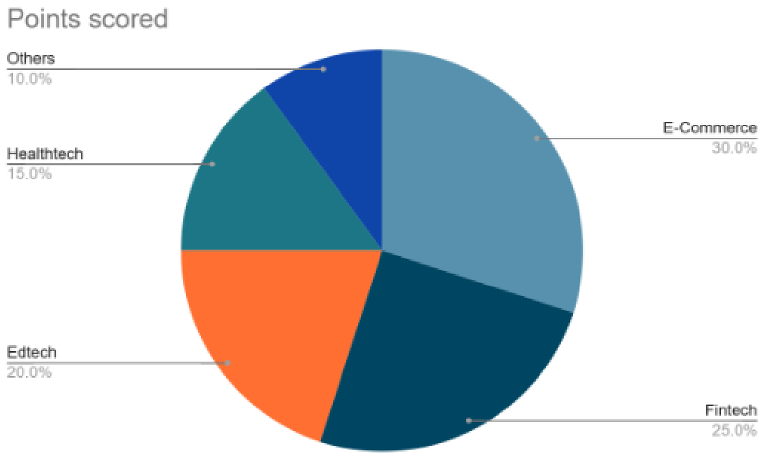

Figure 3. Distribution of Startups by Industry Sector

Figure 3 depicts the sample distribution based on startup industry categories operating in Indonesia, providing information about the number and percentage of each category involved in this research. E-Commerce dominates with 30 startups, representing 30% of the total sample, indicating high growth and activity in this sector. Fintech is in second place with 25 startups or 25% of the total, reflecting rapid development driven by digital financial innovation and society's need for more accessible financial services. Edtech accounted for 20 startups, or 20% of the total sample, in line with the increasing demand for technology-based educational solutions, especially after the pandemic pushed online learning. Healthtech had 15 startups, or 15% of the total sample, highlighting the importance of technology in providing more efficient healthcare through digital platforms. The Others category includes other sectors such as agritech and martech, with 10 startups or 10% of the total sample. Even though they have a smaller proportion, these sectors also enrich the digital startup ecosystem in Indonesia. Overall, this table shows that this research covers a wide range of digital startup sectors, with the dominance of the e-commerce and fintech industries reflecting startup growth trends in Indonesia.

- **Regulatory Complexities:** Healthtech startups often face strict regulatory requirements, particularly concerning patient safety and data privacy (for example, compliance with the Health Insurance Portability and Accountability Act (HIPAA) or the General Data Protection Regulation (GDPR)). These legal obligations necessitate stringent data protection measures, limiting the flexibility of healthtech startups in implementing new marketing strategies. As a result, companies must prioritize regulatory compliance over operational agility, which can slow down the adoption of entrepreneurial marketing approaches.
- **Institutional Inertia:** Healthcare institutions tend to be risk-averse, meaning they prefer established technologies and traditional approaches rather than adopting new and innovative solutions. This reluctance is often due to concerns about patient safety, regulatory compliance, and financial risks associated

with new technology investments. Such cultural resistance makes it difficult for healthtech startups to effectively implement an entrepreneurial marketing mindset, as they struggle to gain acceptance from healthcare providers and institutions.

- **Trust and Validation:** Healthtech startups must build trust and validate their solutions by demonstrating the reliability, efficacy, and safety of their products or services. Since healthcare involves sensitive data and critical decision-making, any new technology must undergo extensive testing, clinical trials, and regulatory approvals before it is widely accepted. This requirement often results in longer market entry times, delaying consumer adoption and revenue generation for healthtech startups.
- **Budget Constraints:** Many educational institutions, particularly in developing regions, operate under limited financial resources. Due to budgetary limitations, schools and universities may struggle to invest in new technologies and digital learning solutions. This financial constraint slows down the adoption of Edtech innovations, as institutions prioritize traditional educational tools over costly technological upgrades.
- **Resistance to Change:** Educators and school administrators often hesitate to adopt Edtech solutions due to limited familiarity with technology or concerns regarding its effectiveness and long-term benefits. Many teachers, especially those accustomed to traditional teaching methods, may lack the necessary digital literacy skills or believe that technological integration could disrupt established learning processes. This resistance to change creates challenges for Edtech companies seeking to implement entrepreneurial marketing strategies.
- **Fragmented Market:** The diversity of educational systems, curricula, and teaching methodologies across different regions creates significant market fragmentation. This means that Edtech solutions must be highly customizable to cater to varied educational needs and regulatory requirements. However, such customization increases development costs and complicates scalability, making it more challenging for Edtech startups to expand into multiple regions efficiently.

The relationship between the adoption of an entrepreneurial marketing mindset (EMM) and revenue growth can be visualized as shown in Figure 3. Sectors such as e-commerce and fintech, which exhibit higher levels of EMM adoption (80% and 70%, respectively), demonstrate significantly higher revenue growth rates (20% and 18%) compared to healthtech and edtech, which have lower adoption rates. This pattern highlights the critical role of EMM in driving financial performance, particularly in dynamic and competitive industries. This suggests that although the importance of an entrepreneurial mindset is starting to be recognized, some sectors may need more time to fully integrate this approach into their strategies.

4.3. Conclusions from Research Results

The findings of this research conclude that an entrepreneurial marketing mindset plays a crucial role in the success of digital startups in Indonesia. Startups that incorporate innovation, flexibility, and an opportunity-oriented approach into their marketing strategies are more likely to succeed in competitive markets and achieve sales growth. This study highlights that an entrepreneurial marketing mindset is not merely an adaptive strategy for dynamic markets but a critical success factor for thriving in highly competitive startup environments.

Based on the findings, specific recommendations can be made for different startup sectors. For e-commerce and fintech startups, focusing on real-time data analysis and personalized marketing strategies can further enhance customer engagement and retention. For edtech startups, integrating gamification and adaptive learning technologies can address diverse user needs while boosting market relevance. In healthtech, building trust through educational campaigns and ensuring compliance with data privacy regulations are essential for wider adoption and success.

Future research could expand on these findings by exploring how the entrepreneurial marketing mindset interacts with other factors, such as financial management and leadership styles, across different industries. Additionally, a longitudinal study tracking the long-term effects of this mindset on startup sustainability could provide deeper insights. Exploring cultural and regional variations in entrepreneurial marketing practices could also offer valuable perspectives for startups operating in diverse global markets.

While the research focuses on Indonesia, its findings have broader implications for other regions with similar entrepreneurial ecosystems. Policymakers and startup founders in other emerging markets can use these insights to design strategies that encourage innovation, flexibility, and customer-centric approaches, tailored to their unique market challenges.

5. MANAGERIAL IMPLICATIONS

The findings of this study highlight the importance of an Entrepreneurial Marketing Mindset (EMM) for digital startups to achieve sustainable growth and competitiveness. Startup leaders must embrace strategic flexibility and innovation by adopting adaptive marketing strategies that enable quick responses to market changes. Encouraging a culture of experimentation and continuous improvement helps maintain relevance in an evolving digital landscape. Effective resource optimization is crucial, given the financial constraints startups often face. Leveraging digital platforms, AI-driven customer insights, and strategic partnerships can enhance scalability while ensuring financial stability. Additionally, a customer-centric approach is essential in building strong brand loyalty, with data analytics and social media playing key roles in personalized engagement and long-term success.

Different industries require tailored strategies to overcome sector-specific challenges. Healthtech startups must navigate regulatory complexities by prioritizing trust-building and compliance-driven marketing, while edtech companies should focus on demonstrating clear value propositions to accelerate adoption. Addressing these unique obstacles with the right entrepreneurial mindset can significantly enhance business performance. Strong entrepreneurial leadership is also key. Founders and management teams should cultivate resilience, risk-taking, and continuous learning to navigate uncertainties effectively. Mentorship, training, and networking opportunities further empower teams to develop strategic agility.

External support from policymakers and industry stakeholders plays a vital role in strengthening the startup ecosystem. Supportive regulations, funding opportunities, and government-backed initiatives, such as incubators and tax incentives, create an environment conducive to innovation and growth. By implementing these strategies, digital startups can fully harness the benefits of an Entrepreneurial Marketing Mindset, ensuring adaptability, scalability, and long-term success in an increasingly competitive market.

6. CONCLUSION

Future research should further explore the entrepreneurial marketing mindset and its impact on digital startup success in Indonesia. Expanding the research sample to include startups from technology, health, and education sectors, as well as different regions, would provide a more comprehensive understanding of location-specific challenges and opportunities. Additionally, analyzing financial management, human resource strategies, and technology adoption alongside this mindset would offer deeper insights into how startups can achieve long-term sustainability and scalability. A broader research scope would also help identify best practices that could be adapted across different industries to enhance startup performance. Examining the role of government policies and regulatory frameworks may provide insights into external factors that influence entrepreneurial marketing. Additionally, exploring the impact of emerging technologies like AI and blockchain on marketing strategies could help startups stay competitive in the evolving digital landscape.

Sector-specific studies in healthtech and edtech could further reveal unique challenges and growth opportunities. Healthtech startups often face regulatory complexities that slow down innovation, while edtech businesses may struggle with adoption barriers in traditional education settings. Examining the role of government policies, regulatory reforms, and public-private partnerships could help uncover strategies to foster innovation and market expansion. Moreover, studying how AI, blockchain, and big data analytics influence marketing strategies would enable startups to develop more efficient and competitive business models. Understanding these sector-specific dynamics would help shape policy recommendations and strategic initiatives that support the digital startup ecosystem.

This study highlights the significance of an entrepreneurial marketing mindset in enhancing startup sustainability, competitiveness, and adaptability. Findings show that 75% of startups adopting this approach are better equipped to handle market fluctuations, while 68% of innovation-driven startups report substantial revenue growth. On average, startups with this mindset experience a 15% annual revenue increase, showcasing its crucial role in achieving long-term business success. By fostering a strong entrepreneurial marketing culture, Indonesia can cultivate a more resilient and innovative digital startup ecosystem. This, in turn, will contribute to economic growth, job creation, and increased global competitiveness in the ever-evolving digital landscape.

7. DECLARATIONS

7.1. About Authors

Sipah Audiah (SA) https://orcid.org/0009-0008-3024-474X

Muhammad Rifat Shauqy (MR) https://orcid.org/0009-0001-4582-5693

Otniel Feliks Putra Wahyudi (OF) https://orcid.org/0009-0007-8196-4483

7.2. Author Contributions

Conceptualization: GA; Methodology: SA; Software: MR; Validation: OF and GA; Formal Analysis: SA and MR.; Investigation: OF; Resources: GA; Data Curation: SA; Writing Original Draft Preparation: MR and OF; Writing Review and Editing: GA and SA; Visualization: MR; All authors, GA, SA, MR, and OF, have read and agreed to the published version of the manuscript.

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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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