

Digital Transformation, Entrepreneurial Marketing, and Enterprise Performance: Based on Empirical Analysis of Service Enterprises in the Yangtze River Delta Region

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Abstract:

With the rapid development of the social economy, digital transformation has become an important way for various industries to achieve independent innovativeness, and has been highly valued by the academic and business communities. However, there is a lack of exploration on the impact mechanism of digital transformation on the performance of service enterprises. This study focuses on 376 service industry enterprises in the Yangtze River Delta region and conducts empirical analysis on the established theoretical model by collecting first-hand data. It is of great practical significance for service industry enterprises to effectively carry out digital transformation and achieve enterprise performance from the perspective of entrepreneurial marketing.

Keywords:

Digital Transformation, Entrepreneurial Marketing, Enterprise Performance, Service Industry Enterprises

1. Introduction

Seizing the opportunity of digital economy development and accelerating the process of digital transformation has become a new path for Chinese enterprises to achieve high-quality and sustainable development and move towards world-class enterprises. Even before the epidemic, some leading service industry enterprises had taken the lead in relying on digital transformation to achieve economic and social benefits. For example, JD.com has undergone digital transformation in logistics distribution and intelligent logistics. Through logistics artificial intelligence technology, it has achieved an efficient logistics distribution system and achieved product traceability and information sharing, improving the shopping experience of

consumers. However, the Institute of Finance and Economics, Chinese Academy of Social Sciences, released a research report on the social and economic value of platforms this year, which showed that China's service industry generally faces problems such as low profitability, weak data-driven awareness, and weak digital foundation. Currently, there is a significant "new digital divide" in the process of digital transformation in the service industry. From a macro perspective, in the process of the development of the service industry, due to the slow improvement of its own productivity, costs continue to rise, and its proportion in GDP continues to increase, which leads to a decrease in overall national economic growth and productivity, known as the Baumol cost disease. Therefore, focusing on the digital transformation of the service industry is crucial for the development of the entire national economy and the improvement of productivity.

The digitization of the service industry will change operational processes, making organizations entrepreneurial oriented and accelerating their innovation capabilities, while gaining sustained competitive advantages [2]. Digitization provides countless opportunities for resource scarce enterprises to start businesses and expand. The accessibility, high frequency, and real-time nature of digital media have improved the effectiveness of marketing communication and provided an ideal means for driving entrepreneurial marketing. The emergence and promotion of digital technology have reshaped business opportunities and changed the nature and significance of entrepreneurship. Given the uncertain market conditions in the digital field, scholars have emphasized the importance of entrepreneurial marketing practices, especially for companies navigating in "high-tech turbulent" markets to engage in proactive and innovative entrepreneurial behavior. Entrepreneurial marketing helps companies cope with increasingly uncertain market conditions and resource constraints [4]. However, current research has not fully developed the theory of online entrepreneurial marketing, and little is known about the process of online entrepreneurial marketing. As with broader entrepreneurial research, the popularization and rapid launch of digital technology require new frameworks for analysis and theorization. The process of entrepreneurial marketing in an online environment requires consideration of how new technologies interact with entrepreneurial marketing processes, practices, and models. Le Dinh et al. (2018) and Sahut et al. (2021) argue that digital entrepreneurship cannot be just a subcategory of entrepreneurship research, but must include a comprehensive understanding of entrepreneurship in the digital age. This article also believes that the framework of entrepreneurial marketing must be reconsidered based on the process of digital transformation. From the perspective of entrepreneurial marketing, this article attempts to explore the impact of digital technology on marketing practices and how digitalization can disrupt or fundamentally change entrepreneurial marketing practices. At present, little is known about the process of digital transformation leading to entrepreneurial marketing and the processes in which these changes occur, and a broader evidence base needs to be established based on this research survey.

Therefore, this article recognizes the importance of entrepreneurial marketing for enterprises in the digital age. Small and medium-sized enterprises must participate in entrepreneurial marketing practices and establish technological capabilities in order to survive and succeed in today's uncertain and turbulent markets, rather than passively changing or trying adaptive methods. This study investigates the opportunity seeking process of small and medium-sized enterprises in the service industry in the digital transformation of technological turbulence from the perspective of entrepreneurial

marketing, and allows examination of the entrepreneurial marketing situation of small and medium-sized enterprises in the service industry in the digital environment (such as resource utilization, innovation behavior, etc.). Therefore, in order to understand how enterprises respond to market uncertainty and technological turbulence, this study responds to the call of Sahut et al. (2021) and uses the perspective of entrepreneurial marketing to study how service industry enterprises can use digitalization to drive and transform entrepreneurship, and promote the improvement of enterprise performance.

2. Theoretical Analysis and Research Hypotheses

2.1. Digital transformation and entrepreneurial marketing

The most commonly cited definition by many scholars [10]; Jones and Rowley (2011; Kahiya (2020) describes entrepreneurial marketing as “actively identifying and utilizing opportunities to acquire and retain profitable customers through innovative risk management, resource leverage, and value creation methods”. Entrepreneurial marketing is particularly important in studying uncertain and rapidly changing market environments [4]. Sun and Li (2022) believe that entrepreneurial marketing behavior can help businesses survive and grow in today's technologically turbulent environment by stimulating positive market orientation and exploratory market behavior.

Existing research emphasizes the benefits of digital technology for entrepreneurial marketing strategies and development, and demonstrates how digitalization significantly changes the landscape of entrepreneurial marketing [9]. For example, Harrigan et al. (2012) focused on how digital customer relationship management systems can improve the overall effectiveness of customer relationship building and their role in enhancing customer value. Scholars have focused on studying how digital technology can assist traditional offline marketing processes in enterprises (e.g. Jones, 2010; Harrigan et al., 2012).

Based on the above analysis, the following assumptions are proposed:

H1: Digital transformation can significantly promote entrepreneurial marketing for enterprises.

H1.1: Digital transformation has a positive impact on enterprises' proactiveness;

H1.2: Digital transformation has a positive impact on enterprises' innovativeness;

H1.3: Digital transformation has a positive impact on enterprises' customer intensity;

H1.4: Digital transformation has a positive impact on enterprises' resource leveraging;

H1.5: Digital transformation has a positive impact on enterprises' value creation;

2.2. Digital transformation and enterprise performance

Amit (2012) believes that enterprise digital transformation will inevitably lead to business model change, value chain improvement, and enterprise performance improvement. Some scholars also pointed out that the current economic development model is technology-oriented, and whether a company can provide better value to customers is directly related to the final performance of the company (Tapscott, 2015).

Jiang Xiaojuan (2017) proposed that modern technologies represented by the Internet and information technology can effectively reduce resource allocation and transaction costs, and improve the business performance of enterprises by reducing resource allocation and transaction costs. Ferreira& Ferreira (2019) conducted a questionnaire survey and data analysis on 938 enterprises in Portugal and found that digital transformation can promote innovation and innovation performance of enterprises. The digital transformation of enterprises is conducive to reducing the transaction cost of enterprises and creating new profit sources for enterprises. The application of cloud computing, big data, blockchain and other digital technologies has improved the transparency of various information, enabling enterprises to break away from information silos and reduce information costs (Yang Deming, 2018).Based on the above analysis, the following assumptions are proposed:

H2: Digital transformation can significantly improve Enterprise Performance.

2.3. Entrepreneurial marketing and Enterprise Performance

According to Sadiku Dushi et al. [10], the number of studies on the relationship between entrepreneurial marketing dimensions and performance is limited. Some of them have qualitative, historical, or theoretical properties, while others are quantitative. Regarding the above research, Sadiku Dushi et al. [10] concluded that all dimensions of entrepreneurial marketing are crucial to a company's performance and success, indicating that entrepreneurial marketing has a positive and significant impact on business performance. The specific manifestations are as follows:

Proactiveness reflects a firm tendency to achieve a task and achieve challenging goals (Amjad et al., 2020), empowering companies to establish strategic observations. This will enable the company to take the lead and gain an advantage over its competitors through its proactiveness, and then achieve outstanding performance [10].

Hamali (2015) defines Innovativeness as “a company's openness to new ideas,” which can take the form of new products, services, processes, technologies, or management to generate creative solutions. In this regard, Alqahtani and Usay [5], Hamali et al. (2016) both believe that innovation is a key factor in building a company's competitive advantage and achieving outstanding performance.

Customer intensity represents one of the core strategies that drives organizations to be customer-centric (Otika Udoka et al., 2019). In a turbulent market space, customer demand may be defined as fluctuating and continuously changing, which is one of the sources of disrupting market balance (Deshpande et al., 1993) and forcing businesses to be customer-oriented. In this regard, studies have emphasized that more successful and performing organizations are those that emphasize customer intensity [10].

Resource leveraging combines two aspects of entrepreneurial marketing, such as the effective utilization of limited resources and the creative collaborative process of creating competitive advantages (Otika Udoka et al., 2019). Opportunistic companies that enrich their current capabilities and deploy resource utilization practices (sharing resources and outsourcing key functions) offer greater value, success, and efficiency than their competitors (Hanaysha and Al Shaikh, 2022).

Entrepreneurial marketing is guided by value creation (Morris et al., 2002). Otika Udoka et al. (2019) pointed out that companies adopting entrepreneurial marketing need to provide valuable things to customers and stakeholders, even more valuable

than what competitors offer. Therefore, only when customers realize that the company has created the best value in the market can the company enjoy a competitive advantage and higher performance (Gluga and Evers, 2023). Based on the above analysis, the following assumptions are proposed:

H3: Entrepreneurial marketing has a positive impact on Enterprise Performance.

H3.1: Proactiveness have a positive impact on Enterprise Performance.

H3.2: Innovativeness has a positive impact on Enterprise Performance.

H3.3: Customer intensity has a positive impact on Enterprise Performance.

H3.4: Resource leveraging has a positive impact on Enterprise Performance.

H3.5: Value creation has a positive impact on Enterprise Performance.

2.4. The intermediary role of entrepreneurial marketing

Foltea and Glovatchi (2021) identified positive market orientation and entrepreneurial orientation as strategic factors for business model innovation in digital age solutions. Mehralian and Mohammad (2022) conducted a survey on managers in small and medium-sized enterprises and determined that the relationship between digitalization and performance is partially mediated by entrepreneurial orientation. Zahara et al. [11] argue that the combination of digital capabilities and entrepreneurial marketing can provide businesses with the ability to quickly respond to market changes, innovate products and services, and create unique value propositions, thereby improving performance. Therefore, the following assumptions are proposed:

H4: Entrepreneurial marketing plays a mediating role in the relationship between digital transformation and enterprise Performance.

Based on the above assumptions, construct a research framework model for this study (Figure 1):

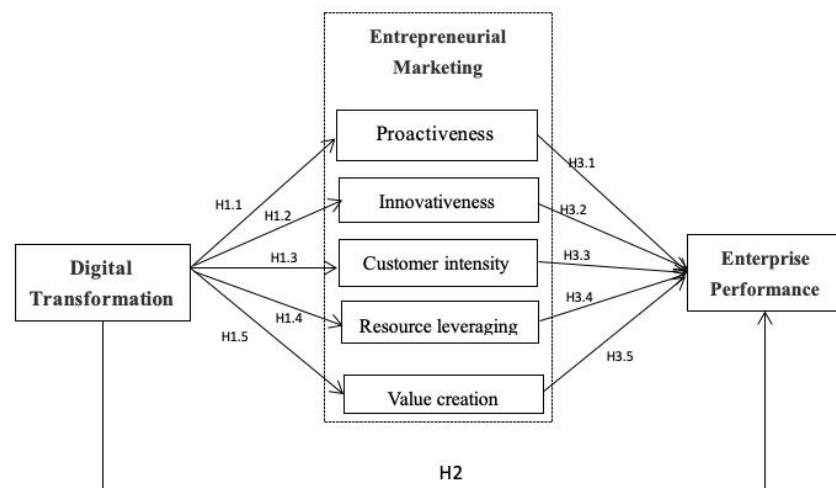


Figure 1. Research Framework Model.

3. Research Design

3.1. Data collection and descriptive statistical analysis

The survey questionnaire is distributed in the form of electronic questionnaires, and the survey subjects are concentrated on enterprises that have completed the stage of

digital transformation or are undergoing digital transformation. The distribution channels for questionnaires include entrusting digital consulting and training institutions, professional questionnaire survey institutions to distribute on behalf of others, and distributing questionnaires through acquaintances for research. The sample mainly covers service industry enterprises in the Yangtze River Delta. A total of 400 questionnaires were distributed and distributed to 400 different enterprises. After screening, 24 invalid questionnaires were removed, resulting in 376 valid questionnaires with an effective rate of 94%. The sample size of valid questionnaires met the requirement of 5 times the measurement items.

Among the surveyed population, women accounted for 56.9%, and those aged between 31 and 50 accounted for 78.2%, indicating that the sample is mainly composed of middle-aged people at the peak of career development, which is in line with the typical leadership group of digital household transformation enterprises. 63% of respondents have a bachelor's degree or above; From the perspective of management, 78% of the respondents come from grassroots management; More than 66% of respondents have a company history of 6 years or more, and 80% of companies have a scale of 100 people or more, indicating a relatively representative distribution of the survey sample. Overall, based on the above analysis, the numerical characteristics of demographic variables can be seen, reflecting the population distribution involved in this sampling survey. Through frequency analysis of each variable, it was found that its distribution is basically consistent with the requirements of the sampling survey.

3.2. Variable measurement

This study selected mature domestic and foreign scales to measure variables. In order to ensure the rationality of each item in the survey questionnaire, a small-scale pre survey was conducted before the formal survey. 100 survey questionnaires were distributed in the form of online questionnaires. Except for 8 invalid responses, a total of 92 valid questionnaires were collected, with an overall effective rate of 92%. The questionnaire data was analyzed using SPSS 27.0, and the results showed that the Cronbach's alpha coefficients of the variables examined in the pre survey were all greater than 0.8, indicating good reliability of the scale; A first-order exploratory factor analysis was conducted on the items in each dimension, and the coefficient result of the KMO test was 0.944. The coefficient range of the KMO test was between 0-1, and the closer it was to 1, the better the validity of the questionnaire; According to the significance of the spherical test, it can be seen that the significance of this test is infinitely close to 0, passing the validity test; Principal component analysis was performed on the scale, and a total of 7 factors were extracted, with a cumulative variance interpretation rate of 72%, proving the good structural validity of the scale. Therefore, the reliability of each item scale in the survey questionnaire used in this study is good.

Except for the control variables, all variables in this study were measured using the Likert 5-point method.

(1) Dependent variable, Enterprise Performance. Drawing on the research scale of Yu Chuanpeng et al. (2020) and Yu Feifei et al. (2022), enterprise performance is divided into 9 measurement items: financial performance and innovation performance.

(2) Independent variable: Digital transformation. The digital transformation scale used in this study is mainly based on the relevant scales of foreign scholars such as

Chi Maomao et al. (2020) and Vial (2019) and Chantias et al. (2019), forming a digital transformation scale with a total of 5 measurement items.

(3) Mediating variable: Entrepreneurial marketing. This study mainly draws on the entrepreneurial marketing scale developed by Becherer et al. (2008) and Becherer et al. (2012), and integrates the entrepreneurial orientation scale developed by Miller et al. (1982), Covin and Slevin (1989). Finally, the entrepreneurial marketing questionnaire scale suitable for this research is designed, including 16 measurement items in five dimensions.

(4) Control variables: According to existing research, in addition to the above variables, firm performance is also affected by controllable factors such as firm age, firm size and ownership nature.

4. Empirical Analysis

4.1. Distinguishing validity test

The correlation coefficients between each variable are shown in Table 1. The results showed that at a significance level of 0.01, there was significant correlation between digital transformation, proactiveness, innovativeness, customer intensity, resource leveraging, value creation, and enterprise performance, and the correlation coefficients were all greater than 0. This indicates that the relationship between the variables is basically consistent with the hypothesis direction of this study, laying a foundation for subsequent testing. Meanwhile, the AVE values all reached a critical value of 0.5 and their square roots were greater than the correlation coefficient between any two dimensions, indicating discriminant validity between any two dimensions. The measured variables can effectively reflect potential variables.

Table 1. Mean, standard deviation, correlation analysis, and discriminant validity test of variables ($N=376$).

Category	Digital transformation	Proactiveness	Proactiveness	Proactiveness	Proactiveness	Proactiveness	Enterprise performance
Digital transformation	0.761						
Proactiveness	0.438**	0.778					
Innovativeness	0.408**	0.405**	0.788				
Customer intensity	0.395**	0.402**	0.460**	0.782			
Resource leveraging	0.441**	0.379**	0.460**	0.469**	0.787		
Value creation	0.421**	0.427**	0.382**	0.404**	0.425**	0.791	
Enterprise performance	0.468**	0.485**	0.456**	0.456**	0.494**	0.461**	0.800
Mean value	3.202	3.3147	3.3573	3.3418	3.344	3.3528	3.302
Standard deviation	0.96345	0.99329	1.0153	0.98229	1.04981	1.03748	1.00949

Note: * * respectively represents $p < 0.01$, the same below; The values on the diagonal are the square roots of the AVE values of each variable.

4.2. Reliability and validity testing

This study used SPSS 27.0 and AMOS 27.0 for data organization and statistical analysis. The reliability and validity results of each dimension and item are shown in the table. According to Table 2, the Cronbach's alpha coefficients of each latent variable in the model are all greater than 0.8, and the combined reliability (CR) is greater than 0.8, indicating that the scale has good internal consistency and good reliability.

Table 2. Reliability and Convergence Validity (N=376).

Variable	Measurement indicators	Factor loading	Cronbach's α	AVE	CR
Digital transformation	The company adopts digital technology to transform and upgrade existing products, services, and processes	0.762	0.883	0.586	0.876
	The company comprehensively promotes digital design, manufacturing, and management	0.767			
	The company develops digital products and services	0.750			
	The company is willing to vigorously promote and promote digital skills and management knowledge	0.785			
	Internal consensus within the company is that adopting digital technology and digital management is beneficial for the company's development	0.763			
Proactiveness	Companies often take competitive actions ahead of their competitors	0.761	0.821	0.598	0.817
	The company often switches lines and introduces new product/service improvement technologies or management methods within the industry	0.794			
	Company managers value launching new products or services ahead of competitors	0.764			
Innovativeness	The company always tries to explore new contingency models to cope with operational difficulties	0.756	0.829	0.606	0.822
	The company tends to adopt more innovative or unique problem-solving solutions	0.802			
	The company provides high performance evaluations to employees who propose innovative solutions	0.776			
Customer intensity	The company's goal is to pursue customer satisfaction	0.791	0.863	0.598	0.856
	The main competitive advantage of the company lies in its understanding of customer needs	0.789			
	The company places great emphasis on improving customer value	0.788			

	The company places great emphasis on after-sales service	0.722			
Resource leveraging	Employees are satisfied with the resource management of the entire company	0.720	0.829	0.584	0.808
	The available resources have improved the overall efficiency of the organization where employees work	0.807			
	Employees are clear about the availability of resources required to complete team or department tasks	0.763			
Value creation	The company creates value for customers by providing high-quality products or services	0.795	0.833	0.615	0.827
	The pricing strategy of a company's products or services aims to maximize customer value	0.796			
	Compared to competitors, our company can create more value for customers	0.761			
Enterprise performance	Compared to other competitors in the same industry, the company's investment return rate is very high	0.757	0.944	0.600	0.931
	Compared to other competitors in the same industry, the company's sales growth rate is very high	0.768			
	Compared to other competitors in the same industry, the company has a large market share	0.778			
	Compared to other competitors in the same industry, the company's new product has a high success rate	0.778			
	Compared to other competitors in the same industry, the company can quickly develop new products	0.753			
	Compared to other competitors in the same industry, the company's new products account for a high proportion of total sales revenue	0.746			
	Compared to other competitors in the same industry, the company's service or product quality is very high	0.793			
	Compared to other competitors in the same industry, the company's service or product costs are very low	0.793			
	Compared to other competitors in the same industry, the work efficiency and morale of the company's employees are very high	0.802			

In terms of content validity, the scales used in this study are all mature scales developed by domestic and foreign scholars. According to the table, the factor loadings corresponding to the seven factors of digital transformation, proactiveness, innovativeness, customer intensity, resource leveraging, value creation, and enterprise performance are all greater than 0.7, and the AVE values are all greater than 0.5, indicating good convergence validity. In addition, the data fitting index of the basic model is $\chi^2/df=1.557$, $CFI=0.967$, $IFI=0.967$, $TLI=0.963$, $RMSEA=0.039$.

The above indicators indicate that the model validation results have reached a good level. Therefore, the reliability, validity, and theoretical model fit of the scale used in this study meet the requirements.

4.3. Hypothesis testing

The structural path coefficient reflects the significant level of causal relationships between variables and the contribution of one unit of independent variable variation to the dependent variable variation. The path coefficients between each measured variable are shown in Table 3.

Table 3. Variable Path Relationship Test and Results.

Path relationship			Standardization coefficient	CR	P
Proactiveness	<---	Digital transformation	0.580	9.231	***
Innovativeness	<---	Digital transformation	0.553	8.742	***
Customer intensity	<---	Digital transformation	0.539	8.944	***
Value creation	<---	Digital transformation	0.563	9.000	***
Resource leveraging	<---	Digital transformation	0.594	9.724	***
Enterprise performance	<---	Proactiveness	0.227	3.674	***
Enterprise performance	<---	Innovativeness	0.142	2.423	0.015
Enterprise performance	<---	Customer intensity	0.124	2.205	0.027
Enterprise performance	<---	Value creation	0.170	2.857	0.004
Enterprise performance	<---	Resource leveraging	0.208	3.351	***
Enterprise performance	<---	Digital transformation	0.089	0.893	0.372

According to Table 4, digital transformation has a significant positive impact on proactiveness, Innovativeness, customer intensity, value creation and resource leveraging. It has passed the significance test at the 5% level, with path coefficients of 0.580, 0.553, 0.539, 0.563, and 0.594, respectively. Hypotheses H1.1-H1.5 are supported. The impact of digital transformation on enterprise performance is not significant, and the H2 hypothesis path relationship is not supported, with a path coefficient of 0.089. The impact of proactiveness, Innovativeness, customer intensity, value creation and resource leveraging on enterprise performance has passed a significance test at the 5% level, indicating that various dimensions of entrepreneurial marketing have a significant positive impact on enterprise performance.

Table 4. Intermediary test results.

route	Estimate	Lower	Upper	P	Effect proportion
Digital transformation -Proactiveness-Enterprise performance	0.14	0.077	0.226	0.003	23%
Digital Transformation -Innovativeness -Enterprise Performance	0.083	0.004	0.184	0.021	13%

Digital transformation -Customer intensity -Enterprise performance	0.071	-0.002	0.132	0.072	11%
Digital Transformation-Value Creation -Enterprise Performance	0.101	0.042	0.179	0.008	16%
Digital transformation -Resource leveraging-Enterprise performance	0.131	0.039	0.215	0.008	21%

In order to further test the mediating effect, this study used the bootstrap test in AMOS to test the mediating effect between the independent and dependent variables of the five dimensions of entrepreneurial marketing. The results are shown in Table 4. According to Table 4, when proactiveness, innovativeness, value creation, and resource leveraging are added as mediating variables, the mediating effect of digital transformation on enterprise performance does not include 0 at the upper and lower limits of the bootstrap 95% confidence interval, indicating that digital transformation can promote enterprise performance by promoting proactiveness, innovativeness, value creation, and resource leveraging. Therefore, it is assumed that H3.1-H3.5 is supported.

5. Research Conclusion and Discussion

This article is based on exploring the relationship between digital transformation, entrepreneurial marketing, and enterprise performance. Through reviewing and sorting out the theories of many scholars on digital transformation, entrepreneurial marketing, and enterprise performance, using questionnaire surveys and statistical tools such as SPSS and AMOS, a theoretical model is constructed for service industry enterprises in the Yangtze River Delta region to promote entrepreneurial marketing activities and improve enterprise performance through digital transformation in the context of digitalization. This study uses survey data from 376 service industry enterprises in the parent triangle region, and combines statistical analysis to explore the impact path of digital transformation on enterprise performance in depth.

5.1. Research conclusion

Firstly, digital transformation of enterprises has a positive impact on the five dimensions of entrepreneurial marketing: proactiveness, innovativeness, customer intensity, value creation, and resource leveraging. This article examines the five dimensions of entrepreneurial marketing, namely proactiveness, innovativeness, customer intensity, value creation, and resource leveraging. All five dimensions have passed the confirmatory factor analysis. Secondly, the five dimensions of entrepreneurial marketing: proactiveness, innovativeness, customer intensity, value creation, and resource leveraging have a positive impact on improving enterprise performance. Once again, the digital transformation of enterprises does not have a significant direct promoting effect on the improvement of enterprise performance. Finally, this study used the bootstrap test in AMOS to examine the mediating effects of the five dimensions of entrepreneurial marketing between the independent and dependent variables. It was found that the five dimensions of entrepreneurial marketing have an indirect mediating effect between digital transformation and enterprise performance.

5.2. Practical inspiration

Service industry enterprises can achieve sustainable innovativeness through participation and digital transformation. For example, optimizing business processes

and efficiency; Developing digital products and services to expand the service scope and market coverage of enterprises; Utilize big data and analysis to provide personalized services, thereby improving customer satisfaction and increasing customer loyalty; Establishing digital marketing channels, utilizing digital channels such as social media, search engine optimization (SEO), and content marketing, service enterprises can reduce marketing costs and expand brand influence; Establishing partnerships and collaborating with technology companies, innovative enterprises, or other service providers to jointly develop new digital solutions to fill resource gaps and accelerate the process of digital transformation. Alibaba Cloud's "Digital Intelligence Benefiting Enterprises" service action provides Alibaba Cloud's intelligent ecosystem scene, resources, and enterprise service products for small and medium-sized enterprises, better empowering enterprises in digital transformation comprehensively.

The entrepreneurial marketing activities established by service industry enterprises through digital transformation can effectively improve enterprise performance. There are mainly five paths: Firstly, through digital transformation, enterprises can adopt new technologies and trends in a timely manner, take proactiveness, and seize market opportunities. Secondly, Digital transformation can provide enterprises with more innovative marketing methods and channels, and transform traditional marketing models. Thirdly, The entrepreneurial marketing system established through digital transformation can better focus on customer needs and feedback. Fourthly, Digital transformation can help businesses create more value, thereby improving business performance. Finally, Digital transformation can help enterprises better integrate internal and external resources, improve marketing efficiency and effectiveness. Enterprises should focus on their own characteristics and combine the above strategies to improve performance based on their own resource endowments.

5.3. Limitations and Prospects

This article provides an in-depth analysis of the mechanism by which digital transformation of service industry enterprises in the Yangtze River Delta region of China affects their performance. Although there is some expansion in areas such as digital transformation and improving enterprise performance, there are still shortcomings. Specifically, due to geographical and industry limitations, the sample data in this study mainly comes from service enterprises in the Yangtze River Delta region. There may be differences in the process of digital transformation and entrepreneurial marketing activities among different types of enterprises. Whether the conclusion can be extended to enterprises in other fields requires further empirical research evidence. Secondly, in terms of the selection of research methods, this article only explores the mechanism of digital transformation and entrepreneurial marketing on enterprise performance from an empirical perspective. In order to better explain the impact mechanism of digital transformation and entrepreneurial marketing on enterprise performance in the Yangtze River Delta region, the next stage of research is planned to use case analysis methods. Through in-depth interviews with some service enterprises, tracking research will be conducted to summarize specific entrepreneurial marketing strategies, and targeted management strategies will be proposed for the development of service enterprises at the company's marketing strategy level.

Conflicts of Interest

The author declares that there is no conflict of interest regarding the publication of this article.

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