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The Amalgamation of Ecopreneurship, Artistic Orientation and Digital Marketing in Increasing Sustainable Competitive Advantage of Creative Industries: Natural Resource-Based View Theory (NRBV) Perspective

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Abstract:

This study aims to examine the effect of the artistic orientation of ecopreneurship on competitive advantage and the role of digital marketing in mediating the relationship between artistic orientation and ecopreneurship with competitive advantage. This study was designed using an explanatory research method. The population in this study were MSMEs in the craft sector in Batu City. Respondent data and information were obtained from the Department of Cooperatives, Micro Enterprises, Industry, and Trade. The number of crafts MSMEs was 117 and all of them were used as research samples. Data measurement used a 5-point Likert scale. This study used descriptive and quantitative analysis techniques with the SEM-PLS analysis method. The findings of the study indicate that artistic orientation and ecopreneurship have a major impact on increasing competitive advantage. Digital marketing plays a more dominant role as a predictor than as a mediator or moderator in the relationship between artistic orientation and ecopreneurship with competitive advantage. Artistic Orientation, ecopreneurship, and digital marketing create a synergistic effect, positioning companies for sustainable success by aligning their business practices with consumer demands for innovation and sustainability.

Keywords: Artistic Orientation; Digital Marketing; Ecopreneurship; Natural Resource-Based View Theory (NRBV) Perspective; Sustainable Competitive Advantage

1. Introduction

The creative industry is a vibrant ecosystem where individual talents and innovative ideas are cultivated and transformed into market-driven intellectual properties. This dynamic sector plays a pivotal role in generating economic and social well-being through the production of novel goods and services (Chen et al., 2018; Husin et al., 2021; Maryunani & Mirzanti, 2015). In Indonesia, the creative industry holds immense promise, as it is expected to address pressing challenges such as sluggish economic growth, persistent poverty, workforce expansion, and the need to enhance product competitiveness (Burhanudin et al., 2020; Gunawan, 2024; Setiadi & Boediprasetya, 2012). This industry is uniquely positioned to absorb more workers while simultaneously uplifting the quality of the workforce (Malik & Bhat, 2015).

The export value of goods from the creative economy is expected to reach US$27.53 billion in 2024, up 4% from 2023, with the fashion and crafts subsector expected to contribute the most, accounting for 7.8% of Indonesia's GDP in 2023 (Wisnubroto, 2023). 2023). In Indonesia, there were 23.98 million workers in the creative industry in 2022—a 9.49% increase from 2021. By 2024, the government wants to see 24.7 million workers in the creative sector. (Rizaty, 2023).

Experts contend that infrastructure and technological support (42.86%), cooperation and synergy among business/industry actors (40.48%), and invention and creativity from business/industry actors (69.05%) are the main drivers of this expansion. Additionally, they conclude that several government initiatives could spur the creative economy's future expansion. Three primary initiatives that fall under this category are marketing and promotion (60.98%), intellectual property protection (53.66%), and the development of the creative economy's

supporting infrastructure (48.78%). Regarding this, the majority of experts (75.62%) think that the creative economy sector will grow more quickly in the future as a result of the issuance of Government Regulation Number 24 of 2022 regarding the Implementation Regulation of Law Number 24 of 2019 on Creative Economy. (Arrasy et al., 2024).

Furthermore, the growing practical understanding of sustainability challenges confronts today's expanding corporate sector, particularly the creative economy. To implement sustainable strategies that reduce ecological footprints, promote job opportunities, benefit local communities and society, and strive for a harmonious balance between business goals and sustainability, organizations must integrate innovative, environmentally friendly, and advanced technologies (Ramírez et al., 2019). This is the rationale behind the growing emphasis on ecopreneurship in research, as demonstrated by recent systematic literature reviews (SLR), bibliometrics (Gao, 2021), mixed techniques (Jiang et al., 2020), and quantitative and qualitative approaches (Albhirat et al., 2024; Bobkova et al., 2020) Nevertheless, there is still much that requires further analysis regarding the results and impacts of ecopreneurship (Afum et al., 2023; Le Loarne Lemaire et al., 2022).

The Indonesian creative industry is a diverse landscape, encompassing 16 distinct subsectors. Among these, three prominent subsectors stand out for their significant contributions to the nation's GDP: handicrafts, culinary arts, and fashion (Kemenparekraf RI, 2022). The individuals employed within the creative industry produce a wide range of products that showcase their creativity, celebrate local cultural values, and embody the intellectual wealth of the creators themselves (Chen et al., 2018).

Initially, the general public primarily perceived creative industry products through an aesthetic lens, viewing them as artistic or decorative goods (Patten, 2016). However, the true value of these creative outputs extends far beyond their aesthetic appeal. They serve as vessels for preserving and showcasing Indonesia's rich cultural heritage, while also generating meaningful economic opportunities and fostering broader social well-being. The creative industry's ability to strike a balance between cultural preservation and commercial viability has been a key factor in its growth and impact within the country.

Entrepreneurs in the creative and artistic industries have a strong artistic sensibility, are driven to innovate in the arts, and actively seek out new ways to create innovative and culturally significant art goods (Purnomo, 2019). Purnomo further added that having artistic talent enables MSMEs in the creative sector to communicate their feelings, ideas, visions, and beliefs through art. Performance is improved with this capacity. Nevertheless, alternative studies demonstrate that artistic orientation has no appreciable effect on Creative SMEs' performance (Septiani et al., 2021). One of the main reasons for the rise of digital marketing, which aims to mend that relationship and boost the creative economy's competitive edge, is this contradiction.

Given that efforts to boost the creative economy still face obstacles like a lack of specialized knowledge and skills, funding access issues, inadequate infrastructure, and a lack of awareness of the sector's potential and advantages, the existence of digital marketing is crucial (Admindesa, 2023). MSMEs must look for breakthroughs by utilizing creative and innovative human resources as a fundamental asset in facing market competition and achieving competitive advantage (Resmi et al., 2019). This situation is made worse by a competitive market and increasingly limited natural resources. The conditions and expert remarks make it clear that innovation and creativity, along with infrastructure and technical assistance, play a major role in the expansion of the creative economy (Arrasy et al., 2024).

Creators were compelled by the pandemic to strengthen their online presence (Chułek, 2020). The goal of digitalization is to generate and capture value while investigating new revenues for generating income from innovative products and services. Globally, an organization's digital capabilities and flexibility are essential elements of any resilience plan in the event of a pandemic (Khlystova et al., 2022; Khouroh et al., 2022b). Social media is now used for information searching, business networking, and crowdfunding in addition to marketing. Social media usage has a big impact on how innovative and successful businesses are (Olanrewaju et al., 2020). The relationship between the desire to pursue entrepreneurship and sustainable enterprise is also moderated by social media (El-Gohary et al., 2023; Pareek et al., 2022).

This research aims to provide solutions for the problems faced by creative economy SMEs in the craft sector to rise and overcome challenges amidst environmental issues and efforts to improve their performance. Focusing on this issue, this research aims to examine the impact of ecopreneurship, artistic orientation, and digital marketing on competitive advantage. It implements the Natural Resource-Based View Theory (NRBVT) in developing strategies and creating an appropriate business strategy model for the creative economy through the amalgamation

of ecopreneurship, artistic orientation, and digital marketing to help develop the creative economy and enhance sustainable competitive advantage.

2. Literature Review and Hypothesis Development

According to the Natural Resource-Based View Theory (NRBV) viewpoint, gaining a competitive edge in proactive environmental initiatives requires spreading and building strategically useful ecological capabilities (Afum et al., 2022). The NRBV Theory explains that companies gain competitive advantage based on internal and external capabilities. Successful product innovation from NRBV allows companies to achieve a competitive advantage while benefiting the natural environment (Andersén, 2021a).

Ecopreneurship and Competitive Advantage

The interest of entrepreneurs in promoting a green and sustainable economy is increasing, leading to a rise in demand for sustainable products/services (Gupta & Dharwal, 2022; Zhao et al., 2021). Environmentally conscious entrepreneurs play a crucial role in addressing urgent issues such as global warming and energy shortages (Hoang Tien et al., 2020). Organizations must integrate innovative, environmentally friendly, and advanced technologies to implement sustainable strategies aimed at reducing ecological footprints, promoting job opportunities, benefiting local communities and society, and striving for a harmonious balance between business objectives and sustainability (Ramírez et al., 2019). Based on that opinion, the proposed hypothesis is:

H1. Ecopreneurship has a positive impact on competitive advantage.

Artistic Orientation and Competitive Advantage

The pandemic has provided new opportunities for creative entrepreneurs to identify valuable alternative business models in order to broaden their horizons (Seetharaman, 2020). There are three creative work practices: digitalization, diversity, and social engagement (Langevang et al., 2022). It is further explained that the intelligence, improvisation, hope, and care of workers become agents for transforming life changes into existing benefits and opportunities (Langevang et al., 2022). Research reveals that innovation capability leads to competitive advantage (Falahat et al., 2020; Khouroh et al., 2021, 2022a). Companies with a differentiation strategy offer unique products that provide a competitive advantage (Anwar, 2018). Business owners in the art/creative sector have a high artistic orientation, a passion for artistically innovating to produce creative and culturally valuable products in the form of art that will impact performance (Purnomo, 2019). Based on that opinion, the proposed hypothesis is:

H2. Artistic orientation has a positive impact on competitive advantage.

Digital Marketing and Competitive Advantage

As digital communication increases, the use of social media increases, thus impacting sustainability (Bouarara, 2021; Sahoo et al., 2022). The use of social media has gone beyond marketing and is now used in business networking, information retrieval, and crowdfunding. Digitalization is an effort to create and capture value and explore new revenue streams for creative goods and services. The use of social media has a significant impact on company performance and innovation (Olanrewaju et al., 2020). Other studies also show that digitalization mediates the relationship between entrepreneurship and strategic orientation on competitiveness (Ismail, 2023).. Therefore, the proposed hypothesis is:

H3. Digital Marketing has a positive impact on competitive advantage

H4. Digital Marketing mediates the relationship between ecopreneurship with competitive advantage

H5. Digital Marketing mediates the relationship between artistic orientation with competitive advantage

3. Method

This research is designed using explanatory research that examines the influence of ecopreneurship, artistic orientation, and digital marketing on the competitive advantage of the creative economy. The research uses a survey method by taking samples from craft MSMEs in Batu City. MSMEs in Batu City were severely affected by the pandemic, resulting in the layoff of 3,089 employees, the termination of 78 workers, and the cessation of hundreds of production activities. As the main sector of the economy in Batu City, the disruption of tourism has led to a decline in local revenue of about 40%, which has implications for the decrease in the production of MSMEs that support tourism. The decrease in labor absorption impacts income reduction and an increase in unemployment, which, if left unchecked, can lead to social and political instability. The population in this study consists of MSME actors in the craft sector in Batu City. Data and information from the respondents were obtained from the

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Department of Cooperatives, Micro Enterprises, Industry, and Trade. There are 117 people, and all of them are used as research samples. Respondents' responses were measured using a 5-point Likert scale.

The dimensions of the Ecopreneurship variable are adopted from Gunawan et al. (2021) and consist of 5 items, Artistic orientation is adopted from Purnomo (2020) with 5 items, Digital marketing is adopted from Kawira et al. (2019) and includes 3 items, and competitive advantage is adopted from Falahat et al. (2020) with 9 items. Data measurement using a 5-point Likert scale. This research employs descriptive and quantitative analysis techniques using the SEM-PLS analysis method. This analysis method is used considering the model is quite complex with a census sample size of only 117, so the appropriate method is to use SEM-PLS with WarpPLS 0.7 software.

4. Results and Discussion

Result

The composition of respondents in this study consists of 64.1 percent female and 35.9 percent male. Table 1 shows that the majority, which is 47.9 percent of the respondents, are aged between 36 and 46 years. Respondents aged 17 to 35 are relatively fewer, perhaps because in this age range they are generally busier with their careers and education. In terms of education, 60.7 percent of respondents have a high school or equivalent background, 31.6 percent have a bachelor's degree or D4, 4.3 percent of respondents hold a master's degree, and 3.4 percent have a diploma. This level of education reflects the respondents' ability to make strategic decisions.

Table 1. Respondent Profile

No	Respondent Profile	Percentage
1	Age of Respondents	
	17-35 years	19,5
	36-46 years	47,9
	47-65 years	32,5
2	Education	
	High School or Equivalent	60,7
	Diploma	3,4
	Bachelor's Degree	31,6
	Master's Degree	4,3

Next, to assess the quality of the collected data, validity and reliability tests were conducted. The validity test in this research uses outer loading values. The outer loading values obtained for each indicator across the five variables overall are greater than 0.60. Additionally, Table 3 also displays the Average Variance Extracted (AVE) values for each variable, all of which are greater than 0.50. Based on this assessment, it can be concluded that all the instruments used in this research have been proven valid.

Table 2. Descriptive statistics and Fornell-Larcker criterion

	Mean	Std. Deviation	AO	DM	EC	SCA
AO	4.581	0,705	0.856	0.678	0.754	0.642
DM	4.444	0.826	0.678	0.829	0.667	0.610
EC	4.534	0.650	0.754	0.667	0.793	0.713
SCA	4.509	0.826	0.642	0.610	0.713	0.803

Table 3. Results of Validity and Reliability Testing

Variable	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
AO	0,908	0,932	0,732
DM	0,886	0,916	0,687

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EC	0,915	0,931	0,826
SCA	0,888	0,915	0,644

Note: AO= Artistic Orientation, DM= Digital Marketing, EC= Ecopreneurship, SCA= Sustainable Competitive Advantage.

Furthermore, to complete the validity testing, reliability testing was conducted using Cronbach's alpha and composite reliability as references. Table 3 shows that the results of both tests exceed 0.70, indicating that all instruments have good reliability. The Fornell-Larcker criterion is widely used in discriminant validity testing to ensure that constructs within a model are distinct from one another. It compares the square root of the Average Variance Extracted (AVE) of each construct to its correlation with other constructs. Compared to other constructs, a construct should have a higher variance when compared to its indicators. Discriminant validity is proven if a construct's square root of AVE is greater than its correlations with other constructs (Table 2).

The next step is to test the proposed hypothesis by conducting a structural model test using the R2 values of each latent variable (Ghozali & Latan, 2015). The R2 value indicates the extent to which the model's constructs can be explained by the variation in exogenous variables. AO and EC contributed 62.0% to the increasing use of DM which was dominated by AO. AO, EC, and DM contributed to increasing competitive advantage by 35.2% with the main contributor being DM.

Table 4. Result of the R-Square Test and R-squared contributions

Variable	R-square	R-square adjusted	AO	EC	DM	DM*AO	DM*EC
DM	0,587	0,579	0.379	0.207			
SCA	0,908	0,904	0.257	0.232	0.060	0.157	0.202

The Effect Size value (f square-f2) is used to assess the impact of exogenous latent variables on endogenous variables to determine whether they have a substantial influence (Ghozali & Latan, 2015), measured through the interpretation of the $f2$ value proposed by Cohen (1988), which states that 0.02 has a small effect; 0.15 has a moderate effect, and 0.35 has a large effect at the structural level. The results of the f^2 effect size test in this study indicate that the f^2 value from AO to SCA is ($0.15 < 0.257 < 0.35$), which falls into the category of having a moderate effect at the structural level. The f^2 value from DM to SCA is ($0,02 < 0.060 < 0.15$), which falls into the category of having a small effect. The f^2 value from EC to SCA is ($0.15 < 0.232 < 0.35$), which falls into the category of having a moderate effect at the structural level. The f^2 value from AO to DM is ($0.379 > 0.35$), which falls into the category of large or strong. The f^2 value from EC to DM is ($0.15 \leq 0.207 < 0.35$), which falls into the category of moderate effect. This result provides an overview of the extent to which exogenous latent variables influence endogenous variables in this study.

Table 5. Results of the f-Square Test

	f-square
AO -> DM	0,379
EC -> DM	0,207
AO -> SCA	0,257
EC -> SCA	0,232
DM -> SCA	0,060
AO x DM -> SCA	0,157
EC x DM -> SCA	0,202
AO -> DM -> SCA	0,034
EC -> DM -> SCA	0,021

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Figure 1. Results of Hypothesis Testing

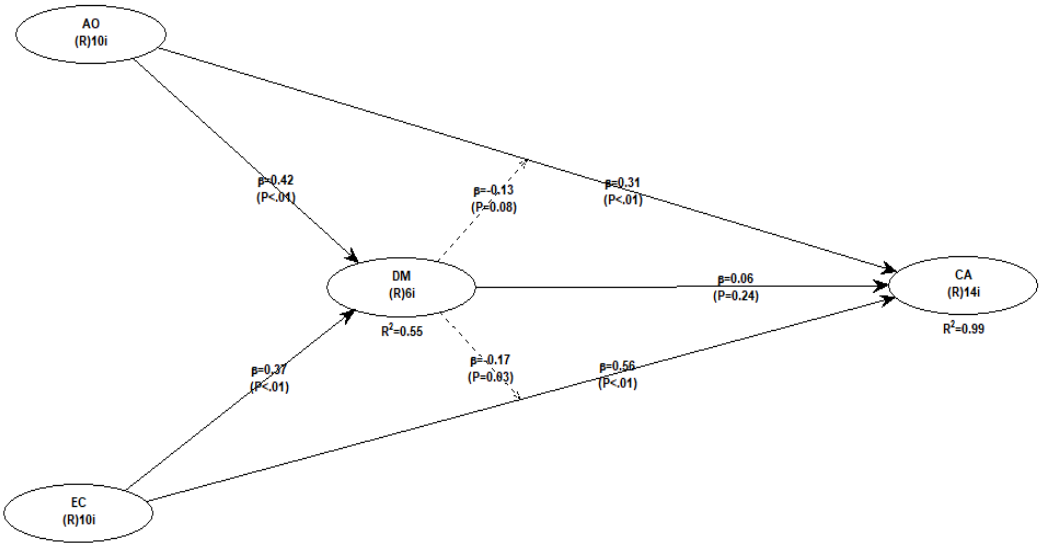

Table 6. Results of hypothesis testing

Variable	Model 1	p-value	Model 2	p-value	Model 3	p-value
AO -> DM			0.517***	0.000	0.517***	0,000
EC -> DM			0.307***	0.000	0.307***	0.000
AO -> SCA	0.386***	0,000	0.245***	0.003	0.386***	0,000
EC -> SCA	0.324***	0,000	0.447***	0,000	0.324***	0,000
DM -> SCA	0.097	0,142	0.142*	0,057	0.097	0,142
AO -> DM-> SCA			0.073	0.127	0.050	0.219
EC -> DM -> SCA			0.044	0,259	0.030	0,323
DM X AO -> SCA	-0.299***	0.000			-0.299***	0.000
DM X EC -> SCA	-0.323***	0,000			-0.323***	0,000
R Square	0.908		0.571		0.908	
Adjusted R Square	0.904		0.559		0.904	

Note(s): *p < 0.10; **p < 0.05; ***p < 0.01

Figure 1 and Table 6 illustrate the results of the hypothesis test in this study. The test examining the effect of EC on SCA yielded an original sample value of 0.324 and a p-value of 0.000, indicating a relationship between the two variables. In other words, increasing the use of EC by business actors can significantly improve the performance of MSMEs. Likewise, the influence of AO on SCA with an original sample value of 0.386 and a p value of 0.000 indicates a significant positive relationship, meaning that increasing the adoption of AO by craft entrepreneurs increases their SCA. On the other hand, the influence of DM on SCA does not show a strong relationship with a path coefficient value of 0.097 and a p value of 0.142 indicating that better digital marketing efforts have not been able to produce a competitive advantage for craft entrepreneurs.

In addition, testing the impact of EC on DM, with a path coefficient value of 0.307 and a p-value of 0.000, revealed a significant relationship, implying that increased use of EC increases DM among craft entrepreneurs. Similarly, the impact of AO on DM, with an original sample value of 0.517 and a p-value of 0.000, indicated that increased use of AO significantly increased DM efforts. Furthermore, DM was found not to mediate the impact of AO on SCA, with an original sample value of 0.050 and a p-value of 0.219, indicating that DM could not bridge the relationship between AO and SCA in craft SMEs. Similarly, DM also did not mediate the impact of EC on SCA, with a path coefficient value of 0.030 and a p-value of 0.323, indicating that DM also did not bridge the relationship between EC and SCA.

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Finally, the test shows that DM moderates the relationship between AO and EC on SCA. The original sample values are -0.299 for AO and -0.323 for EC, with p values of 0.000 respectively. The negative path coefficient values indicate that DM weakens the relationship between AO and EC with SCA. However, when the moderating role of DM in the relationship between AO and EC with SCA, it provides evidence that DM actually plays a role as a predictor to increase SCA. Overall, these findings highlight that DM plays an important role in increasing SCA directly.

Discussion

AO influences and strengthens SCA. Thus, it can be understood that businesses that have AO will have a competitive advantage over other businesses that are not involved in AO. Indicators that support SCA include intrinsic motivation, meaning that entrepreneurs pour out their emotions and express their thoughts through their artwork. Likewise, it is important for an artist to develop a means of communication to consumers/customers or potential consumers. Building communication will encourage consumers to decide to make purchases and make repeat purchases. Furthermore, in developing their business, MSMEs need to produce authentic works of art based on original ideas, and display new and unusual things. It is also important to add important values (such as: morals, social, politics, religion, and ethics) in creative works.

The hypothesis testing results indicate that EC influences and strengthens SCA. Entrepreneurs who engage in EC in their activities can enhance their SCA. One example is the utilization of sawdust, which is waste from wood cutting or carving that is usually just discarded or burned. Entrepreneurs who are environmentally conscious use this sawdust to create bags and wallets that have high market value, enhanced by the aesthetic elements of these creations, which adds economic value for the business owners and attracts customers. Prospective consumers and the younger generation are more concerned about the environment. Environmentally friendly products and green sustainability. This will also provide a distinct advantage compared to bag and wallet craftsmen who do not use tools or materials made from valuable resources. This research is supported by the study from Xiue & Qing (2021) which states through ecopreneurship posture. Managers can enhance the speed of strategic decision-making by directing the adoption of environmentally friendly initiatives and creating eco-friendly products, leading to improvements in Green Competitiveness. Thus, ecopreneurship posture serves as an important organizational resource that positively influences the competitiveness of the company, and according to Afum et al., (2023), ecopreneurship posture has a significant impact on community-based performance.

There is empirical research on how SMEs develop DM by utilizing IT-related resources to achieve superior performance. This supports the research by Ranjan (2023), which states that overall, DM has a substantial effect on enhancing SCA. Our findings support the company's RBV argument that allocating IT-related resources to develop DM has made a significant contribution to performance excellence. The importance of IT has encouraged many MSMEs to learn or delve into DM. DM has a significant influence on SCA by enabling businesses to reach broader markets, optimize customer targeting, and respond to market changes efficiently. It also supports real-time analysis of campaign performance, allowing companies to adapt quickly and improve results. Furthermore, DM strengthens customer engagement through personalized interactions, increasing brand loyalty. This ability to connect with audiences on a deeper level, coupled with efficient resource allocation, leads to a more robust competitive positioning (Kumar et al., 2020; Melović et al., 2020).

DM does not play a mediating role in the relationship between AO and EC. Even an interesting finding in this study is that the presence of DM as a moderator is not needed because it causes a weak relationship between AO and EC with SCA. DM is actually very much needed because it plays an important and direct role in increasing SCA. This shows that companies need to utilize creativity to increase consumer engagement. Companies must showcase their creativity and innovation more widely and effectively. AO produces unique products with high aesthetic value, therefore it needs to be accompanied by the support of a digital strategy, this potential is difficult to maximize. AO, which emphasizes creativity and innovation, can have a significant impact on a company's unique position when combined with an effective digital marketing strategy. This combination helps brands communicate their artistic values, resonate with target audiences, and ultimately improve market performance. Digital platforms enhance this by reaching a wider audience and fostering brand warmth and competence, thereby strengthening SCA (Diaz et al., 2022; Li et al., 2023)

DM also does not mediate the influence of EC on SCA by expanding visibility and disseminating the sustainability values promoted by the company. EC, which focuses on green innovation to maximize its impact

must be synergized with the significant role of digital marketing through platforms that enable efficient communication of positive environmental impacts. This helps translate innovative environmental practices from ecopreneurs into marketable benefits. With a digital strategy, companies can attract environmentally conscious market segments, increase loyalty, and build a sustainable brand image. This increases the company's competitiveness in a market that is increasingly aware of environmental issues. By utilizing digital tools, ecopreneurs can amplify their sustainability messages, driving differentiation and long-term competitive positioning in an increasingly environmentally conscious market (Gomez-Trujillo & Gonzalez-Perez, 2022; Olazo, 2023).

5. Conclusion

This study shows that AO, EC, and DM all have a significant positive impact on SCA. AO provides SCA to businesses through creativity, originality, and strong emotional and symbolic values in their products. EC enhances competitiveness by integrating environmental sustainability into business practices, which resonates with environmentally conscious consumers. DM enhances SCA by optimizing customer targeting, improving market response, and enabling broader consumer engagement. DM plays a key role as a predictor. This means that the synergy of AO, EC, and DM will enhance the benefits of AO by showcasing creativity and innovation to a wider audience, and enhance EC by promoting sustainability values and attracting environmentally conscious consumers. This synergy improves the market position and SCA of MSMEs.

AO and EC have both contributed significantly to the development of the NRBV of SCA. The NRBV focuses on how firms can gain SCA by leveraging natural resources in a way that is ecologically and economically sustainable. In this context, AO—emphasizing creativity and innovation—plays a crucial role in driving new, sustainable business models. Entrepreneurs who are artistically oriented often integrate ecological values into their creative processes, which enhances the development of green innovations and sustainable practices. EC, or entrepreneurship with a focus on environmental sustainability, further aligns with the NRBV by emphasizing the use of natural resources in a way that minimizes environmental impact. Ecopreneurs prioritize sustainability, not only in product development but also in their operational practices, aiming to achieve a balance between economic success and environmental responsibility. This approach fits within the broader framework of NRBV by promoting the responsible use of resources, thus creating long-term value for both the business and the environment.

Experts highlight that the merging of these two orientations fosters sustainable entrepreneurship, with attitudes toward sustainability being a critical driver of entrepreneurial intentions. Studies show that attitudes toward sustainability, driven by both intrinsic motivations like altruism and extrinsic rewards, significantly enhance sustainability-oriented entrepreneurial intentions. This adds depth to the NRBV by incorporating human and creative dimensions into how resources are managed and utilized sustainably (Chen & Tseng, 2021; Vuorio et al., 2018). Experts such as Andersén (2021b) stated that the integration of AO in NRBT can improve a company's ability to innovate and adapt to changes in the dynamic market environment [Smith & Jones, 2020]. In addition, the researcher shows that EC strengthens the sustainability dimension in NRBT, allowing companies to not only maintain a competitive advantage but also contribute to environmental preservation (Buzohera & Mwakipesile, 2024; Ghasi et al., 2018). Koch et al. (2023) study suggests that the combination of AO and EC within the NRBT framework can produce a more resilient and innovative business model, capable of facing global challenges such as climate change and increasingly environmentally conscious consumer demand. Likewise, any researcher highlights how this creative and sustainable approach not only increases company value but also strengthens relationships with stakeholders and the wider community (Gunawan et al., 2021; Rodríguez-García et al., 2019; Santini, 2017).

The managerial contribution of AO, EC, and DM to achieving SCA is becoming increasingly clear in contemporary business strategies. First, AO, which emphasizes creativity and innovation, allows businesses to differentiate themselves in the market. It enables firms to offer unique, sustainable products and services that resonate with environmentally conscious consumers. This creative mindset also encourages the development of new, eco-friendly business models, contributing to both sustainability and competitiveness (Du et al., 2024). EC further supports SCA by ensuring that environmental considerations are integrated into business operations from the start. Ecopreneurs prioritize reducing environmental impact while delivering value, aligning with the principles of sustainability and long-term CA. Finally, DM amplifies these efforts by providing tools to reach a wider audience with minimal resource use. It enhances market reach and customer engagement, enabling businesses to better promote their sustainable innovations and artistic endeavors. Through social media and digital channels,

companies can efficiently communicate their values and build strong customer relationships, further reinforcing their competitive position (Baldegger et al., 2021). Together, these three elements create a synergistic effect, positioning firms for sustained success by aligning their business practices with consumer demands for innovation and sustainability.

Future research on the roles of AO, EC, and DM in achieving SCA offers several promising directions. Future studies could explore how the combination of AO and advanced DM tools, such as artificial intelligence and big data analytics, can drive creativity in sustainable product development. This research can examine the impact of emerging technologies on the creation of eco-friendly solutions, bridging digital transformation and sustainability (Du et al., 2024). Given the increasing importance of environmental responsibility, further exploration of how ecopreneurs use digital platforms to scale eco-innovations will be valuable. Research could focus on how ecopreneur ventures utilize DM to engage with eco-conscious consumers and build brand loyalty through transparency and sustainability messaging (Baldegger et al., 2021). Another agenda could involve integrating insights from psychology, environmental science, and DM to understand how artistic creativity and ecopreneurs' initiatives can contribute to the broader concept of circular economy. This would explore how business leaders can combine aesthetic creativity with sustainable practices to address environmental challenges while maintaining profitability.

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