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Social Media Marketing as a Strategy for New Business Development in Indonesia: A Narrative Review

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Abstrak

Tinjauan ini mensintesis bukti empiris Indonesia mengenai peran pemasaran media sosial dalam pengembangan bisnis baru serta mengidentifikasi kapabilitas dan kondisi yang mengubah penggunaan platform menjadi kinerja. **Metode Penelitian:** Tinjauan naratif mencakup 13 studi empiris yang ditelaah sejawat dan diterbitkan dari Januari 2019 hingga 16 Juli 2026. Studi yang memenuhi syarat menggunakan data primer dari UMKM atau usaha kecil di Indonesia dan menghubungkan adopsi, penggunaan, atau pemasaran media sosial dengan kapabilitas organisasi, hasil pemasaran, atau kinerja usaha. Karakteristik dan temuan studi dikodekan dalam matriks terstruktur, lalu disintesis secara tematik dan komparatif. **Hasil dan Pembahasan:** Media sosial memperluas jangkauan pasar, interaksi pelanggan, dan promosi berbiaya rendah, tetapi adopsi saja tidak menjamin kinerja. Kapabilitas relasional, informasional, pemasaran, dan inovasi menjelaskan perbedaan penjualan, keterlibatan, dan hasil usaha. Orientasi kewirausahaan, dukungan pemilik, kesesuaian platform, kesiapan organisasi, dan tekanan kelembagaan membentuk adopsi, sedangkan dampaknya berbeda menurut sektor dan platform. **Implikasi:** Bisnis baru perlu mengelola media sosial sebagai sistem pembelajaran pasar bertahap yang terhubung dengan catatan pelanggan dan transaksi. Program pendukung perlu menekankan konten strategis, analitik, pengelolaan pelanggan, dan keterampilan khusus platform. **Orisinalitas:** Tinjauan ini menawarkan sintesis khusus Indonesia dan kerangka empat tahap yang menghubungkan aktivitas media sosial dengan penemuan, validasi, konversi, retensi, dan pembelajaran.

Kata Kunci: pemasaran media sosial; pengembangan bisnis baru; UMKM; orientasi kewirausahaan; Indonesia.

Abstract

Purpose: This review synthesizes empirical evidence from Indonesia on how social media marketing supports new business development and identifies the capabilities and conditions that convert platform use into performance. **Research Method:** A narrative review covered 13 peer-reviewed empirical studies published from January 2019 to 16 June 2026. Eligible studies used primary data from Indonesian MSMEs or small businesses and linked social media adoption, use, or marketing with organizational capabilities, marketing outcomes, or business performance. Study characteristics and findings were coded in a structured matrix and synthesized thematically and comparatively. **Results and Discussion:** Social media consistently expands market reach, customer interaction, and low-cost promotion, but adoption alone does not ensure performance. Relational, informational, marketing, and innovation capabilities explain stronger sales, engagement, and business outcomes. Entrepreneurial orientation, owner support, platform fit, organizational readiness, and institutional pressure shape adoption, while effects differ across sectors and platforms. **Implications:** New businesses should manage social media as a staged market-learning system linked to customer records and transactions. Support programs should emphasize strategic

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content, analytics, customer management, and platform-specific skills. **Originality:** The review offers an Indonesia-specific synthesis and a four-stage framework connecting social media activity with discovery, validation, conversion, retention, and learning.

Keywords: social media marketing; new business development; MSMEs; entrepreneurial orientation; Indonesia.

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INTRODUCTION

Social media has developed into an accessible digital infrastructure through which new and resource-constrained firms can communicate with potential customers, circulate information, and receive immediate market feedback. Social media platforms are distinguished by user-generated content and interactive exchange, allowing firms to move beyond one-way promotion toward ongoing communication with customers and other stakeholders (Kaplan & Haenlein, 2010). For small and medium-sized enterprises (SMEs), these platforms can improve visibility, outreach, and access to customers at relatively low entry cost, although effective use still requires complementary skills and organizational practices (OECD, 2021). In Indonesia, these characteristics make social media particularly relevant to micro, small, and medium enterprises (MSMEs) seeking to test offers and establish an initial market presence with limited resources.

The strategic value of social media depends on how platform activities are aligned with business objectives. Strategic social media marketing involves decisions about organizational culture, scope, structure, and governance rather than merely maintaining an account or increasing posting frequency (Felix et al., 2017). Different platforms also enable different combinations of identity, conversation, sharing, presence, relationships, reputation, and group formation, which means that platform selection and content design should reflect the intended customer interaction (Kietzmann et al., 2011). A new business may therefore obtain visibility without obtaining customers when its content, response routines, and transaction channels are not coordinated.

Research at the intersection of social media and entrepreneurship shows that entrepreneurs use social platforms not only for promotion but also for networking, information search, opportunity development, resource mobilization, and innovation (Olanrewaju et al., 2020). At the firm level, social media technology can contribute to customer-relationship performance when it is combined with customer-oriented systems and routines (Trainor et al., 2014). Evidence outside Indonesia also indicates that branding and innovation capabilities help convert social media use into firm performance (Tajvidi & Karami, 2021). These arguments suggest that social media should be treated as an organizational resource whose value depends on capability development rather than as a stand-alone promotional tool.

Despite the growth of this literature, the evidence remains difficult to apply directly to new-business development in Indonesia. Studies use overlapping concepts such as social media adoption, usage, marketing, and capability, while outcomes range from engagement and customer orientation to marketing and overall business performance. The broader entrepreneurship literature is also fragmented across theoretical perspectives and business activities (Olanrewaju et al., 2020). In addition, many Indonesia-focused studies examine established

MSMEs without reporting business age or venture-development stage. Consequently, evidence about market entry, validation, early customer acquisition, capability building, and growth must be synthesized carefully rather than interpreted as a uniform effect of social media adoption.

This review addresses three questions: (1) How is social media marketing used to support new business development in Indonesian MSMEs? (2) Through which organizational capabilities does social media influence marketing and business performance? and (3) Which contextual conditions and evidence gaps should be considered by entrepreneurs, support institutions, and researchers? The review aims to synthesize Indonesia-specific empirical findings, explain why reported outcomes differ, and develop an evidence-based implementation framework. Its contribution lies in connecting adoption conditions, strategic platform activities, capability-conversion mechanisms, and developmental outcomes within a single analytical model.

Literature Review And Analytical Proposition Development

Social Media Marketing and New Business Development

Social media refers to internet-based applications that enable the creation and exchange of user-generated content (Kaplan & Haenlein, 2010). Social media marketing is narrower and more managerial: it is the coordinated use of these platforms to support strategic communication, interaction, relationship development, and value creation. Felix et al. (2017) conceptualize strategic social media marketing through four interrelated dimensions—culture, scope, structure, and governance—highlighting that effective practice is cross-functional rather than confined to promotional posting. The functional-building-block perspective further shows that platforms differ in the extent to which they support identity, conversations, sharing, presence, relationships, reputation, and groups (Kietzmann et al., 2011).

For a new business, social media marketing can perform several development functions. It can support market sensing by revealing customer questions, reactions, and competitor activity; facilitate market communication by presenting and refining a value proposition; and enable relationship formation through direct interaction, social proof, and community participation. The entrepreneurship literature also shows that social media is used for networking, information search, resource access, and innovation in addition to marketing (Olanrewaju et al., 2020). These functions are especially relevant to SMEs because digital platforms can extend customer reach and visibility, but the benefits depend on the firm's ability to integrate platform use with skills, processes, and commercial objectives (OECD, 2021). New-business development is therefore understood here as a progression from market discovery and validation to customer acquisition, retention, learning, and growth.

Capability-Based Mechanisms

A capability-based perspective explains why similar levels of social media activity can produce different outcomes. Market-driven firms require market-sensing capabilities to interpret external information and customer-linking capabilities to create and maintain valuable relationships (Day, 1994). Dynamic-capability theory adds that firms must sense opportunities, seize them through coordinated decisions, and reconfigure resources as markets and technologies change (Teece, 2007). Applied to social media, platform data and interactions are only

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potential resources; they become valuable when firms establish routines for listening, interpreting, responding, learning, and connecting insights to marketing actions.

This capability-conversion process includes relational, informational, marketing, and innovation capabilities. Social customer-relationship management capability emerges when social media technology is combined with customer-centric management systems, improving the firm's ability to manage interactions and relationships (Trainor et al., 2014). Marketing capability enables the firm to translate information into targeting, positioning, content, offers, service, and channel decisions. Innovation capability enables customer and competitor signals to inform changes in products, services, and business processes. Empirical evidence from SMEs outside Indonesia indicates that branding and innovation capabilities mediate the relationship between social media use and firm performance (Tajvidi & Karami, 2021), supporting the proposition that platform presence alone is insufficient.

Adoption Conditions

Adoption and effective use are influenced by technological, organizational, individual, and environmental conditions. The technology-organization-environment framework emphasizes the fit between technological characteristics, organizational readiness, and external conditions (Tornatzky & Fleischer, 1990). At the individual level, perceived usefulness and perceived ease of use shape technology acceptance (Davis, 1989), while diffusion theory emphasizes relative advantage, compatibility, complexity, trialability, observability, and the surrounding social system (Rogers, 2003). For SMEs, these factors interact with owner commitment, employee skills, resource limitations, platform fit, and competitive pressure. OECD (2021) similarly notes that low-cost access to platforms does not guarantee productive digitalization because smaller firms often lack the skills and complementary organizational investments required to capture value.

Analytical Propositions

Because this article is a narrative review, the following propositions organize the synthesis rather than function as statistically tested hypotheses. They are derived from strategic social media marketing, market-capability, dynamic-capability, technology-adoption, and entrepreneurship literature (Day, 1994; Felix et al., 2017; Olanrewaju et al., 2020; Teece, 2007).

P1: Social media marketing contributes to new business development when platform activities improve market visibility, customer interaction, and access to market information.

P2: Relational, informational, marketing, and innovation capabilities mediate or strengthen the conversion of social media use into marketing and business performance.

P3: The outcomes of social media marketing are contingent on entrepreneurial orientation, owner support, organizational readiness, platform fit, competitive pressure, and institutional support.

Together, these propositions frame social media as a development system: contextual conditions enable adoption; strategic platform activities generate relationships and information; firm capabilities convert these resources into market actions; and market actions produce developmental outcomes such as validation, customer acquisition, sales, profitability, and resilience.

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METHODOLOGY

This study employed a narrative-review design to integrate empirical evidence from Indonesia and explain how social media marketing supports new business development. The narrative approach was appropriate because the available studies varied in theoretical perspective, constructs, sector, geographic setting, sample characteristics, analytical method, and outcome measures. Accordingly, the review aimed to identify recurring mechanisms, differences, and boundary conditions rather than calculate a pooled effect size.

The search covered peer-reviewed studies published from January 2019 to 16 June 2026. Searches were conducted iteratively through Google Scholar, the Garuda and SINTA ecosystems, journal and publisher platforms, and DOI records. Search terms were combined in English and Indonesian and included "social media marketing," "social media adoption," "social media usage," "media sosial," "MSME," "SME," "UMKM," "business performance," "marketing performance," "entrepreneurial orientation," and "Indonesia." Backward reference checking and related-article searching were used to identify additional eligible studies.

A study was included when it met four criteria: (1) it reported peer-reviewed empirical research; (2) primary data were collected in Indonesia; (3) the unit of analysis was an MSME, SME, small business, entrepreneur, owner, or manager; and (4) social media adoption, use, capability, or marketing was linked to adoption conditions, organizational capabilities, marketing outcomes, or business performance. Studies were excluded when they were conceptual, focused only on consumer purchase intention without an organizational outcome, reported training or community-service activities without an empirical business analysis, used data collected outside Indonesia, or duplicated another publication. Thirteen studies satisfied the eligibility criteria.

For each included study, information was recorded on publication year, geographic and sector context, sample, research design, platform scope, adoption drivers, capability mechanisms, performance outcomes, and reported limitations. The coded evidence was organized into a study-comparison matrix and synthesized through thematic grouping and cross-study comparison. Convergent findings were used to identify common patterns, while divergent findings were examined to determine possible sectoral, organizational, and platform-specific conditions. Because the evidence was heterogeneous, the results are presented as an interpretive synthesis rather than as causal estimates.

Table 1. Narrative Review Protocol

Review element	Specification
Review type	Narrative review with thematic and comparative synthesis; no pooled effect-size calculation.
Publication period	January 2019 to 16 June 2026.
Context	Peer-reviewed empirical studies using primary data collected in Indonesia.
Units of analysis	MSMEs/SMEs, small businesses, entrepreneurs, owners, or managers.
Core phenomenon	Social media adoption, use, capability, or marketing linked to organizational capabilities or marketing and business outcomes.
Search sources and routes	Google Scholar; Garuda/SINTA; journal and publisher platforms; DOI records; backward reference and related-article searching.
Eligibility criteria	Empirical Indonesian MSME/SME research linking social media with adoption conditions, capabilities, or organizational outcomes.

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Review element	Specification
Exclusion criteria	Conceptual papers; consumer-only purchase-intention studies; non-empirical training/community-service reports; non-Indonesian data; duplicates.
Included studies	13 peer-reviewed empirical studies.
Data extraction and synthesis	Structured coding of context, method, platform scope, antecedents, capabilities, outcomes, and limitations, followed by thematic and cross-study comparison.

RESULTS AND DISCUSSION

Analysis Results

The 13 included studies were published between 2019 and 2026. The evidence base is dominated by quantitative cross-sectional surveys analyzed with partial least squares structural equation modeling. One study used a qualitative explanatory design, while another combined quantitative and qualitative procedures. Samples ranged from 75 exporting SMEs to 310 MSME owners or managers. Research settings included Central Java, Bali, Jakarta, Bengkulu, Jambi, Kebumen, Lombok, Sidoarjo, and broader Indonesian samples. Frequently studied sectors were food and beverages, fashion, exporting, and mixed MSMEs.

Most studies treated social media generically rather than measuring distinct platform strategies. Apidana and Rusvinasari (2024) were an exception by comparing TikTok, Instagram, and Facebook, demonstrating that performance and innovation effects may differ by platform. The outcome measures were also heterogeneous: financial and nonfinancial performance, business performance, marketing performance, customer orientation, organizational impact, and capability development. Consequently, the synthesis emphasizes patterns and mechanisms rather than a single standardized effect.

Table 2. Characteristics and Main Findings of Included Indonesian Studies

Study	Setting and sample	Design/focus	Main finding for the review
Dirgiatmo et al. (2019)	75 exporter SMEs, Central Java	Quantitative; social media, entrepreneurial orientation, performance	Innovativeness mediated the relationship between social media use and financial/nonfinancial performance; other entrepreneurial-orientation dimensions were less consistent.
Nurfarida et al. (2021)	178 Indonesian SMEs	Survey; adoption, customer orientation, performance	Social media adoption supported customer orientation and SME performance, indicating that customer-focused use is more valuable than presence alone.
Yasa et al. (2021)	114 fashion SMEs, Bali	PLS-SEM; adoption and capabilities	Social media adoption improved business performance directly and through relational and informational capabilities.
Wibawa et al. (2022)	Indonesian SMEs	Qualitative thematic analysis; marketing use	Benefits clustered around branding/promotion, interaction and content sharing, trust and relationships, customer reach, adaptation to digital trends, and low-cost customizable communication.
Pradifera et al. (2022)	310 MSME owners/managers, Indonesia	PLS-SEM; TOE adoption framework	Compatibility, interactivity, owner/management support, entrepreneurial orientation, and institutional pressure encouraged use; social media use had a strong organizational impact.
Natasha et al. (2023)	162 healthy-food SMEs, DKI Jakarta	SmartPLS; entrepreneurial orientation, adoption, innovation	Entrepreneurial orientation and adoption supported performance, and adoption mediated the entrepreneurial orientation-performance link; innovation capability did not provide the expected moderation.

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Study	Setting and sample	Design/focus	Main finding for the review
Saptarani & Ferdinand (2023)	150 usable responses, food and beverage MSMEs, Bengkulu	SEM; service-dominant logic	Adoption did not directly improve performance. Commercial value accentuation and innovation capability were more immediate performance drivers.
Susanto et al. (2023)	Indonesian SME owners/managers	PLS-SEM; entrepreneurial orientation and capabilities	Marketing capabilities mediated performance effects; social media moderated and partially mediated the entrepreneurial orientation-performance relationship, including serial mediation with marketing capabilities.
Yacob et al. (2023)	MSMEs, Jambi Province	Mixed methods and PLS; social media and e-commerce	Social media adoption and e-commerce were positively associated with MSME performance and entrepreneurial orientation during the pandemic context.
Apidana & Rusvinasari (2024)	300 MSME owners/managers, Kebumen	PLS; TikTok, Instagram, Facebook	Use of all three platforms positively related to performance; innovation capability strengthened the Instagram effect but not the TikTok or Facebook effects.
Lukitaningsih et al. (2024)	300 Indonesian SME owners/managers	SEM-PLS; integrated TAM, RDT, TOE	Usefulness, competitive pressure, and government support drove adoption; adoption supported sales, engagement, and profitability, while cost and human-resource limitations constrained implementation.
Hartiani et al. (2025)	179 food/beverage processing SMEs, Lombok	SmartPLS; marketing capability mediation	Social media use enhanced marketing capabilities and marketing performance; marketing capability significantly mediated the relationship.
Prawesti et al. (2026)	130 food, beverage, and fashion MSMEs, Sidoarjo	PLS-SEM; entrepreneurial orientation and adoption	Entrepreneurial orientation had no direct performance effect but worked through social media adoption, which fully mediated the relationship.

Social Media as Low-Cost Market-Entry Infrastructure

The first convergent finding is that social media reduces the distance between a small business and its initial market. Indonesian SMEs report benefits in branding, promotion, interaction, trust building, customer reach, and content customization (Wibawa et al., 2022). These functions are especially relevant during market entry because a new business needs awareness and feedback before it can accumulate established distribution relationships or a large advertising budget. Social media allows the entrepreneur to publish an offer, observe reactions, answer questions, and make adjustments quickly. In this sense, its contribution is not merely lower communication cost; it also shortens the market-learning cycle.

Nevertheless, exposure is an intermediate outcome. Reach, views, and followers are useful only when the target audience recognizes the offer, trusts the seller, and takes a measurable action. The positive associations with sales, engagement, profitability, marketing performance, and business performance in several studies show potential conversion, but the non-significant direct result reported by Saptarani and Ferdinand (2023) demonstrates that adoption alone is not a sufficient causal explanation. New businesses should therefore distinguish platform activity metrics from development outcomes such as qualified inquiries, first purchases, repeat purchases, contribution margin, and learning that improves the offer.

Relationships, Information, and Marketing Capability

The strongest cross-study mechanism is the transformation of platform interaction into organizational capability. Relational capability includes responsiveness, trust, community

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connection, and the maintenance of customer relationships. Informational capability includes recognizing patterns in customer questions, engagement, complaints, and competitor activity. Marketing capability converts these insights into targeting, positioning, content, pricing, service, and channel decisions. The mediated effects found by Yasa et al. (2021), Susanto et al. (2023), and Hartiani et al. (2025) support this layered explanation.

For a new business, capability conversion requires routines. Customer questions should be categorized rather than answered and forgotten; recurring objections should change content or the offer; comments and direct messages should be recorded as leads; and purchase, service, and repeat-purchase data should be connected to the campaign or platform that generated them. Without such routines, knowledge remains inside a platform feed and does not become a firm resource. This explains why a smaller but disciplined account can contribute more to development than a larger account managed only for posting frequency.

Entrepreneurial Orientation and Innovation

Entrepreneurial orientation helps explain why some owners exploit social media more effectively. Proactiveness encourages early observation of trends and customer problems; innovativeness supports experimentation with content, products, and service; and calculated risk taking enables the allocation of scarce resources to new channels. Indonesian results show that social media can mediate the relationship between entrepreneurial orientation and performance (Natasha et al., 2023; Prawesti et al., 2026), and can operate together with marketing capability in a serial mechanism (Susanto et al., 2023). The practical implication is that social media should be treated as a vehicle for entrepreneurial action, not as a substitute for it.

Innovation effects are conditional. The significant innovation findings in exporter SMEs and Bengkulu MSMEs contrast with the non-significant moderation in Jakarta healthy-food SMEs. The platform comparison in Kebumen further indicates that innovation capability may complement Instagram more strongly than TikTok or Facebook (Apidana & Rusvinasari, 2024). A reasonable interpretation is that different platforms reward different capabilities: visual identity and curated presentation may be central on Instagram, rapid entertainment-oriented content may be central on TikTok, and community or network access may be central on Facebook. Therefore, a new business should select a platform based on audience behavior and the type of capability it can sustain, rather than following popularity alone.

Organizational and Environmental Readiness

The TOE evidence shows that the owner and organizational system remain decisive. Compatibility and interactivity matter because the technology must fit the firm’s work and permit valuable communication. Top-management support matters because content, response time, reputation management, and campaign resources require decisions. Institutional and competitive pressure can accelerate adoption, but pressure may also encourage superficial imitation. Government support is valuable when it builds applied capability, not merely account registration or platform familiarity.

For new businesses, readiness does not require a large team, but roles and minimum standards should be explicit. Someone must own content planning, response, lead tracking, transaction coordination, and performance review. Financial and human-resource barriers identified in the Indonesian evidence can be addressed through a narrow initial platform portfolio, reusable content formats, simple customer records, and a small set of outcome metrics. Expansion to more platforms should occur only when the existing process is stable.

An Evidence-Based Development Framework

The synthesis supports a four-stage framework for applying social media marketing to new business development. The stages are cumulative but iterative: evidence from later stages may require the business to revise its target, positioning, or offer. The framework translates the reviewed mechanisms into observable activities and metrics while retaining the central principle that capabilities—not adoption alone—produce durable outcomes.

Table 3. Four-Stage Social Media Marketing Framework for New Business Development

Stage	Primary objective	Core practices	Indicative metrics
1. Discovery and positioning	Define a focused audience and value proposition.	Observe customer problems and competitor content; select a platform by audience fit; test a small set of messages and formats.	Qualified reach; profile visits; audience fit; recurring questions.
2. Validation and trust	Test whether the offer is understood and credible.	Use demonstrations, testimonials, founder/product stories, interactive posts, fast response, and clear proof of value.	Saves; comments; direct-message leads; response time; objection patterns.
3. Conversion and channel integration	Turn interest into a first transaction.	Use clear offers and calls to action; connect social media with messaging, social commerce, marketplace, or checkout; track lead sources.	Lead-to-order conversion; customer-acquisition cost; average order value; contribution margin.
4. Retention and learning	Build repeat demand and improve the offer.	Provide after-sales service; develop a customer community; request reviews/referrals; use interaction and sales data for content and product innovation.	Repeat purchase; retention; referral; review quality; product/content improvements.

Evidence Gaps

The literature provides a useful but incomplete basis for claims about new businesses. Most studies do not report firm age, time since first sale, founder characteristics, or whether respondents are in the opportunity-validation, launch, survival, or scaling stage. The evidence is also geographically concentrated and relies heavily on cross-sectional self-reported performance. Platform-level behavior, paid versus organic activity, content quality, and transaction attribution are seldom measured. These limitations prevent strong causal claims and may explain inconsistent findings.

Future research should use longitudinal designs that follow firms from launch, distinguish platform strategies, collect behavioral and financial outcome data, and compare sectors and regions. Studies should also examine when entrepreneurs should add paid advertising, influencers, live commerce, marketplaces, and customer-relationship systems. A particularly valuable design would connect platform analytics, lead records, transactions, and interviews to identify how learning and capability accumulation change during the first two or three years of a business.

CONCLUSION

This narrative review examined how social media marketing supports new business development by synthesizing 13 empirical studies conducted in Indonesia between 2019 and July 2026. It asked how social media is used, through which capabilities it affects outcomes, and which contextual conditions shape its effectiveness. The evidence indicates that social media provides low-cost market access, visibility, interaction, trust-building opportunities, and market information, but these benefits are not automatic.

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The main conclusion is that social media contributes to development when businesses convert platform activity into relational, informational, marketing, and innovation capabilities. Entrepreneurial orientation, owner support, organizational readiness, platform fit, competitive conditions, and institutional support influence this conversion. The review reconciles positive and non-significant direct effects by distinguishing adoption from capability-enabled use. Its theoretical contribution is an integrated pathway from adoption conditions to activities, capabilities, and outcomes. Its practical contribution is a four-stage framework covering discovery and positioning, validation and trust, conversion and channel integration, and retention and learning.

For entrepreneurs, the priority should be disciplined market learning rather than simultaneous presence on many platforms. A new business should begin with one platform that matches its audience, establish clear responsibility for content and response, connect interaction to lead and transaction records, and review a small set of development metrics. For policymakers, incubators, and MSME-support institutions, training should progress beyond account creation toward positioning, content experimentation, customer relationship management, analytics, conversion design, and platform-specific capability. Support programs should also help firms connect social media with commerce and simple data-management processes.

The review is limited by its narrative method, the heterogeneity of constructs and outcomes, the dominance of cross-sectional survey studies, and the scarcity of research that identifies firms explicitly as nascent or new by age. Therefore, the framework should be interpreted as an evidence-informed synthesis rather than a causal protocol. Future studies should use longitudinal and mixed-method designs, compare platforms and business stages, and measure both digital behavior and verified business outcomes.

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