NEXUS BETWEEN TECHNOLOGICAL, ORGANIZATIONAL AND ENVIRONMENTAL FACTORS, DIGITAL MARKETING CAPABILITY AND PERFORMANCE OF SMES: MODERATION ROLE OF INNOVATION CAPABILITY

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ABSTRACT

The study aims to identify the relationship between Technological, Organizational, and Environmental factors, digital marketing capabilities, innovation capabilities, and business performance of SMEs. The quantitative approach is suitable for this study. A convenient sampling technique was applied to select respondents and sample units are the owners or managers of SMEs. A structured questionnaire was developed and delivered to 400 SMEs. Data were analyzed by using AMOS with Structural equation modeling. The findings revealed that Technological, organizational, and environmental factors significantly influence digital marketing capability, and digital marketing capability significantly impacts the performance of SMEs. Innovation capability significantly strengthens the relationship between digital marketing capability and the performance of SMEs. Digital marketing capability significantly mediated the relationship between the technological, organizational, and environmental factors and the performance of SMEs. Based on the theory of resource-based view and TOE framework, the novel model was developed with the link between TOE, DCM, and the performance of SMEs with the moderator role of innovation capability and the mediation role of DCM. SMEs should prioritize investments in digital technologies that align with their marketing objectives. Fostering a culture of continuous learning and innovation within the organization can significantly enhance digital marketing capabilities. Policymakers and industry associations should develop supportive programs and incentives to encourage technology adoption among SMEs.

***Keywords*:** Digital marketing capabilities, Innovation capabilities, SMEs, Technological, organizational, and environmental factors

1. INTRODUCTION

Digital platforms have become indispensable for modern businesses, serving as dynamic tools to enhance operations, communication, and customer engagement. These platforms, encompassing social media, e-

commerce websites, and mobile applications, provide businesses with opportunities to connect with global audiences, streamline processes, and implement data-driven strategies for growth (Gelgile, & Shukla, 2024). They facilitate efficient marketing, enabling the use of advanced analytics, personalized advertising, and real-time customer interactions, which significantly improve brand visibility and consumer satisfaction (Krings et al., 2021). Moreover, digital platforms empower businesses to adopt innovative business models, foster collaboration across supply chains, and adapt swiftly to market changes, thereby enhancing competitiveness in an increasingly digitalized economy. Businesses that strategically adopt digital technologies while carefully planning and executing such initiatives can gain significant advantages through competency-based management (Apasrawirote, Yawised, & Muneesawang, 2022). These technologies enable businesses to adopt data-driven approaches for customer acquisition and engagement. Digital platforms now facilitate activities such as data-driven marketing, digital advertising, relationship marketing, campaigns, integrated marketing communication (IMC), and emerging channels, providing businesses with a broader and more effective reach (Schiavone et al., 2021). . Digital marketing is a critical enabler for small and medium enterprises (SMEs), offering cost-effective and scalable solutions to enhance their competitiveness in dynamic markets. By utilizing tools such as social media, email marketing, search engine optimization (SEO), and e-commerce platforms, SMEs can overcome traditional resource constraints and reach broader, more targeted audiences (Deku, Wang, & Preko, 2024). Digital marketing enables SMEs to engage with customers through personalized communication and data-driven strategies, fostering stronger brand loyalty and customer relationships; it provides SMEs with real-time analytics and insights, empowering them to adapt quickly to market trends and consumer preferences (Alves et al., 2020). As a result, digital marketing is instrumental in driving growth, improving operational efficiency, and ensuring the sustainability of SMEs in the digital age.

While some researchers (Busca & Bertrandias, 2020; Herhausen et al., 2020) have provided insights into the adoption and use of digital, social media, and mobile marketing at the SME sector level, relatively underexplored. Previous research often relies on single theoretical frameworks to examine the adoption of digital technologies at the firm level, limiting the development of a comprehensive understanding of the underlying factors. There is limited empirical evidence on the impact of the Technology-Organization-Environment (TOE) framework in leveraging digital marketing capabilities and the role of digital content management (DCM) in business performance within the specific context of industrial

enterprises (Cambra-Fierro et al., 2021). Existing research identifies several critical factors related to the digitalization of business environments, such as resource utilization, necessary business capabilities, and the adoption of balanced and exploitative strategies for digital technologies (DTs). However, the factors influencing digital marketing capabilities (DMC) in SMEs remain underexplored. Furthermore, although digital marketing has been a key research topic in advanced economies, studies on its adoption and use in developing economies, particularly in Sri Lanka, remain scarce (Pham, 2021). While emerging evidence suggests that DMCs can serve as a foundation for competitive advantage (Knudsen et al., 2021), the full impact of digital marketing investments on business performance remains unclear the mediation effect of DMC also is not explored. This uncertainty may stem from the multifaceted technological, organizational, and environmental (TOE) factors inherent in digital marketing, which rely on advanced technological mechanisms and present challenges in fully understanding and leveraging these resources and capabilities. Additionally, the complexity of this phenomenon has resulted in many factors and constructs underlying digital marketing capabilities being insufficiently explored. Innovation capability strengthens the DMC towards the performance of the organization, this contribution of innovation capability toward the performance is underexplored. To address these gaps, the TOE framework explores factors related to technology attributes, organizational capabilities, and environmental pressures resource-based view (RBV) covers the limited resources for DCM and Innovation Capability (IC). Hence, this study aims to fill this gap by clarifying the complex relationship between TOE factors, digital marketing capabilities, innovation capabilities, and business performance. This study attempts to answer the research objectives by conceptually reviewing the literature, theories, and research papers to deepen the understanding of DMCs at the SME level and making three contributions: (1) to examine the relationship between TOE, DCM and Performance of SMEs (2) the innovation capability role as moderator on the relationship between DCM and Performance of SMEs (3) the mediator role of DCM in the relationship between TOE and performance of SME.

2. LITERATURE REVIEW

2.1 Digital Marketing Capability

Digital marketing capability (DMC) refers to an organization's ability to leverage digital tools and technologies to achieve competitive advantages in the marketplace. It encompasses a range of competencies, including data analytics, customer engagement, content creation, and platform management, which are crucial for effectively reaching and influencing

target audiences (Singh & Dhir, 2024). Organizations with high DMC can better adapt to rapidly changing market dynamics, providing tailored solutions that align with customer needs and preferences (Day, 2011). The digital marketing capability (DMC) of small and medium-sized enterprises (SMEs) plays a crucial role in enhancing their competitiveness and fostering business growth in an increasingly digitalized market. SMEs with strong DMC can effectively utilize digital platforms for customer engagement, brand building, and market expansion, enabling them to compete with larger firms despite limited resources (Jones et al., 2021). However, many SMEs face challenges such as limited expertise, budget constraints, and insufficient digital infrastructure, which hinder their ability to fully leverage digital marketing opportunities (Abed, 2020). Developing DMC in SMEs requires not only investment in digital tools but also training programs to enhance digital literacy among employees and a strategic focus on integrating digital technologies into business operations (Quinton et al., 2018). As SMEs continue to be vital contributors to global economies, strengthening their digital marketing capability is essential for driving innovation, market resilience, and sustainable growth.

2.2 Performance

The variable pertains to the performance of businesses that implement digital marketing strategies and processes. It measures how well a business achieves its goals and strategies relative to its competitors. Research consistently categorizes business performance in the digital marketing era into primary areas of assessment as tangible performance. Tangible performance indicators include revenue, growth, market share, return on investment (ROI), business expansion (Eze et al., 2021), and the integration of digital marketing adoption (Gunasekaran et al., 2017). Studies suggest that businesses successfully leveraging digital marketing tend to outperform others in generating revenue from existing resources (Wielgos et al., 2021). The performance of small and medium-sized enterprises (SMEs) is a critical driver of economic growth, job creation, and innovation in both developed and developing economies (Gamage et al., 2024). SME performance is often measured by financial indicators such as profitability, revenue growth, and market share (Rauch et al., 2009).

2.3 Innovation Capability

Innovation is defined as “the generation, acceptance, and implementation of new ideas, processes, products, or services” (Al-Hakimi et al., 2021). Innovation capability (IC) is regarded as a critical asset that enables firms to achieve and sustain a competitive advantage while executing their overall

strategy. IC encompasses the core processes within an organization (Rajapathirana and Hui, 2018) and is inherently integrated with other business practices. It includes tacit and unchangeable knowledge rooted in experiential learning and internal insights (Guan and Ma, 2003). IC empowers companies to quickly introduce new products and adopt new systems, playing a vital role in maintaining long-term competitiveness. It deals with the capacity to apply appropriate process technologies to address future needs; and the capacity to respond to unforeseen technological advancements and unexpected opportunities created by competitors (Rajapathirana and Hui, 2018). The innovation capability of small and medium-sized enterprises (SMEs) is a critical determinant of their ability to sustain competitive advantage and respond to evolving market demands. SMEs with strong innovation capabilities can create novel products, improve processes, and adapt to technological advancements, enabling them to compete effectively despite limited resources (Terziovski, 2010). However, their capacity for innovation is often constrained by challenges such as resource limitations, insufficient access to skilled personnel, and inadequate R&D investment (van de Vrande et al., 2009). Despite these challenges, SMEs have the advantage of flexibility and agility, allowing them to quickly implement innovative ideas and respond to customer needs. Enhancing innovation capability is essential for SMEs to drive growth, improve performance, and remain resilient in competitive markets.Bottom of Form

2.4 Technology-Organization-Environment (TOE)

The Technology-Organization-Environment (TOE) framework is an organizational-level theory that identifies three contextual factors—technological, organizational, and environmental—that influence a firm's decision to adopt a specific technology (Cho et al., 2022). The technological context relates to the attributes of the technology itself, such as complexity, security, relative advantage, convenience, trialability, and observability. The organizational context highlights internal factors that affect a firm's adoption and utilization of technology, including resource availability, top management support, and employees' skills and expertise (Pan et al., 2022; Venkatesh, 2022). The environmental context, on the other hand, focuses on external factors shaping the firm’s operating environment, such as industry structure, competitive pressures, regulatory requirements, and customer demands (Cho et al., 2022). Over time, the TOE framework has been widely applied in research to explore the adoption of various technologies (Cho et al., 2022). Researchers in technology adoption often tailor the combination of TOE factors to align with the specific context of the technology and the country being studied. Two key aspects of technological factors are

convenience and security. Convenience refers to features of technology that reduce the time and effort required by users to access services (Kasilingam & Krishna, 2022), with innovations becoming easier to operate and offering comfort to users (Jiang et al., 2013). In digital marketing, convenience is important, particularly for SMEs, as user familiarity with technology leads to greater comfort and higher adoption rates (Boden et al., 2020). Security concerns, particularly regarding data safety, are critical in digital marketing platforms, addressing aspects like authentication, confidentiality, and data integrity during transactions (Turker et al., 2022). Digital marketing systems, such as online payment platforms, face significant cybersecurity risks that need to be addressed to ensure safe and effective use. The business environment, encompassing competitive, social, cultural, and policy factors, significantly influences technological adoption. Government regulations, such as policies, rules, and standards, can either facilitate or hinder the adoption of new technologies (Alfaro-Serrano et al., 2021). Regulatory frameworks play a crucial role in encouraging or discouraging technological innovation (Ali & Osmanaj, 2020), and in the context of digital marketing, well-regulated platforms foster greater trust among users and encourage adoption. The absence of a favorable regulatory framework can be a significant barrier to widespread adoption, especially in emerging economies (Erol et al., 2022). Furthermore, stakeholder pressure from customers and competitors plays a strong role in a company's decision to adopt new technologies. Businesses often adopt digital marketing tools to maintain a competitive edge and meet the expectations of their stakeholders (Ponzoa & Erdmann, 2021). Organizational factors such as resource availability—encompassing human, financial, and physical resources—are also critical in determining a company's readiness to adopt new technologies (Clohessy & Acton, 2019). When these resources are available, the likelihood of adopting technological innovations is higher, especially in emerging economies where resource scarcity is more pronounced (Dubey & Sahu, 2022). The Resource-Based View (RBV) theory posits that a firm's competitive advantage is derived from its unique resources and capabilities that are valuable, rare, inimitable, and non-substitutable (VRIN) (Barney, 1991). This theory emphasizes the strategic importance of internal resources, such as human capital, organizational processes, and technological assets, in achieving superior performance and sustaining competitiveness. In the context of digital marketing, RBV underscores the critical role of Digital Marketing Capabilities (DMC) as a key resource that enables firms, particularly SMEs, to effectively utilize digital tools and platforms to gain competitive advantages (Mathew & Soliman, 2021). By leveraging these capabilities, firms can enhance customer engagement,

streamline operations, and create innovative value propositions. Based on these above arguments following hypotheses were developed:

H1: Technological, organizational, and environmental factors have a positive effect on DCM

H1a: Technological factor has a positive effect on DCM

H1b: Organizational factor has a positive impact on DCM

H1c: Environmental factor has a positive effect on DCM

H2: DCM significantly influences the performance of SMEs

H3: Innovation capability strength the relationship between DCM and the performance of SMEs

H4: DCM significantly mediates the relationship between TOE and performance

3. METHODOLOGY

The purpose of the study is to identify the determinants of digital marketing of SMEs and the impact of DMC on the performance of SMEs in Northern Province. The quantitative approach is suitable for this study. To identify the digital marketing capability, the researcher selected SMEs from five districts who are applying digital marketing applications. A convenient sampling technique was applied to select respondents and sample units are the owners or managers of SMEs. Data were collected from diverse sectors such as construction, food and beverage, hotels, health care, financial institutions, education, insurance, handicrafts, supermarkets, printing and media, and textiles. The researcher developed a model by underpinning resource-based theory and technological, organizational, and environmental(TOE) framework; this model includes the digital marketing capability and innovation capability, these measures for Digital marketing capability and innovation capability derived from research of Al Koliby et al., (2024); the measures of technology, organizational and environmental factors are developed based on the study of Abate, Ukpabi, & Karjaluoto, (2024); the measures of performance of SMEs is developed based on the research of Apasrawirote, Yawised, & Muneesawang, (2022). The researcher employed a point Likert scale of "highly agree to highly disagree" to measure the variables of this research. A structured questionnaire was developed and delivered to 400 SMEs. Data were analyzed by using AMOS with Structural equation modeling.

4. FINDINGS

4.1 Demographic Profile

The researcher collected data from 209 respondents; the response rate is 52.25%. The profile of the respondent includes location, ownership, education level, capital investment, and profit of SMEs. In this research, respondents from Jaffna, Mullativu, Killinochchi, Vavuniya, and Mannar are 47%, 8%, 9%, 23%, and 13%. The respondents own 21% of their businesses as individual businesses, 42% as family businesses, and 37% as institutional businesses. Regarding the education of owners or managers 22% have an Advanced level, 11%with Diploma, 35% with graduate, 13% with postgraduate, and 19% with a Professional qualification. Regarding the capital investment of our organization, 4% of firms are invested below Rs 5 million, 15% of firms Rs 6-10 million, 26% of firms 11-50 million, 38% firms 51-100 million, 10% of firms 101-250 million, 6% of firms 251-750 million, and 1% of firms over Rs 750 million.

4.2 Confirmatory Factor Analysis

CFA was performed initially factor-wise on the independent and dependent variables (Hair et al., 2010). Both measurement estimates and structural estimates were examined for overall model fitness as recommended by Hair et al., (2010).

4.2.1 The first-order measurement model

This study employed Digital marketing Capability, technological, organizational, and environmental factors, the performance of the SMEs, and innovation capability. The researcher performed a Confirmatory Factor Analysis (CFA) to evaluate the validity of the measurement model. Common goodness-of-fit indices, including X^2, normed X^2, and p-value, were used to assess the model fit. The initial analysis indicated that the model required modification, as the results showed $X^2 = 114.613$, df = 388, and p = 0.000 at the 0.05 level of significance. To improve the model, items with standardized regression weights (SRW) below 0.5 were removed, as recommended by Hair et al. (2010). These included "security concerns issues" from the technological factors, as well as "necessary resources for using digital marketing," "financial resources for adopting digital marketing," "providing necessary resources for using digital marketing," and "unrestricted access to computers" from the organizational factors. From the environmental factors, the following items were also deleted: "data protection is well regulated by the government," "government regulations create a conducive environment for adopting digital marketing," "most trading partners

recommended the use of digital marketing," and "fear that unless we adopt digital marketing, our sales and market share will decrease." All other items with factor loadings above 0.5 were retained for further analysis. The variables of Digital marketing capability, Technological, organizational, and Environmental factors, the performance of SMEs, and Innovation Capability have standard regression weights above 0.5. The reliability value of Digital marketing capability with 0.828, the technological factor with 0.858, the organizational factor with 0.849, and environmental factors with 0.834, the performance of SMEs with 0.768, and Innovation Capability with 0.789 are above 0.7; these results prove the reliability of variables.

4.2.2 Analysis of measurement model

After these adjustments, the revised model demonstrated acceptable goodness of fit across several indices: Goodness of Fit Index (GFI) = 0.900, Comparative Fit Index (CFI) = 0.957, Root Mean Square Residual (RMR) = 0.038, and Root Mean Square Error of Approximation (RMSEA) = 0.077. These findings suggest that the modified measurement model was statistically credible. Subsequent tests for validity, reliability, and unidimensionality were conducted as outlined below. The CFA results demonstrated that the CFI and GFI values exceeded the recommended cut-off of 0.90, while the RMR and RMSEA values were below the recommended threshold of 0.08, indicating that all constructs were unidimensional (Anderson & Gerbing, 1988). For convergent validity, digital marketing capability with 0.832, Technological factor with 0.860, organizational factor with 0.854, environmental factor with 0.842, performance with 0.769 and innovation capability with 0.792, all composite reliability values were significant at 0.05 level, confirming that the measured variables accurately represented their underlying constructs. The average variance extracted (AVE) values of digital marketing capability with 0.554, Technological factor at 0.574, organizational factor at 0.595, environmental factor at 0.519, performance at 0.512, and innovation capability with 0.559, ranged from 0.512 to 0.595, surpassing the minimum threshold of 0.50. These results suggest that all indicators effectively measured their respective constructs, providing strong evidence of convergent validity (Hair et al., 2010).

Table1: Discriminant validity of Variables

	DCM	**TF**	**OF**	**EF**	**Per**	**IC**
DCM	**0.744**					
TF	0.644	**0.758**				

OF	0.618	0.645	**0.771**			
EF	0.679	0.641	0.714	**0.720**		
Per	0.593	0.566	0.649	0.588	**0.716**	
IC	0.608	0.549	0.705	0.571	0.659	**0.748**

Source: Survey Data

The discriminant validity for most of the constructs is achieved when a diagonal value, the square root of AVE (in bold) is higher than the values in its row and column (Hair et al., 2010). All the factors have high discriminant validity (Table 1).

4.2.3 Hypotheses testing

The result of the study revealed a good model fit, Technological, organizational, and environmental factors have a significant effect on Digital marketing capability with SRW=0.77, p=0.000. The result proved the Technological factor significantly influences DCM with SRW=0.40, p=000; the organizational factor significantly influences DCM with SRW= 0.21, p=005; the Environmental factor significantly influences DCM with SRW=0.42, p=000. The result revealed the significant influences of DCM on the performance with SRW=0.59, p=0.000(Table 2).

Table 2: Hypotheses testing

	SRW	**C.R**	**P value**
TOEàDCM	0.77	6.240	0.000
TFàDCM	0.40	4.530	0.000
OFàDCM	0.21	2.812	0.005
EFàDCM	0.42	4.938	0.000
DCMàPER	0.59	6.313	0.000

Source: Survey Data

4.2.3.1 The moderation effect on IC on the relationship between DCM and performance

Table 3: Moderator role of IC on the relationship between DCM and performance

Relationship	SRW	C.R	P-value
DCM-PER	.422	4.442	***
IC-PER	.511	5.720	***
DCMIntIC	.235	2.114	.032

Source: Survey Data

The finding displays a significant moderating impact of innovation capability on the relationship between DCM and the Performance of SMEs with b=0.235, t=2.114, p=0.032 (Figure 1).

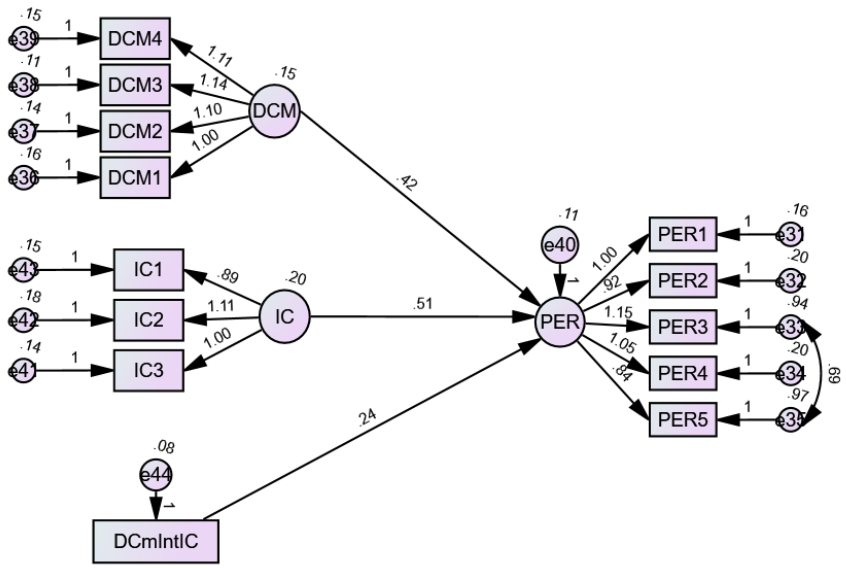

Figure 1: Moderator role of IC on the relationship between DCM and performance

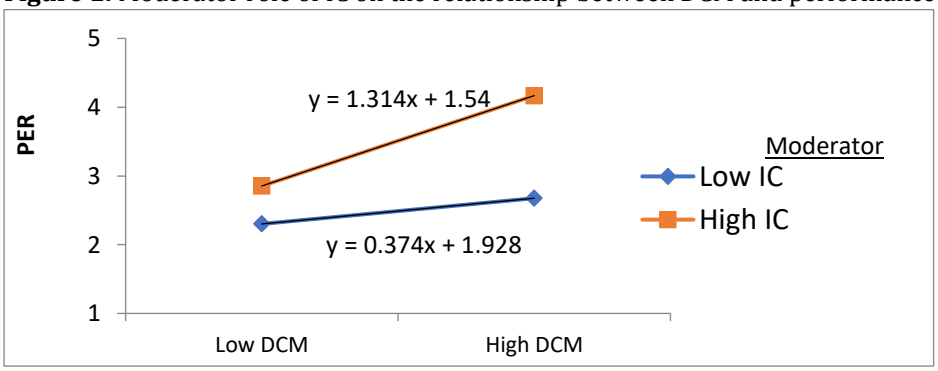

Figure 2: Moderator role of IC

This slope explains the moderating role of Innovation capability. When the innovation capability is low, the relationship between Digital marketing capability and performance seems as a lower level. When the innovation capability is high, the relationship between Digital marketing capability and performance seems as a higher level (Figure 2). The low level of innovation capability causes a much sleeper line, whereas a high level of innovation causes a steep slope. In brief, the level of Innovation capability increases; the strength of the relationship between Digital marketing capability and performance increases. The result revealed that innovation capability strengthens the relationship between digital marketing capability and performance.

4.2.3.2 The mediation effect of DMC on the relationship between TOE and performance

This research examines the mediator of innovation capability on the relationship between TOE and performance. The result revealed a significant mediating impact of innovation capability on the relationship between TOE and performance.

Table 4: Mediating effect of DMC on TOE and performance

	standardized estimation	P-value	Result
Total effect	0.57	0.003	Significant impact
Direct effect	0.41	0.001	Significant impact
Indirect effect	0.126	0.031	Significant impact

Source: Survey Data

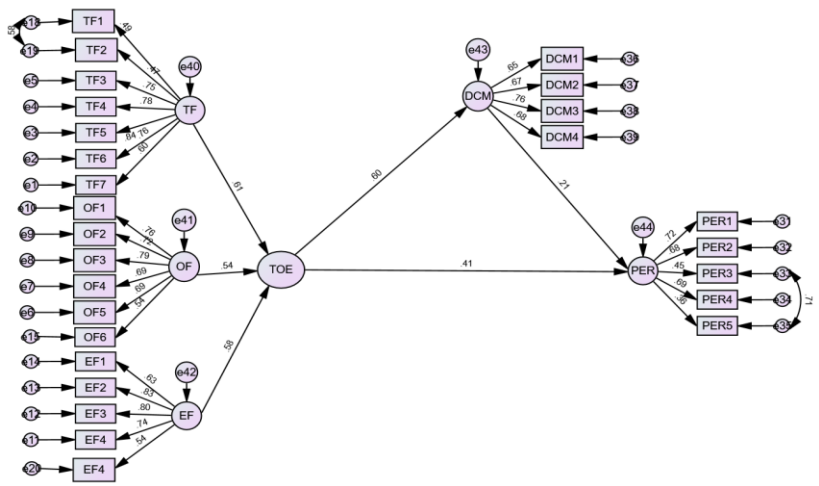

Figure 3: Mediation effect of DCM on TOE and Performance

The direct effect of TOE on performance is 0.41 which is significant p=0.001(figure 3); the total effect is 0.57 which is significant p=0.003 (figure 3). This result described the indirect effect of innovation capability on the relationship between TOE and performance as significant with a b= 0.126(0.60*0.21), p=0.31; which shows the innovation capability mediates the relationship between TOE and performance.

5. Conclusion and Discussion

The result revealed a significant positive influence of TOE on the DMC; in addition, TF significantly influence on the DMC; organizational factor significantly influences on the DMC and environmental factor. The findings of this study demonstrate a significant positive influence of technological, organizational, and environmental (TOE) factors on the digital marketing capabilities of small and medium-sized enterprises (SMEs). These results are consistent with previous literature that highlights the importance of the TOE framework in understanding technology adoption and integration in organizational contexts (Abate, Ukpabi, & Karjaluoto, 2024). Technological factors, such as access to advanced tools, platforms, and IT infrastructure, play a critical role in enhancing the digital marketing capabilities of SMEs. Organizational factors, including leadership support, employee expertise, and internal resource allocation, also significantly impact digital marketing capabilities. Leadership commitment to digital transformation fosters a culture of innovation, encouraging the adoption of advanced marketing strategies. Additionally, allocating resources for digital marketing initiatives, such as hiring skilled professionals and investing in digital tools, further enhances capabilities (Jones et al., 2021). Environmental factors, such as market competition, customer expectations, and government support, also influence the digital marketing capabilities of SMEs. Government policies and incentives, such as grants or tax benefits for technology adoption, further encourage SMEs to enhance their digital marketing capabilities (Laila et al., 2024). The result of the study proved that DCM significantly influence on the performance of SMEs. This finding has been extensively validated in recent studies. Digital marketing capability encompasses the effective use of digital tools, platforms, and strategies to enhance customer acquisition, engagement, and retention. For instance, Chaffey and Ellis-Chadwick (2022) emphasize that SMEs leveraging strategies like search engine optimization (SEO), social media marketing, and personalized campaigns witness enhanced sales growth and customer loyalty. Another finding of the study described that the innovation capability has been found to significantly moderate the relationship between digital marketing capability (DCM) and SME performance. Innovation capability,

which reflects an organization's ability to develop and implement novel ideas, processes, or products, enhances the effectiveness of digital marketing strategies. For instance, SMEs with high innovation capabilities are better positioned to utilize digital tools creatively and adapt to market changes, amplifying the impact of DCM on performance outcomes (Huang & Rust, 2021). Moreover, digital marketing capability (DMC) has been found to mediate the relationship between technological, organizational, and environmental (TOE) factors and SME performance. TOE factors provide the foundation for DMC by ensuring access to relevant technologies, organizational readiness, and favorable external conditions, which in turn enhance digital marketing practices. Kapoor, & Kapoor (2021) argued that technological advancements and organizational support are crucial enablers for SMEs to adopt innovative marketing strategies. Chaffey and Ellis-Chadwick (2022) illustrated that SMEs with robust technological infrastructure and adaptive organizational cultures effectively translate these capabilities into enhanced marketing performance.

5.1 Implications

The results of this study highlight theoretical and practical implications for SMEs. Based on the theory of resource-based view and TOE framework, the novel model was developed with the link between TOE, DCM, and the performance of SMEs with the moderator role of innovation capability and the mediation role of DCM. SMEs should prioritize investments in digital technologies that align with their marketing objectives. Fostering a culture of continuous learning and innovation within the organization can significantly enhance digital marketing capabilities. Policymakers and industry associations should develop supportive programs and incentives to encourage technology adoption among SMEs. In addition, the findings of this research offer several significant implications for policymakers. The demonstrated positive influence of technological, organizational, and environmental (TOE) factors on digital marketing capability (DMC) underscores the importance of creating a supportive ecosystem for SMEs.

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