

Article

Challenges of Entrepreneurship through Digital Communication and Interaction Tools: Case Study in Mozambique

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Abstract: This article aims to analyze a real problem inherent to entrepreneurship through information and communication technologies (ICT) in the current world of private sector organizations in Mozambique. The problem under discussion points to elements such as: (1) identifying the digital platforms used and the importance attributed to them; (2) assessing whether SMEs have a content management and sharing strategy; (3) identifying the profile of the person responsible for producing/managing digital content, which led to the following research question: What are the challenges of entrepreneurship through digital communication and interaction tools that entrepreneurs encounter in Mozambique? The methodological procedures were developed in the following sequence: bibliographical research, case study, and content analysis. The analysis was carried out qualitatively to understand the challenges that entrepreneurs face when interacting with ICT in their activities. In the course of the research, the results or elements to be taken into account will be: to identify the digital platforms used by SMEs and the degree of importance that companies attach to them; to list the objectives pursued and the types of digital content produced; to find out whether the person responsible for content management is an in-house worker and whether they have been hired specifically to carry out this role or whether they accumulate this role with others; to find out the training of this in-house worker and to identify the requirements and skills most valued when hiring a digital content manager/producer.

Keywords: Challenges of Entrepreneurship; Digital Communication; Information and Communication Technologies; Interaction

1. Introduction

The job market is undergoing transformations that imply new ways of doing business, thus marking a new phase in the globalization of the economy. One of the most significant transformations is technology, which, combined with the market, has given rise to what is known as e-business. The rise of e-business is characterized by the great growth in sales of computers, smartphones, and tablets, the great expansion of internet access, its lower cost, and the ease of credit.

Consumers are winning over. All it takes is a positive experience for consumers to surrender to this market, since the convenience of buying, the large number of product options and prices, done at any time and in any place, make consumers very satisfied [1].

According to Felipini [2], “the online consumer is extremely demanding, well informed and knows very well what they want. This means that, to be successful on the internet, you need to have a good online store”. Therefore, anyone who wants to be successful in this market must be able to differentiate themselves from other stores, as competition can be crucial since just as you can sell to the whole world, people from all over the world are selling their products on the internet. Felipini [2] also points out that “in essence, selling on the internet is not very different from selling through another sales channel. The key is to know the product and your customers very well”.

Entrepreneurship is the new industrial revolution, and to take fewer risks, many people are opting to open their businesses on the internet, as business costs can be drastically reduced, and there are already free websites dedicated exclusively to internet sales that are a huge hit with internet users, where you can sell and buy products from all over the world quickly and effectively. Ribeiro [3] states that “in a few years there will be two types of companies: those that do business on the Internet and those that are out of business”. Therefore, it is a form of commerce that only tends to grow every day and is set to become the biggest form of Business-to-consumer trading.

However, entrepreneurs’ lack of understanding of this market makes them shy away and sometimes end up not investing in business, but the advantages over physical stores are proving tempting and the market is showing promise, making it a new alternative for those looking to respond to the pressures of the new business environment, such as reducing costs, increasing profits and strengthening the brand.

In this research, priority was given to the bibliographical research method, which involves consulting various sources (books, scientific articles, theses, among other materials), which allowed us to deepen our knowledge of the subject under study. By mastering the existing scientific literature, researchers are better able to define the research objectives and problem.

The research was delimited in the area of entrepreneurship and consisted of analyzing the entrepreneurial market for those seeking to create their digital commerce and the perception of entrepreneurs towards this commerce. The general aim of the article is to analyze the challenges of entrepreneurship through digital communication and interaction tools in Mozambique. The problem under discussion points to elements such as: identifying the digital platforms used and the importance attributed to them; assessing whether SMEs have a content management and sharing strategy; and identifying the profile of the person responsible for producing/managing digital content: What are the challenges of entrepreneurship through digital communication and interaction tools in Mozambique? The research has the following specific objectives: (1) to identify the challenges of entrepreneurship through communication and interaction tools in Mozambique; (2) to learn about digital communication and interaction tools in Mozambique; (3) to explain the relationship between the challenges of entrepreneurship and digital communication and interaction tools in Mozambique.

To answer the research problem, a qualitative investigation was carried out, in which managers and employees of some SMEs (small and medium-sized enterprises) under study, located in the city of Nampula, Mozambique, took part. The instruments used to collect the data were questionnaire surveys and semi-structured interviews.

The research sought to contribute information pertinent to digital entrepreneurship, identifying the stages for setting up one’s own business in an up-and-coming market such as e-business and serving as an aid for new entrepreneurs seeking to insert their businesses into the virtual environment.

2. Literature Reviews

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2.1. E-Business

E-business emerged as a structural evolution of e-commerce, as the need to interconnect company processes with internal sectors, such as pre-sales, ordering, and customer service, and the need to collaborate with partners expanded what is known as e-commerce [4]. In addition, it has emerged as a means of improving the performance of internet use and connection patterns between suppliers and consumers at all stages of the value chain, to improve customer service, reduce costs, and establish trust with partners [4,5].

E-business is the use of Internet technology as a form of interconnection and a means of enabling business processes, e-commerce, communication, and collaboration within a company with its customers, suppliers, and other business stakeholders [6]. E-business encompasses e-commerce and a company's internal processes, such as production, inventory management, product development, risk management, finance, strategy development, knowledge management, and human resources [7]. In this way, e-business can be considered the most comprehensive way for a company to use the interconnection of the Internet with the company's sectors, in addition to customers and suppliers, which are limited by e-commerce, which covers more of the sales side of a product, such as sales, marketing, and order delivery.

An e-business enterprise uses the internet, intranets, extranets, and other networks to support each stage of the business process. This can cover everything from advertising, sales, and customer support via the World Wide Web, to internet security and payment mechanisms that ensure the completion of delivery and payment processes [6]. Furthermore, e-business can streamline this entire process, being a much more powerful and cost-effective medium than a physical process, with the information surrounding the product or service being more important than the product or service itself [8].

2.2. Electronic Commerce

According to Albertin [1], e-commerce can be understood as the process of doing business in an electronic environment, where information and communication technology are applied to achieve the ultimate goal of doing business, which according to the Brazilian Micro and Small Business Support Service [9] "virtual stores are a series of systems that interact with the user in a way that culminates in a purchase. These systems can be purchased from third parties or developed in-house, but they must provide agile and efficient responses to users 365 days a year, 24 hours a day".

Albertin [1] states that "e-commerce is the realization of the entire value chain of business processes in an electronic environment, through the intense application of communication and information technologies, meeting business objectives." It can therefore be defined as any form of purchase of goods or services using an electronic tool as an intermediary between the consumer and the supplier, be it between companies, company and consumer, consumer and company, or between consumers.

2.3. Digital Entrepreneurship

Entrepreneurship is the term used to describe the creation of new companies or products. The term appeared in Brazil in the early 1990s and has become very widespread in recent years, as it has been receiving attention from the government. One of the reasons for the boom in new companies was the high unemployment rate, which forced people to start their businesses. Between 1999 and 2000, motivated by the new Internet economy, e-businesses began to emerge in Brazil [10].

The entrepreneur is agile, has a strong personality, is creative, explores new ideas and knowledge, and has a clear objective, taking the first step. They also can work in groups, are persistent, know how to plan, and have the courage to take risks, demonstrating an attitude of human respect and autonomy. In the economic field, they are defined as those with the skills and competencies to create, open, and manage a business, generating positive results. The entrepreneur is also remembered as the generator of wealth in a country, promoting economic growth and improving the living conditions of the population by creating jobs and income. As such, they are defined as a daring person who takes risks to innovate, seizing opportunities to make a difference [11].

In light of this, digital entrepreneurship can be defined as a differentiated business model that uses a digital medium to offer a product or service to make a profit, used as one of the biggest forms of entrepreneurship worldwide, due to the low cost and lower risk that this medium offers to everyone.

2.4. Digital Skills

Alongside the incentives and guidelines aimed at developing companies in the digital context, strategies have also been strengthened to promote the acquisition of basic ICT skills for the entire population, to better prepare them for the professional context.

Understood as a key, transversal and essential competence [12], digital competence is a set of knowledge, skills, attitudes [13], and strategies that enable people to use ICT and digital media for different purposes

[14].The National Digital Competences Initiative e.2030 - Portugal INCoDe.2030 [15] defines Digital Competence as the “Ability to access digital media and ICT, to understand and critically evaluate content, as well as to communicate effectively (digital literacy), as well as to produce new knowledge through research activities, developing in the light of subjects that include information processing, communication and interaction and the development and production of digital content [...]”.

The inclusion of Digital Competence among the eight key competencies for lifelong learning [16], as well as the creation of DigComp 2.0 - European Reference Framework for Digital Competence [17], which defines 5 areas of digital competence (including Communication and Collaboration and Digital Content Creation) and which was complemented with version 2.1 in 2017 [17], associated with the National Digital Competences Initiative e.2030 - Portugal INCoDe.2030, are important efforts in learning digital skills and justify the need for educational policies to adapt their curricula to the needs of the labor market and a valuable global digital economy.

2.5. Advantages and Disadvantages of Using E-Business

Like all businesses, e-business has advantages and disadvantages for those looking to break into this market. Thus, Bergamo and Giuliani [18] point out the following aspects as advantages and disadvantages, as shown in **Table 1**:

Table 1. Advantages and disadvantages of using e-business.

Enterprises	
Advantages	<p>Low creation and operating costs;</p> <p>Possibility of testing the company's visitation;</p> <p>No need to worry about the location and size of the store; Wide reach of the target audience;</p> <p>Store open at all times;</p> <p>Greater opportunity for CRM.</p>
Disadvantages	<p>More complex logistics;</p> <p>Very high competition;</p> <p>Fear of new consumers;</p> <p>Legally the same as physical stores.</p>

Source: Adapted by the author [18].

2.6. The Challenges of Selling via E-Business

As with a physical store, the number of businesses that close their doors in the first three years of activity is high. The large number of people who want to own their own business means that people open businesses without being prepared, and without basic knowledge, leading to the closure of the company.

Entrepreneurs must plan their businesses very well so that they don't fall into common mistakes and lead their businesses to “infant mortality”. Entrepreneurs looking to start their e-business must create a business plan, study the market well, get to know their customers, competitors and suppliers, as well as always be aware of changes and trends.

According to Felipini [2], having an effective store is essential for entrepreneurs to sell in e-business. An effective store transforms the visitor into a buyer, offering accurate information about the products. It must convey confidence and break inertia, i.e., indecision is common, so the store must offer some stimulus for the customer to make a purchase. These are characteristics of successful stores, they focus on the customer because this is the reason all stores, need to meet an existing consumer need.

3. Materials and Methods

This study adopts a qualitative approach, using the bibliographic method to collect data from literary sources such as books and scientific articles. The research is exploratory, based on previously prepared material, and supplemented with information obtained orally on the subject under study.

Data was collected by applying a questionnaire to a sample of two small and medium-sized enterprises (SMEs). The questionnaire was structured in two parts:

Characterization of the Respondent and the Company: Made up of eight questions covering aspects such as the respondent's age, gender, and schooling, as well as information about the company, including size, number of employees, location, economic activity, and name (optional).

Use of Digital Platforms for Communication: Made up of 17 questions about the digital platforms used by companies for communication. The questions are mostly closed (some semi-open), with multiple choice options, categories, grids, lists, and Likert-type scales (with five levels of response). In this article, 12 of these questions are presented and discussed:

- Does your company use digital platforms for communication?
- If “no”, what are the reasons for not using them?
- If “yes”, which platforms do you use and how important are they?
- How often is the content updated?
- Which social networks are monitored at weekends?
- Does the company define a content plan in advance?
- What are the objectives of using digital platforms?
- What kind of content is shared?
- Who manages the digital content?
- If the content manager/producer is an internal employee, have they been hired specifically for this role or do they have other responsibilities?
- What is the academic background of the employee responsible for managing digital content?
- What skills and requirements are most valued when hiring a digital content manager/producer?

The data collected was processed using descriptive statistical techniques and presented in the form of graphs and tables, using the Statistical Package for the Social Sciences (SPSS) software, version 25.

The study focuses on business challenges related to the use of digital communication and interaction tools in Mozambique. The population is made up of employees of the BNBC business group, located in Nampula.

Given the exploratory and qualitative nature of the research, the sample consisted of 10 participants, including a group manager, a transportation and logistics manager, and eight employees from different sectors of the company. Information was collected in the field using questionnaires applied directly to the participants. These questionnaires contained open and closed questions, allowing managers and employees to describe their perceptions of effective communication strategies to avoid interpersonal and task conflicts in the organization.

The application of the questionnaire guaranteed the anonymity of the participants and the confidentiality of the information collected. Research ethics were ensured not only in the relationship between the researcher and participants but also through the coding of the data, guaranteeing the confidentiality of the answers. Before the data was collected, the participants were informed about the relevance of the study and the security of the information provided, reinforcing the reliability and transparency of the research.

4. Results

The data was collected through semi-structured interviews with the managers of two real estate companies and a television channel, where the participants gave qualitative answers on various aspects inherent to digital entrepreneurship, such as the profile of the entrepreneur, the implementation of e-business, and its challenges. Based on this data, it was possible to generate information capable of answering the research objectives.

About the entrepreneurial profile, it can be seen that the participating companies have been operating in the market for an average of five years, i.e. they are new companies and are more likely to look for new tools to improve their business.

The first question shows how the idea for setting up the business came about and what the main intentions of the business were. According to our participants, we got the following answers:

“I always wanted to have my own business to have professional and financial freedom, so after I graduated from college I decided to take a chance and open it.” (IMOB)

“I used to work as a sales assistant in a store and I’ve always found it easy to deal with people/public, and I could also see how the city was growing in this area of real estate. [...] it was a bit difficult at first because it was something that could go right or wrong, but over time people/customers came to

accept the company.” (BNBC)

The dream of owning one's own business affects many, and the chance of financial and professional freedom makes new entrepreneurs emerge every day. In 2014, the rate of entrepreneurs in Brazil was 34.5% of the population, an increase of 2.2% compared to 2013 (32.3%). One of the main motivations for setting up one's own business is necessity and opportunity, with 70.6% of entrepreneurs in 2014 arising from opportunity, i.e., they saw a need and started their own business.

More and more companies are looking to use new tools to facilitate the way they do business, making e-business increasingly popular. Companies are increasingly using websites to advertise, communicate, and as a virtual showcase.

“Nowadays, the Internet is the quickest and fastest way to be known and also to be chosen by the client. Often people don't have time to go to the shops, so the Internet allows them to clear up their doubts and curiosities, and even negotiate with us quickly and comfortably.” (IMOB)

“Nowadays, anyone who isn't well-informed in every possible place ends up being left behind.” (BNBC)

As can be seen, the reasons for putting the company on the Internet are varied, the main ones being the visibility and reach it brings to these companies, as well as facilitating access and convenience for clients looking for properties.

As for the challenges in the process of implementing e-business, most of the interviewees said that the biggest problem was finding qualified professionals in the area, since few companies in the region use websites, the number of professionals or companies is low, making the service expensive or of poor quality, so most of the interviewees opted for companies in other states or even in the region. The website is of paramount importance to the company today, it is the company's identity on the internet, so companies should look for professionals who offer a quality service since the internet is a constantly changing medium and the professional must be aware of the behavioral changes of internet users, provide a maintenance structure, have an information architecture and know about search engines [19].

When choosing an access provider, all the companies used the cost of creating and maintaining the site as a criterion. Some also said that the quality of the service and the speed of the site were other criteria for their choice, while others said they looked for a site that offered a clean design and easy access.

When asked which social networks they use most to advertise and communicate with customers, all of them use Facebook. Two companies said they also use Instagram and Twitter, one uses WhatsApp as a communication tool, and another uses newspapers and electronic classifieds. The immense advantage of social networks is that they provide the power to segment audiences, so they represent excellent forms of relationship channels with the target audience [20].

According to the interviewees, the sites don't pose any kind of danger to consumers, since they don't directly sell their product on the internet, but only serve as a virtual showcase between the consumer and the company.

Among the assets of the entrepreneur in the digital economy, it can be seen that the opinions are diverse, ranging from better visibility and recognition for the company, sustainability, quick information, and the way to meet and interact with customers. In this way, it can be seen that digital entrepreneurs have a range of options and benefits at their disposal; they just need to know how to use them to win over more and more customers, grow their business, and strengthen their brand.

4.1. Discussion

4.1.1. Digital Platforms Used and the Importance Attributed to Them

The emphasis on the social interaction platform, Facebook, seems to be justified by the fact that it is one of the social networks most used by the Portuguese [21]. However, the fact that the website was considered the most important platform means that companies recognize it as a basic platform in their digital communication

strategy, insofar as it acts as a “gateway” to the company through search engine searches, while at the same time directing users to other communication channels.

Despite the efforts made by SMEs to use and update the platforms they use, the data shows that these companies are still far from what could be expected. The fact that the internet has a penetration rate of 80% in Mozambique and that 50% of the Mozambican population accesses the internet every day [21], seems to indicate that companies are still not keeping up with user behavior on the internet. In addition, the results also show that few companies monitor digital platforms at the weekend, except Facebook (81.5%). This is somewhat at odds with the importance that scholars attach to the need to constantly monitor what is said online about the company and/or brand [22], since it is often from this monitoring that a consumer’s opinion on a product, service and/or brand is obtained and its degree of recommendation is assessed [23].

In the case of social networks, which are social interaction platforms par excellence, companies use them essentially to promote the company, its products, and services, which also seems to show that social networks are not used specifically as a means of building a community around the organization, created through the content of value to its activity [24] or specifically as “ways of circulating content and conversations based on different representations of the world” [25].

4.1.2. SME Strategies for Managing and Sharing Content

Of the companies (SMEs) surveyed in the research, they admit not having a content plan prepared in advance, which presupposes the lack of integrated strategic communication in these cases, which is adapted to “the expectations and language of its targets” [22] and which is based on a mechanism of tactical actions, which will themselves be divided into communication action plans with a clearly defined deadline, to achieve the objectives defined a priori [26].

The proactive planning of content is crucial for ensuring that digital communication aligns with both the organization’s mission and objectives, as defined by Organizational Communication, and its strategic goals, as achieved through Strategic Communication. A well-structured content plan enables companies to establish a strategic digital presence across three key levels: owned presence, which includes content created and published directly by the company on its website, blog, and official social media profiles (e.g., Facebook, YouTube, Twitter, LinkedIn); earned presence, which refers to visibility gained organically through user interactions, such as comments, shares, and content generated by third parties on social media, as well as through organic search engine results (e.g., Google); and paid presence, which encompasses promotional content such as banner ads on websites and blogs, sponsored social media posts, paid search engine links, and other forms of paid advertising. By implementing a content plan, organizations can ensure a cohesive and strategically driven digital presence across these levels [27].

In terms of content types, companies tend to prioritize content directly related to their business activities, reinforcing the notion that the digital presence of SMEs is primarily focused on promoting the company, its services, and its products. This suggests that companies do not actively engage in Storytelling strategies, which, although involving the creation of content that is not explicitly centered on the brand, ultimately serve to promote its services and products more compellingly. Storytelling adds value by making content more engaging, useful, and appealing to consumers, enhancing their connection with the brand and increasing its overall impact [27].

4.1.3. Profile and Skills of the Person Responsible for the Production/Management of Digital Content

When companies are asked about the most valued skills and requirements for hiring a content manager or producer, the emphasis on “excellent oral and written expression in Portuguese” stands out. This highlights the recognition that digital competence extends beyond the mere use of information and communication technologies; it involves the ability to leverage them for various purposes, such as managing information, communicating effectively, and creating and sharing content [14]. Achieving this requires proficiency in another fundamental skill: Communication in the Mother Tongue, defined as the “ability to express and interpret concepts, thoughts, feelings, facts, and opinions, both orally and in writing (listening, speaking, reading, and writing), and to interact linguistically appropriately and creatively in all situations of social and cultural life: in education and training, at work, at home, and in leisure time” [16].

4.1.4. Strategic Recommendations for Digital Transformation in SMEs

Based on the analysis of the collected data, a set of strategic recommendations can be proposed to guide companies and managers in enhancing their digital presence and communication. These recommendations are grounded in the practical challenges and opportunities identified by the interviewees and aim to foster a more robust and sustainable digital strategy.

- Develop a comprehensive digital strategy to define clear short-, medium-, and long-term objectives; align digital initiatives with overall business goals;
Invest in high-quality websites to ensure professional design, responsive layout, fast loading times, and strong brand identity;
- Create a structured content plan to establish an editorial calendar; diversify content types with educational, promotional, and narrative materials;
- Leverage social media strategically to adapt content to each platform; encourage engagement and foster the building of an online community;
- Monitor and analyze digital presence using analytics tools to monitor performance; adjust strategies based on user behavior;
- Ensure continuous platform monitoring and maintain an active digital presence, including on weekends; assign responsible personnel for this task;
- Invest in talent development to hire or train professionals with skills in digital communication and content management;
- Strengthen internal digital literacy to promote ongoing training; foster a digitally oriented organizational culture;
- Focus on customer-centric content to create content that addresses customer problems; go beyond mere promotion of products and services;
- Implement storytelling techniques to use real and engaging narratives to humanize the brand and strengthen emotional connection with the audience;
- Use paid media wisely to combine organic reach with targeted advertising campaigns; continuously test and optimize results;
- Ensure accessibility and inclusivity to make content accessible to all audiences; adopt inclusive language and universal design principles;
- Outsource wisely when needed to hire external specialists when internal resources are insufficient; ensure quality and measurable results;
- Adapt to market changes to stay up to date with digital trends; be agile in adapting to changes in the digital environment and consumer behavior;
- Leverage local and regional networks to engage in business associations, events, and collaborative digital learning spaces;
- Ensure legal compliance with data protection laws; ensure security in digital operations;
- Evaluate digital ROI regularly and measure the return on investment of digital initiatives; use data to guide future strategic decisions.

These recommendations highlight the need for SMEs to adopt a more deliberate and professional approach to their digital presence. By aligning digital actions with strategic business goals, prioritizing customer value, and investing in both human and technological resources, companies can strengthen their competitive position in the digital marketplace. The success of digital transformation is not only dependent on access to tools and platforms but also on the vision, planning, and capacity to continuously learn and adapt. Implementing these practices will enable SMEs to build a resilient digital communication strategy that enhances brand credibility, deepens customer relationships, and supports long-term business sustainability.

5. Conclusions

The research results clearly show that SMEs are actively working to adapt to the digital communication landscape by utilizing digital platforms to enhance their business operations. However, despite these efforts,

there remains a limited understanding of the deeper strategic role digital communication can play in corporate communication. Companies primarily focus on self-promotion, with content that is centered around the company's products or services, rather than addressing the needs and interests of their target audience. To truly capitalize on digital communication's potential, companies must recognize digital platforms not only as tools for visibility but also as spaces for engagement, problem-solving, and value creation.

A strategic approach to content creation is essential for SMEs to build an effective digital presence. Content should go beyond mere promotional material and instead focus on providing solutions to consumer needs, addressing pain points, and adding value to the audience's experience. Digital platforms must be seen as dynamic spaces that allow companies to not only be visible but also to establish authority and cultivate trust with their target market. This aligns with the increasing recognition that content should be more than just an advertisement; it should inform, educate, and engage.

The importance of human resources in leveraging digital tools cannot be understated. The evolution of digital platforms requires more than just technical infrastructure; it demands skilled professionals in IT, design, and communication. As highlighted by the study, SMEs place significant value on language proficiency when hiring content creators, underlining the importance of effective communication in the digital realm. This is in line with the European Framework of Reference for Competences, which identifies communication in the mother tongue as an essential skill for both personal and professional success.

The COVID-19 pandemic was pivotal in accelerating the digital transformation of businesses in Mozambique. Before the pandemic, the use of digital resources in SMEs was sporadic, but the need for digital platforms to maintain business continuity became clear during the pandemic. Since then, the adoption of digital tools has become more widespread, yet companies still face challenges such as internet connectivity issues, inadequate technological literacy, and insufficient training for business owners and employees. Overcoming these challenges will be crucial for ensuring that SMEs continue to benefit from digital platforms and fully realize their potential.

In light of the findings, SMEs must adopt a more strategic, structured, and customer-oriented approach to their digital presence. The recommendations outlined underscore the importance of planning, professionalization, and continuous adaptation in navigating the dynamic digital landscape. By investing in quality digital infrastructure, developing relevant and inclusive content, building internal capabilities, and leveraging both organic and paid media channels, businesses can increase their visibility, deepen engagement, and build long-term value. A clear and consistent digital strategy, grounded in data and aligned with business objectives, is fundamental for ensuring sustainable growth and competitiveness in an increasingly digital economy.

In conclusion, while SMEs in Mozambique are making strides in digital communication, there is a need for a more strategic approach to content creation and platform management. By focusing on the needs of consumers, improving the use of digital tools, and investing in skill development, SMEs can better navigate the evolving digital landscape and strengthen their market presence.

Author Contributions

Conceptualization, B.T.; methodology, B.F.G.; validation, B.F.G.; formal analysis, B.T. and B.F.G.; investigation, B.T.; resources, B.T.; data curation, B.T.; writing—original draft preparation, B.T.; writing—review and editing, B.F.G.; visualization, B.F.G.; supervision, B.F.G.; project administration, B.T. All authors have read and agreed to the published version of the manuscript.

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