
DIGITAL PLATFORM-BASED MSME INTERNATIONALIZED STRATEGY IN BEKASI REGENCY

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ABSTRACT

Digital transformation has become an important factor in supporting SME internationalization through the utilization of digital platforms such as marketplaces and social media. This study aims to analyze digital platform-based internationalization strategies among SMEs in Bekasi Regency. The research employed a qualitative approach using an exploratory case study method. Data were collected through in-depth interviews, observations, and documentation involving SME actors and the Department of Cooperatives and SMEs of Bekasi Regency. The findings indicate that digital platforms play a significant role in expanding market access, strengthening product branding, increasing customer engagement, and developing international business networks. Internationalization strategies are implemented through digital branding, the utilization of global marketplaces, product adaptation, and business network development. The success of SME internationalization is influenced by digital capability, organizational readiness, leadership capability, and support from the regional digital ecosystem. However, SMEs still face several challenges, including low digital literacy, limited production capacity, and inadequate understanding of export procedures. This study concludes that digital platform-based SME internationalization is a multidimensional process requiring the integration of technology, human resources, business networks, and global market adaptation.

Keywords: SME Internationalization; Digital Platform; Digital Transformation; Digital Capability; Bekasi Regency SMEs

INTRODUCTION

MSMEs (Micro, Small, and Medium Enterprises) play a strategic role in the Indonesian economy due to their capacity to absorb labor, increase community income, and drive regional economic growth. MSMEs thrive as an integral part of a dynamic industrial and trade ecosystem. However, in the era of globalization and digital transformation, MSMEs face new challenges, including intensifying global competition, shifting consumer behavior, and the accelerated development of digital technology.

Digital transformation has emerged as a critical factor in enhancing MSME competitiveness amidst these evolving consumer trends and the global digital economic landscape.

The utilization of digital platforms such as marketplaces, social media, and e-commerce has unlocked new opportunities for MSMEs to pursue internationalization. The evolution of digital platforms has shifted the internationalization patterns of MSMEs from conventional models toward platform-based internationalization. Digital platforms

serve not only as transactional tools but also as digital business ecosystems that enable MSMEs to gain global market access, strengthen business networks, and establish communication with international consumers. Zhang et al. (2025) explain that digital platforms and internal digitalization enhance the internationalization capabilities of SMEs by strengthening digital capability and integrating internal corporate systems.

Digitalization allows MSMEs to expand cross-border market access at a lower cost compared to traditional internationalization models. Gong et al. (2024) emphasize that digital platforms have shifted the traditional internationalization paradigm, as firms can now enter global markets more rapidly through ecosystem-based internationalization. In this context, digital platforms function not merely as transaction media but as a strategic ecosystem supporting knowledge acquisition, networking, and business model innovation.

Bekasi Regency is a region in West Java experiencing rapid MSME growth. The development of the MSME sector in Bekasi not only contributes to regional economic growth but also serves as a primary pillar for employment and community-based economic development. Data indicates there are over 16,000 active MSMEs, contributing significantly to the Regional Gross Domestic Product (RGDP) by 32% in 2023. The leading sectors are dominated by food and beverages (culinary), handicrafts (creative economy), apparel/fashion, and services. Areas such as South Tambun, North Tambun, and South Cikarang have become robust centers

for micro-economic turnover. The Bekasi Regency Government actively encourages MSMEs to "scale up" and penetrate international markets, notably through the "Export Village" (Desa Ekspor) program and collaboration with Customs and Excise. Based on 2024 data, 19 MSME players have the potential to enter international markets across various countries in Asia and Europe (<https://kukm.bekasikab.go.id/> dan <https://prokopim.bekasikab.go.id>)

Research on the digital transformation of MSMEs in Bekasi Regency demonstrates that digitalization enhances business efficiency, product innovation, branding, and market expansion. Studies indicate that MSMEs in Bekasi have experienced significant growth, particularly following the Covid-19 pandemic, which accelerated the adoption of digital technology. The use of digital platforms such as e-commerce, social media, digital payments, and online marketing has become essential for maintaining business sustainability while opening broader market opportunities (Kang Fisip, 2022).

Consequently, digitalization is no longer viewed merely as the use of technology, but as a strategic capability that determines the competitiveness and success of MSME internationalization. Nevertheless, various studies show that the digital transformation of MSMEs still faces numerous obstacles. Simorangkir et al. (2025) identified that the primary challenges for SME digital transformation include financial constraints, low digital literacy, resistance to change, weak

organizational readiness, and limited technological infrastructure.

Digital-based internationalization of MSMEs in Bekasi Regency also faces challenges such as low digital literacy, limited production capacity, product certification constraints, and international logistics hurdles. These conditions indicate that MSME digital transformation requires not only technology but also the strengthening of organizational capacity, human resources, regulatory support, and the development of a sustainable digital ecosystem. The challenges faced by MSMEs in Bekasi Regency align with the broader context of digitalization and internationalization in developing countries like Indonesia, particularly regarding limited digital capability, export logistics barriers, digital inequality, and organizational readiness in facing global digital transformation.

Based on these conditions, this study focuses on the platform-based internationalization strategy of MSMEs in Bekasi Regency by examining how digital capabilities, business networking, and global market adaptation influence the internationalization process.

This study aims to: (1) analyze the role of digital platforms in supporting the internationalization process of MSMEs in Bekasi Regency; (2) identify digital branding strategies and global market adaptations implemented by MSMEs to enhance product competitiveness in international markets; (3) examine the influence of digital capabilities, organizational readiness, and leadership capability on the success of

platform-based MSME internationalization; (4) explore the role of business networking and digital ecosystem support in facilitating the development and internationalization of MSMEs in Bekasi Regency; (5) identify the various digital transformation challenges and internationalization barriers faced by MSMEs in utilizing digital platforms; and (6) analyze the integration of digital capabilities, organizational readiness, business networking, and global market adaptation in formulating platform-based internationalization strategies for MSMEs in Bekasi Regency.

LITERATURE REVIEW

MSME Internationalization

MSME internationalization is the process of expanding business activities into foreign markets through various strategies such as exports, international partnerships, digital commerce, and platform-based internationalization. This process is driven by both internal factors (firm capabilities) and external factors (the global business environment). In the modern context, internationalization is no longer necessarily a gradual process as suggested by traditional models; instead, it can occur more rapidly through the strategic utilization of digital technologies. Beyond external drivers, internationalization is significantly influenced by internal organizational factors, including digital capability, organizational readiness, innovation capability, and leadership adaptability.

The primary theoretical framework related to MSME internationalization is Internationalization Theory. This

theory explains the process by which firms expand their business activities into international markets through stages involving exports, networking, investment, and digital internationalization. This theoretical perspective is most prominently recognized through the Uppsala Model developed by Jan Johanson and Jan-Erik Vahlne. According to Johanson and Vahlne (1977), "Internationalization is the process by which firms gradually increase their international involvement.

The core concepts of Internationalization Theory encompass market knowledge, market commitment, experiential learning, network relationships, and gradual expansion. In this study, the theory is employed to analyze how MSMEs in Bekasi Regency enter global markets, how digital platforms accelerate the internationalization process, and how these enterprises build international networks. In the contemporary landscape, internationalization does not always follow a linear or gradual path; digital platforms enable MSMEs to expand cross-border market access with relatively lower costs compared to traditional models. Consequently, Internationalization Theory provides a robust foundation for explaining market expansion, export strategies, digital commerce, and platform-based internationalization in the digital era.

Digital Platforms in MSME Business

A digital platform is a digital infrastructure that enables interactions between producers, consumers, and various business actors within a digital ecosystem. Digital platforms encompass marketplaces, social media, e-commerce, cloud ecosystems, and

digital business networks. In the context of MSMEs, digital platforms provide several strategic benefits: expanding global market access, reducing marketing costs, enhancing customer engagement, strengthening business networking, and accelerating knowledge sharing. Zhang et al. (2025) demonstrate that the use of digital platforms can significantly enhance the internationalization of SMEs when supported by the firm's internal digitalization. The theories associated with Digital Platforms in MSME business include:

a. Digital Platform Theory

This theory posits that digital platforms serve as digital ecosystems facilitating interactions between various business actors through digital technology. According to Parker, Van Alstyne, and Choudary (2016): "Platforms create value by facilitating exchanges between two or more interdependent groups, usually consumers and producers."

The characteristics of Digital Platform Theory relate to network effects, ecosystem interaction, scalability, data-driven interaction, and multi-sided markets. Examples include Shopee, Tokopedia, TikTok Shop, Amazon, and Alibaba. In this study, Digital Platform Theory is used to explain that digital platforms are not merely transactional tools but also form digital business ecosystems that allow MSMEs to gain global market access. This theory is also relevant for explaining market access expansion, digital networking, customer engagement, and platform dependency.

b. Theory of Planned Behavior (TPB)

The Theory of Planned Behavior (TPB) is employed to explain the behavior of MSME owners in adopting digital platforms as a means of business internationalization. According to Ajzen (1991), an individual's intention to perform a specific behavior is influenced by attitude toward the behavior, subjective norms, and perceived behavioral control. In the context of MSMEs in Bekasi Regency, a positive attitude toward digitalization, support from the business environment, and the entrepreneurs' capability to utilize digital technology are critical factors influencing the adoption of digital platforms for international market expansion.

Furthermore, Nayak et al. (2025) suggest that the use of digital platforms in SMEs is influenced by entrepreneurial behavior and digital adoption intention. The adoption of digital platforms is significantly affected by entrepreneurial behavioral factors such as age, gender, education, and a digital mindset. Factors including digital literacy, educational background, and an adaptive mindset serve as vital determinants for the success of digital transformation in SMEs.

Digital-Based Internationalization Strategy

Digital platforms, such as marketplaces and social media, enable MSMEs to reach global consumers with relatively low costs, serving as a catalyst for accelerated internationalization. This strategy encompasses the utilization of digital technology for marketing, distribution, and communication with global consumers. The success of this strategy depends on the adaptability and

innovation of MSME owners. Da Rocha et al. (2024) explain that digital platforms enable SMEs to achieve rapid internationalization through market access expansion, digital networking, and knowledge acquisition. Furthermore, Bargoni et al. (2024) demonstrate that digitalization influences SME internationalization across three primary domains: ICT and e-commerce adoption, the digitalization of value chain activities, and knowledge acquisition through digital platforms.

Digital Transformation and Organizational Capabilities

Digital transformation is a process of organizational change through the integration of digital technology into business processes, business models, organizational culture, and corporate strategies.

a. RBV (Resources-Based View) Theory

From the Resource-Based View (RBV) perspective, internal digital capabilities serve as strategic resources that determine the success of SME internationalization. RBV posits that a firm's competitive advantage stems from its ability to possess and manage strategic resources that are valuable, rare, inimitable, and non-substitutable (VRIN). According to Barney (1991): "Firm resources include all assets, capabilities, organizational processes, firm attributes, information, and knowledge controlled by a firm that enable the firm to conceive and implement strategies that improve efficiency and effectiveness."

In the context of MSMEs, these resources include digital capability, innovation capability, knowledge, leadership, and organizational culture.

In this study, RBV is utilized to explain that MSMEs' digital capabilities, branding abilities, digital marketing expertise, and digital business networks constitute strategic resources that determine the success of internationalization for MSMEs in Bekasi Regency. Firms with superior digital capabilities can more easily access global markets, leverage marketplaces, establish international branding, and adapt to global competition.

b. Dynamic Capability Theory

Dynamic Capability Theory is an extension of RBV that emphasizes a firm's ability to integrate, build, and reconfigure resources to address dynamic business environments. Developed by Teece et al. (1997), it is defined as: "The firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments."

Dynamic capabilities consist of three dimensions: Sensing (identifying opportunities/threats), Seizing (capturing opportunities), and Transforming/Reconfiguring (executing organizational change). This theory is highly relevant in explaining how MSMEs in Bekasi Regency adapt to digital transformation, utilize digital platforms, and develop internationalization strategies. Examples of implementation include the use of marketplaces, digital marketing adaptation, shifts in branding strategies, and product adjustments for global markets. Dynamic Capability underscores that MSME success is derived not merely from possessing technology, but from the ability to continuously adapt to

digital shifts and global market fluctuations.

c. Technology-Organization-Environment (TOE) Framework

The Technology-Organization-Environment (TOE) Framework explains the factors influencing the adoption of digital technology in MSMEs. According to Tornatzky and Fleischer (1990), technology adoption is influenced by three primary contexts: technology, organization, and the external environment. In Bekasi Regency, the utilization of digital platforms is driven by digital technology readiness, organizational adaptability, and environmental support such as government policies, business communities, and global market developments.

Kahveci (2025) expanded this through the DASAT framework (Digital Awareness, Digital Strategy and Roadmap, Digital Adoption and Implementation, Digital Transformation Continuous Improvement), asserting that SME digital transformation must be conducted sustainably through digital awareness, strategic digital planning, implementation capability, and continuous improvement. Similarly, Simorangkir et al. (2025) emphasize that successful digital transformation is significantly influenced by organizational readiness, leadership capability, digital culture, and employee capability. Thus, digital transformation is not only a matter of technology but also involves social and organizational cultural shifts.

a. Limitations in the Study of MSME Digitalization and Internationalization

Research on MSME digitalization and internationalization has expanded rapidly in recent years, particularly regarding the use of digital platforms to broaden global market access. Previous studies have demonstrated that digital platforms enhance market access, customer engagement, and business networking through marketplaces, social media, and e-commerce. However, much of the existing literature remains focused on technological aspects and business performance, leaving the social, organizational, and internal capability dimensions of MSMEs relatively underexplored. Most studies position technology as the primary driver of digital transformation success, while human-centric factors such as digital mindset, leadership capability, organizational culture, and adaptive capability have not been comprehensively examined. In reality, the success of platform-based MSME internationalization is determined not only by the adoption of technology but also by organizational readiness in navigating shifts within the global business environment.

b. Contextual Gaps in Developing Countries

Beyond the limitations in organizational and human resource aspects, previous research is predominantly dominated by contexts of developed countries characterized by high digital readiness, advanced technological infrastructure, and robust business ecosystem support. Consequently, the dynamics of MSMEs in developing nations like Indonesia have received inadequate attention in international literature. In the Indonesian context, particularly at the

regional level, MSME internationalization continues to face various obstacles, including digital literacy disparities, limited technological access, weak organizational capacity, export logistics hurdles, and constraints in international product certification. As a growing industrial and digital economic hub, Bekasi Regency offers a compelling case study, as it represents a unique combination of digitalization potential and significant structural challenges.

c. Gaps in Platform Economy and Marketplace Dependency

Existing research is also relatively limited in addressing the impact of the platform economy on MSME sustainability. While most studies emphasize the benefits of marketplaces in increasing market access, fewer have examined issues such as platform dependency, asymmetric power relationships, and algorithmic dominance, all of which can influence the bargaining position of MSMEs within digital ecosystems. Dependence on global marketplaces potentially prevents MSMEs from building "owned digital assets," such as independent business websites, customer databases, and distinct brand identities. Therefore, research is needed to view digital platforms not only as business opportunities but also as components of power dynamics and dependency within the digital economy.

d. Research Focus and Contribution

Addressing these gaps, this study seeks to explore platform-based internationalization strategies for MSMEs in Bekasi Regency using a qualitative approach. This research

goes beyond analyzing digital platforms as mere marketing and expansion tools; it examines how digital capabilities, organizational readiness, business networking, and global market adaptation influence the internationalization process within the context of a developing region in Indonesia.

METHOD

This study employs a qualitative approach with an exploratory case study method. The qualitative approach was selected to gain a profound understanding of platform-based MSME internationalization strategies within the context of digital transformation and the global economy. The case study method is utilized to explore the phenomenon of MSME internationalization contextually in Bekasi Regency, one of Indonesia's growing industrial and digital economic hubs. This approach enables the researcher to obtain a comprehensive understanding of the experiences, strategies, obstacles, and adaptation processes of MSMEs in leveraging digital platforms for international market expansion.

Research Location and Informants

The research was conducted in Bekasi Regency, considering the high growth rate of MSMEs and the increasing utilization of digital platforms within the micro, small, and medium enterprise sectors. Research informants were selected using a purposive sampling technique based on several criteria: (1) MSME owners actively utilizing digital platforms; (2) MSMEs that have expanded into cross-regional or international markets; and (3) MSME mentors and stakeholders

with expertise in MSME digital transformation. The informants consist of MSME owners from the culinary, fashion, and handicraft sectors, as well as representatives from MSME communities and mentors in Bekasi Regency.

Data Collection Techniques

Data collection was carried out through in-depth interviews, observation, and documentation. In-depth interviews were conducted to gather information regarding digitalization strategies, marketplace utilization, internationalization challenges, and the experiences of MSME owners in facing global competition. Observations were performed on MSMEs' digital business activities, while documentation was used to supplement data in the form of business social media accounts, marketplaces, digital catalogs, and other supporting documents.

Data Analysis Techniques

The data were analyzed using thematic analysis through several stages: data reduction, coding, theme categorization, data interpretation, and conclusion drawing. The analysis was conducted incrementally by identifying key patterns related to internationalization strategies, digital capabilities, organizational readiness, and obstacles to MSME digital transformation. To ensure data validity, this study employed source triangulation and technique triangulation by comparing results from interviews, observations, and documentation.

RESULTS AND DISCUSSION

The Role of Digital Platforms in MSME Internationalization

The research results indicate that digital platforms play a strategic role in supporting the internationalization of MSMEs in Bekasi Regency. The utilization of marketplaces, social media, and digital payment systems has shifted MSME marketing patterns from conventional models to platform-based internationalization. Digital platforms function not merely as transactional media but as a strategic ecosystem that helps MSMEs expand market access, strengthen product branding, and build business networks across regional and national borders.

Most MSMEs in Bekasi Regency utilize platforms such as Shopee, Tokopedia, TikTok Shop, Instagram, and WhatsApp Business to enhance market visibility and reach a broader consumer base. This condition aligns with Geoffrey Parker's Digital Platform Theory, which posits that digital platforms facilitate value creation through interactions between producers and consumers within a digital ecosystem. Interviews with the Bekasi Regency Office of Cooperatives and MSMEs reveal that MSME digital transformation is progressing positively. The local government actively encourages digitalization through training, mentoring, and digital marketing facilitation. As stated by a representative from the Office of Cooperatives and MSMEs:

"The use of digital tools among MSMEs in Bekasi Regency shows a positive trend, both through e-commerce like Shopee and digital payments. The local government continues to provide support through training, mentoring, and digital marketing facilitation so

that MSMEs are better prepared to face market competition."

These findings demonstrate that digital platforms have become an essential component of local MSME development strategies. From the TOE Framework perspective, successful technology adoption is influenced by technological readiness, organizational support, and environmental factors such as government policy and the digital business ecosystem.

Digital Branding Strategy and Global Market Adaptation

The study found that strengthening digital branding is a primary strategy for MSMEs to compete in global markets. Branding is executed through packaging design development, visual content, live selling, and social media-based marketing to build a more competitive local product identity. MSME owners recognize that competition in global marketplaces is determined not only by product quality but also by the ability to establish digital communication with consumers. An MSME owner in the handicraft sector stated:

"Before actively using Instagram and TikTok Shop, our market was limited to Bekasi and Jakarta. After consistently creating content and doing live selling, we now have buyers from Malaysia and Singapore."

This finding suggests that digital branding plays a vital role in enhancing customer engagement and expanding international markets, supporting Digital Platform Theory regarding network effects and market expansion. Furthermore, MSMEs adapt their products to international market needs by improving quality, adjusting

packaging designs, and meeting legal and export certification standards. The local government supports this through business legality assistance and product certification. According to the Office of Cooperatives and MSMEs:

"Beyond digitalization training, the government provides assistance regarding business legality, such as Halal certification, PIRT (Home Industry Food Certification), and other certifications required for export. This is part of our effort to prepare MSMEs for the international stage."

In the perspective of Internationalization Theory, product adaptation and market knowledge are critical stages. Digital platforms accelerate this process by allowing MSMEs to obtain global market information more rapidly and flexibly than traditional models.

Organizational Capability and Digital Business Networking

The research indicates that internationalization success is determined not only by technology use but also by organizational capability, leadership capability, and business networking. MSMEs with a digital mindset and superior organizational readiness tend to be more adaptive in seizing global market opportunities. From a Resource-Based View (RBV) perspective, digital capability, branding capability, and business networking are strategic resources that create competitive advantages. Meanwhile, Dynamic Capability Theory explains that success is heavily influenced by the abilities of sensing, seizing, and transforming in the face of global market shifts.

Interviews revealed that the local government strives to strengthen digital business networks through collaborations with marketplaces, universities, and the private sector. Mentorship programs cover not only digital marketing but also organizational capacity and digital entrepreneurship. The Office of Cooperatives and MSMEs noted:

"The local government acts as a facilitator and mediator, connecting MSMEs with marketplaces like Shopee, Tokopedia, and TikTok Shop. In addition to digital marketing training, MSMEs receive branding assistance, business development, and marketplace onboarding."

Furthermore, the local government developed the "Bebeli" (Bekasi Berani Beli) application to support digital-based local products, showcasing efforts to develop a local digital ecosystem.

Digital Transformation Challenges and Internationalization Barriers

Despite the opportunities, this study identified several hurdles. Primary barriers include low digital literacy, limited production capacity, a lack of understanding of export procedures, certification constraints, and international logistics issues. Many MSME owners struggle with creating promotional content and understanding marketplace algorithms. A culinary MSME owner shared:

"We have joined the marketplace, but we still struggle to create engaging content and understand how to increase sales traffic. Price competition is also very intense."

This highlights that digital transformation is intrinsically linked to human capability and organizational readiness, supporting the Theory of Planned Behavior (TPB) where technology adoption is influenced by attitude, subjective norms, and perceived behavioral control. Furthermore, a digital divide exists between regions; South Tambun and South Cikarang show better readiness than northern areas like Muaragembong, which face infrastructure and literacy limitations. The Office of Cooperatives and MSMEs explained:

"The biggest obstacle is the uneven human resource capability, especially in the northern regions. Digital literacy remains low, and some MSMEs still prefer offline sales."

A Model for Platform-Based MSME Internationalization Strategy

Based on the results, the strategy for platform-based MSME internationalization in Bekasi Regency is built upon the integration of digital capability, business networking, organizational readiness, and global market adaptation. These four elements are interconnected, forming the MSME's ability to expand sustainably into international markets. Digital capability involves technical platform utilization; business networking provides access to training and export opportunities; organizational readiness reflects internal preparedness; and global market adaptation focuses on meeting international consumer needs. This model illustrates that digital-based internationalization is not just an adoption process but an organizational transformation requiring the

integration of technology, human resources, networking, and regional digital ecosystem support.

CONCLUSION

Based on the research findings, digital platforms have proven to play a strategic role in supporting the internationalization process of MSMEs in Bekasi Regency. The utilization of marketplaces, social media, and other digital platforms assists MSMEs in expanding market access, increasing product visibility, strengthening customer engagement, and building cross-regional and international business networks. Digital platforms function not only as transactional tools but also as a strategic ecosystem that accelerates the internationalization process for MSMEs.

The study also demonstrates that digital branding strategies and global market adaptation are critical factors in enhancing MSME competitiveness. MSME owners strengthen their branding through digital content development, packaging design, live selling, and social media promotion, while simultaneously adjusting their products to meet international market needs and standards. These strategies enable MSMEs to establish a more competitive product identity within global marketplaces.

Furthermore, the success of platform-based MSME internationalization is significantly influenced by digital capability, organizational readiness, and leadership capability. MSMEs with a strong digital mindset, adaptability, and better organizational preparedness tend to be more effective in seizing global market opportunities via digital platforms. These findings suggest that

MSME digital transformation is not merely about technological adoption but is deeply rooted in the organization's ability to adapt to changes in the global business environment.

The research also highlights that business networking and digital ecosystem support play a vital role in supporting internationalization. Collaboration among local government, marketplaces, business communities, universities, and export assistance agencies helps MSMEs gain access to training, market information, business legality, product certification, and international market expansion opportunities.

Nevertheless, MSMEs in Bekasi Regency still encounter various challenges in the digital transformation and internationalization process, such as low digital literacy, limited production capacity, minimal understanding of export procedures, certification constraints, intense marketplace competition, and regional disparities in digital readiness. These conditions indicate that MSME digital transformation still requires a more inclusive and sustainable support ecosystem.

In conclusion, the platform-based internationalization strategy for MSMEs is a multidimensional process built upon the integration of digital capability, organizational readiness, business networking, and global market adaptation. Therefore, strengthening human resource quality, developing the regional digital ecosystem, and fostering collaboration between the government, marketplaces, academia, and business communities are essential factors in

ensuring the successful internationalization of MSMEs in Bekasi Regency.

A. Theoretical Implications

This study contributes to the theoretical landscape by reinforcing the integration of Internationalization Theory, Digital Platform Theory, Resource-Based View (RBV), Dynamic Capability Theory, Theory of Planned Behavior (TPB), and the TOE Framework in explaining the platform-based internationalization process of MSMEs. The findings demonstrate that successful internationalization is driven not only by the adoption of digital technology but also by organizational readiness, human capability, adaptive capability, and digital business networking. Furthermore, this research expands the literature on the digital internationalization of SMEs within the context of developing nations by positioning social dimensions, organizational factors, and digital inequality as critical components of the MSME digital transformation process.

B. Practical Implications for MSMEs

Practically, this study suggests that MSMEs need to strengthen their digital capabilities more comprehensively. This involves moving beyond mere marketplace usage to focusing on digital branding development, customer engagement, digital content strategies, and the management of owned digital assets. MSMEs must also enhance their ability to adapt to global market shifts through product innovation, service quality improvements, and the expansion of international business networks. Moreover, cultivating a digital mindset and leadership capability is essential

for sustaining digital transformation amidst global digital economic competition.

C. Policy Implications

For local governments, this research underscores the importance of fostering a more inclusive and sustainable digital ecosystem for MSMEs. Empowerment policies should extend beyond digital marketing training to include strengthening export literacy, providing assistance for international certification, logistical

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