

Bibliometric Analysis of Internationalization Strategies in Supporting MSME Business Growth in Indonesia

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ABSTRACT: Research on MSME internationalization strategies is interesting and important in increasing global scale business growth. This study aims to analyze the five dimensions of internationalization strategy including market entry, target market strategy, time strategy, allocation strategy, and coordination strategy that supports MSME business growth in Indonesia. There have been no studies that have reviewed this topic using bibliometric analysis. Our analysis includes 180 journal articles published in Scopus, Google Scholar, and Crossref between 2018 – 2023. Researchers use VOSviewer software to classify and visualize research results. Research findings show that Indonesian MSME players combine several internationalization strategies such as market entry strategies, target market strategies, allocation strategies, and coordination strategies synergistically through e-commerce development so that they can help exploit existing competitive advantages or create new competitive advantages in the international market. Research on time strategies and allocation strategies has not been explored much, therefore this can be raised as a further research topic. The implications of this research present a bibliometric analysis of the dimensions of Indonesia's MSME internationalization strategy and propose future research directions.

Keywords: Internationalization Strategy Dimensions, MSME Business Growth, Bibliometric Analysis, VOS viewer



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INTRODUCTION

Currently, the growth of Micro, Small, and Medium Enterprises (MSMEs) business in Indonesia has received great attention from the government and the community ([Lee et al., 2023](#); [Sudrajat et al., 2022](#)). Business growth is a change and development of the company's business conditions both qualitatively and quantitatively over time so that it can provide profit continuity as a source of success and sustainably maintain the company's wealth ([Ciftçi & Onur, 2020a](#)). The Covid-19 pandemic from 2020 to mid-2021 caused a decline in MSME business performance in Indonesia ([Sudrajat et al., 2022](#)). However, globalization, technological advancements, political changes, and digital economy, and decreasing international trade barriers enable MSME players to succeed in carrying out the internationalization process. The opportunity to gain profits in the global market through the internationalization process for MSME players is very wide open. Internationalization is the process of adjusting company operations such as strategy, structure, resources, and

capabilities to the international business environment. (Dominguez, 2018) The nationalization of UMKM is influenced by the motivation to expand the market and pursue growth, durability, profitability, economies of scale, supply chain, and business risk levels (SIJABAT, 2018) The theory of economic growth from Joseph Schumpeter explains that economic growth will occur if there is an innovation from entrepreneurs, in this case, MSME actors, where innovation is the application of new knowledge and technology in the business world. Innovation is a product or process that is developed continuously so that it gets updates or improvements from before that can provide added value for the company. Innovation acts as a source of competitive advantage obtained through research and development (R&D) activities. Innovation for MSMEs is very important because it is related to the sustainability of MSME performance. A company grows because it is driven by several factors, including: market dynamics, uncertainty, and expectations of unpredictable changes (Ciftçi & Onur, 2020b; Costa, 2022).

Some MSME players have performed well in foreign markets, but some face failure. Nonetheless, there is no doubt that running a business across national borders can be economically productive (Glowik, n.d.). Internationalization is relevant in supporting the development and business growth of MSME actors. Some theories that explain internationalization, including internationalization process theory (Johanson & Vahlne, 1977, 1990), network theory (Johanson & Mattson, 1988), eclectic theory (Williamson, 1975; Dunning, 1979), and international entrepreneurship theory (Oviatt & McDougall, 1994). Internationalization is the process of adapting a company's operations (strategy, structure, resources, etc.) to the international environment (Ciftçi & Onur, 2020a). Internationalization is an important entrepreneurial strategy in supporting the long-term growth and survival of family companies (Alayo et al., 2021) The process of internationalization of MSMEs will be faced with risks and uncertainties that significantly impact the selection of strategies and methods to be successful in carrying out business internationalization. Success in carrying out the MSME internationalization process is determined by several factors, including: market knowledge, business networks, experience and skills of previous management teams, the role of managers and company owners, financial resources, government agencies, age and size of the company, entrepreneurial and service capabilities, mode of entry to be used, speed and time of the internationalization process. Internationalization of MSMEs is an international activity to gain a competitive advantage, diversify sales, and reduce risks when domestic sales slow down (Guanabara et al., 2021; Raut et al., 2017)

In 2021, the government intensively encourages MSME players can enter the global market by utilizing the digital ecosystem so that they can increase competitiveness in the era of globalization. The Ministry of Cooperatives and SMEs said that in 2022 the number of MSMEs that have entered the global ecosystem will reach 20.76 million units. MSME internationalization activities in Indonesia show positive developments from year to year. Although MSME business performance has weaknesses in various resources, many MSMEs can increase flexibility, responsiveness, and resilience, thus enabling them to create new opportunities, grow, innovate, and position themselves in the international market (Ciftçi & Onur, 2020a). In parallel, innovation in the international market can help MSME players to adapt their products, processes, and organizations to get new opportunities to achieve success. MSME players operating at the global level need to make many strategic decisions in formulating business strategies that determine long-term business performance. Without the right strategy, MSME players will fail in carrying out the business internationalization process (Dominguez, 2018) The internationalization process of MSMEs will be exposed to risks and uncertainties that significantly impact the company's strategy. To achieve success in the business internationalization process, MSME players must be able to reduce risk and uncertainty by choosing the right strategies and methods. The internationalization strategy of MSMEs involves decisions about when, how, and which markets to enter. There are various

choices of internationalization strategies that can be used by MSME actors, but adjustments need to be made to the existing business situation and conditions. International business strategy is an integrated and coordinated action and commitment designed to exploit core competencies so that companies gain a certain competitive advantage (Dominguez, 2018). An internationalization strategy is the determination of the basic long-term goals of an enterprise, the implementation of actions (integrated decisions or plans that will help achieve those goals), and the allocation of resources necessary to implement those goals.

The purpose of this study is to describe the five dimensions of internationalization strategy including: market entry strategy, target market strategy, time strategy, allocation strategy, and coordination strategy in supporting the growth of MSMEs in Indonesia using bibliometric analysis. Bibliometric techniques apply systematic and automated procedures of selection, attestation, and visualization of information from large databases through mathematical algorithms, which allow replication of processes. The results of the bibliometric analysis should be interpreted and supplemented by a literature review to uncover the main findings and possible future directions of the field of research. So far there has been no bibliometric study that examines the five dimensions of MSME internationalization strategies in Indonesia that are associated with international business growth. A bibliometric study has been conducted (Zen & Mukhlis, 2022), (Zen & Mukhlis, 2022) entitled MSME Internationalization Strategy: A Bibliometric Review, concluding that the MSME internationalization strategy during the 2019-2021 period has been studied 178 times and the State The UK came first with 72 articles, with 1031 citations. Next in line are Spain (20 articles), Italy (19 articles), Finland (15 articles), and the United States (11 articles). Through this research, it is expected to answer research questions about how Indonesian MSME players can enter the global market?; how to determine the global target market?; How to determine the time of entering the global market?; How do I conduct an allocation strategy in the global market? How do I coordinate with stakeholders in the global market? where these five activities in an integrated manner can support the growth of the MSME business at the global level.

METHOD

This research uses bibliometric analysis, which is a type of literature study research with a sequential two-step methodology, first following a data search protocol, and second organizing and analyzing the data set found. The data search protocol uses the keyword "MSME internationalization strategy". Data collection was in the form of articles in journals in the Scopus, Google Scholar, and Crossref databases. Articles published between 2018 – 2023. Data collection based on keywords using PoP (Publish or Perish) software. The method of data collection and interpretation is systematic, objective, and replicable. The research design is outlined in Figure 1.

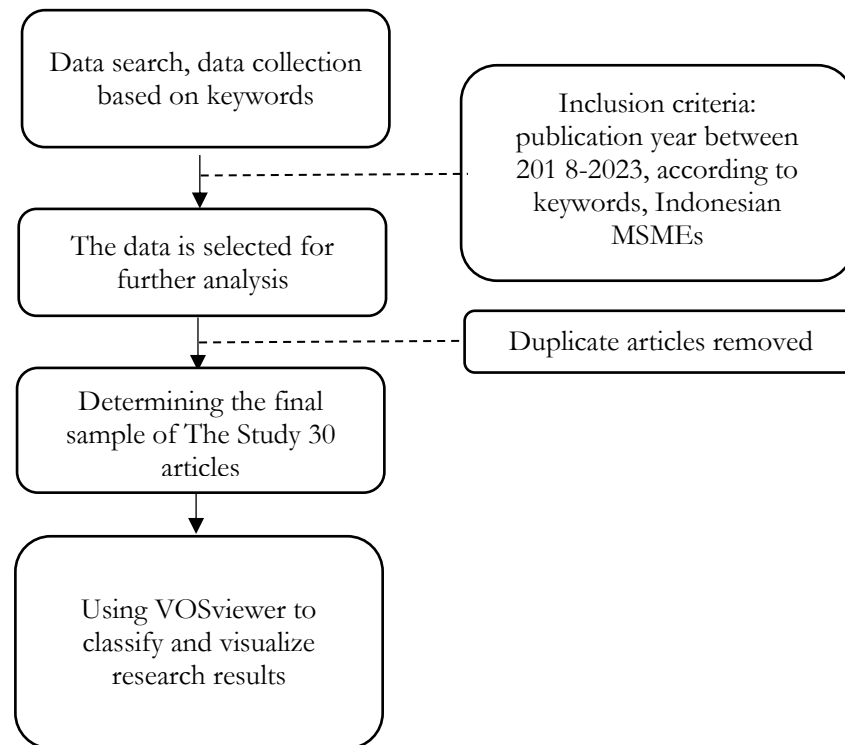


Figure 1. Literature Study Design

Document search begins with the selection of keywords that are basic elements to represent the concept of knowledge, and is widely used to reveal the knowledge structure of the research topic. Secondly, we do exclude papers that are not on topic. We apply the screening process by reading abstracts, introductions, and conclusions from 146 documents and including in the final dataset only those that are appropriate to the research objectives. If you encounter any doubts, then the researcher reads the paper completely. The last step is to produce a data set of the analyzed article sets, which are as many as 30 articles. In the next step, we carry out the mapping of the obtained articles with the help of the software VOSviewer.

RESULT AND DISCUSSION

Based on the results of research data analysis using VOSviewer software, 7423 terms related to keywords and 126 articles met the criteria with the minimum number of term occurrences being 15. The number of terms according to the keywords generated is 76 articles. There are four clusters of terms that appear marked in red, blue, green, and yellow, where cluster 1 is related to the terms: capabilities, internationalization of companies, networks, international markets, internationalization, international products, medium enterprises, resources, micro small enterprises, and theory. Cluster 2 is related to the terms: covid, Indonesia, marketing, marketing strategy, micro, small and medium enterprises, pandemic, sustainability, and technology. Cluster 3 is related to the terms: globalization and internationalization strategy. Cluster 4 deals with the terms: business strategy, influence, relationships, samples, and variables. The results of network visualization, overlay visualization, and density visualization are as follows.

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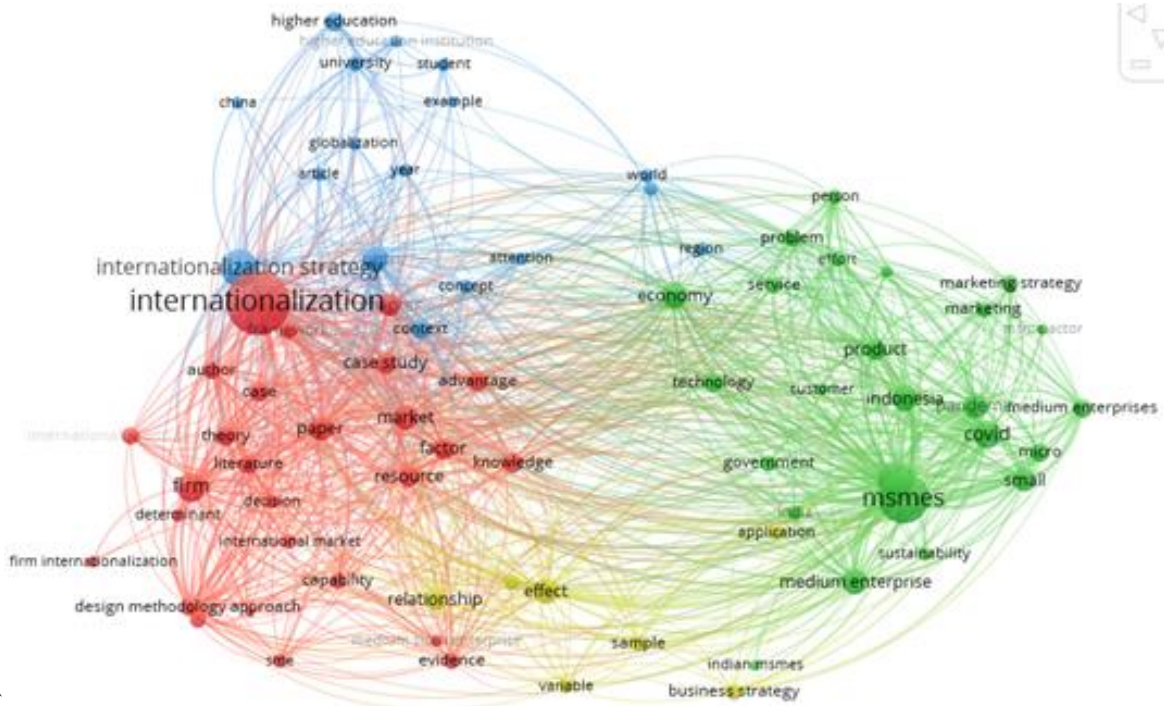


Figure 2. Network Visualization

Based on the network visualization image, it is known that there is a relationship between blue clusters with red, blue with green, blue with yellow, red with green, red with yellow, and green with yellow.

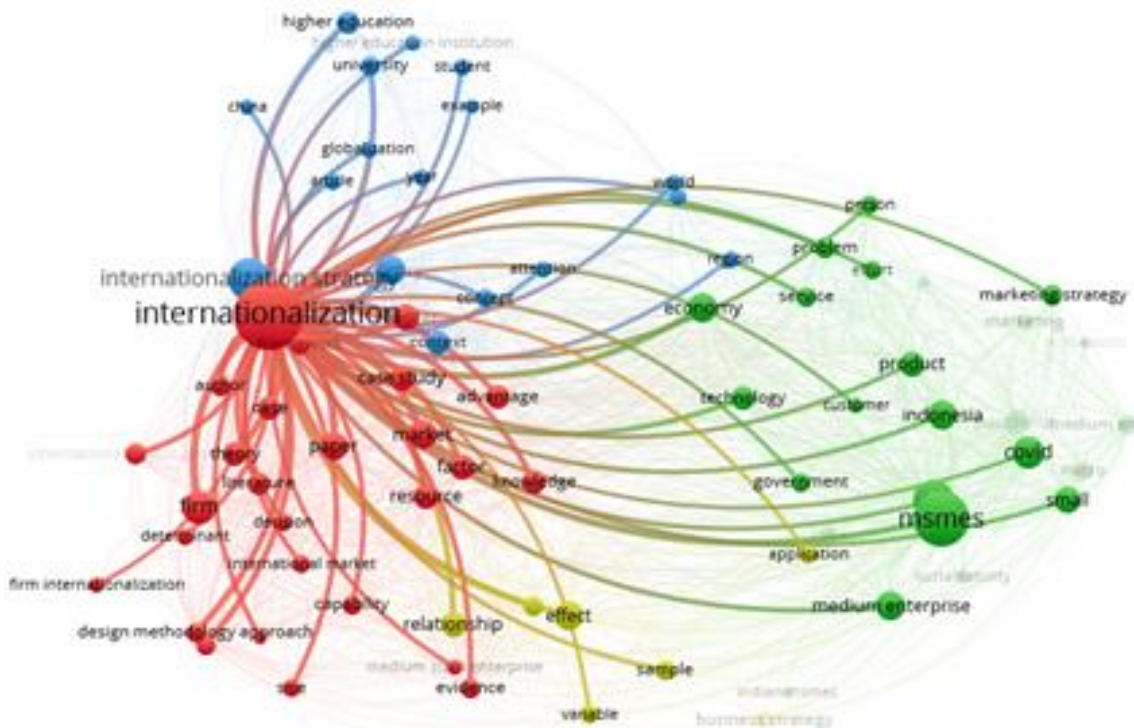


Figure 3. Network Visualization Between Clusters 1

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Based on the visualization image of the network between cluster 1, it is known that research has been conducted that links the internationalization strategy with micro, small, and medium enterprises in Indonesia (blue-green) and the impact of the relationship between the two (blue-yellow). Internationalization is discussed side by side with the internationalization strategy (blue-red), both related to micro, small, and medium enterprises in Indonesia.

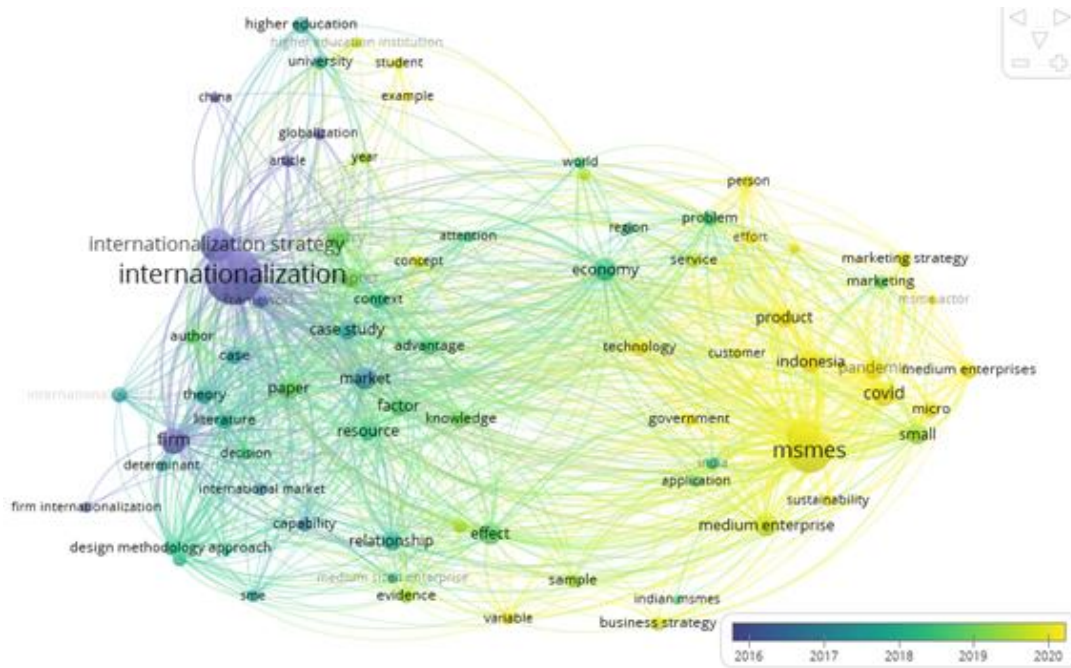


Figure 4. Overlay Visualization

Based on overlay visualization images, it is known that there is an increase in research interest in internationalization strategies and internationalization of micro, small, and medium enterprises from 2016 to 2020. This feature has become a lot of attention for researchers as evidenced by the yellow color in the following density visualization image.

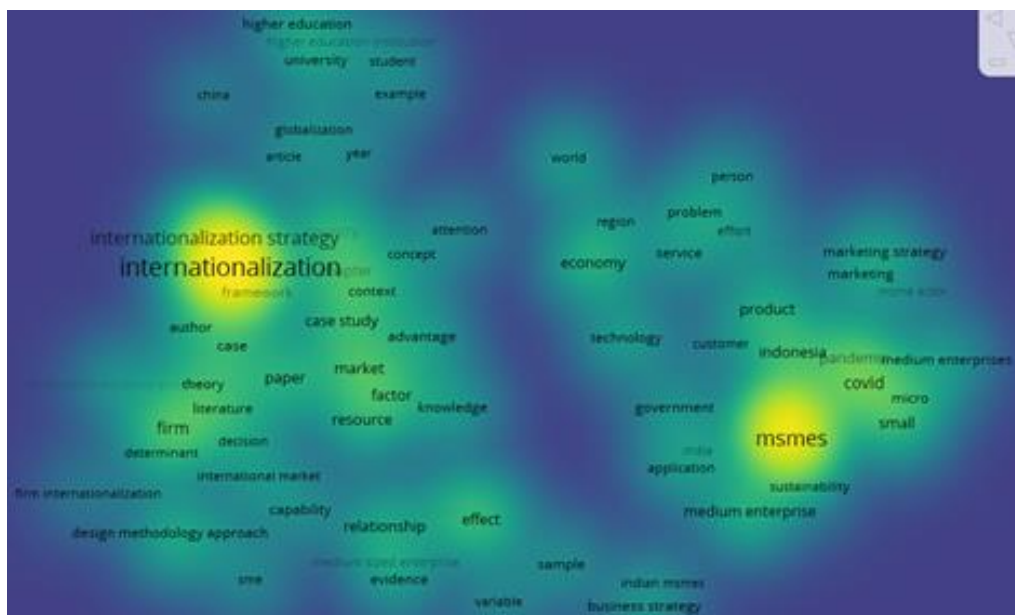


Figure 5. Density Visualization

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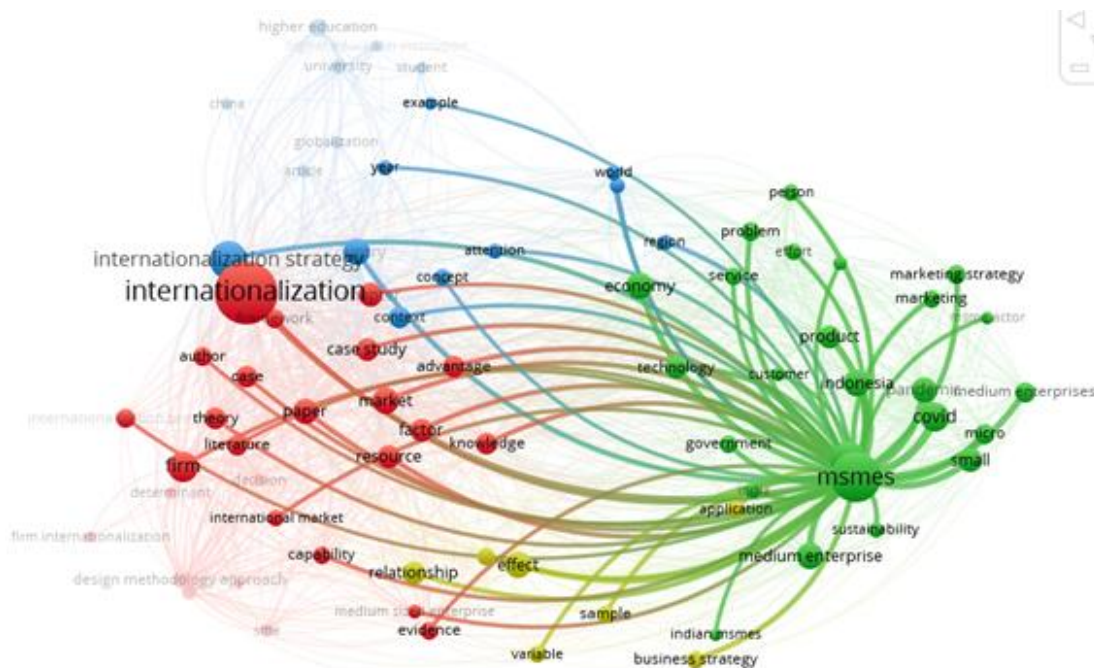


Figure 6. Network Visualization Between Clusters 2

Based on the image of Inter-Cluster Network Visualization 2, it is known that the topic of research on micro, small, and medium enterprises in Indonesia has been carried out. Research on MSMEs related to business strategy (green-yellow) is analyzed in the form of case studies (blue-red). The focus of research on MSMEs is related to internationalization (green-red), internationalization strategy (green-blue), marketing strategy (green), and international market (green-red). In more detail, research findings on MSME internationalization strategies in Indonesia are presented in Table 1.

Table 1. Research Results of Indonesia's MSME Internationalization Strategy

No	Heading	Writer	Research Results	Internationalization Strategy
1	Entrepreneurial Orientation, Barriers, Business Networks, and Internationalization Readiness: A Conceptual Framework for SMEs	(SIJABAT, 2018)	1. Entrepreneurial orientation has a positive effect on the readiness to internationalize SMEs; 2. Lack of knowledge negatively affects the internationalization readiness of SMEs; 3. Financial constraints negatively affect the internationalization readiness of SMEs; and 4. Business networks have a positive effect on the readiness for the internationalization of SMEs.	5
2	The Role of Networking in the Internationalization of Indonesian SMEs	(Revindo et al., 2019)	Exporting SMEs utilize different types of interactions including regular and irregular interactions, as well as formal and informal, with various external actors in the network.	5
3	Micro, Small, and Medium Enterprises (MSMEs) Empowerment Strategy to Improve Indonesia's Performance Export	(Adrian, 2019)	MSME internationalization strategies to dominate foreign markets are: 1) get information easily and quickly to expand MSME marketing networks, 2) apply information technology to MSMEs to facilitate expanding	1, 5

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			domestic and foreign markets, and 3) Establishment of an IT-based MSME Development Center.	
4	Optimizing MSME Empowerment in Facing Competition in the Global Market during the COVID-19 Pandemic	(Affandi et al., 2020)	Government policies that are consistently implemented and evaluated regularly will have an impact on the success of MSMEs in competing in the Face of Competition in Global Market.	5
5	Acceleration of the improvement of production processes of small enterprises through international market knowledge and valuable, scarce, unacceptable, and organized resources and capabilities	(Elfan Kaukab et al., 2020)	Internal factors that influence the strategy of the MSME internationalization process are resources, VRIO capabilities (Value Rarity, Inimitability, and Organization), and knowledge of foreign markets.	1
6	MSME Strategy in Facing Global Business Competition Case Study at PT. Muniru Burni Telong	(Yuliaty et al., 2020)	Some strategies must be carried out by PT. Muniru Burni Telong is facing global business, namely: cooperation with the government, global promotion, global relations, space allocation, product diversification, and improvement of production technology.	1, 2, 4, 5
7	Understanding Internal Strategy for MSMEs	(Wilujeng, 2021)	The success of MSME internationalization is important to pay attention to aspects of the strategic orientation of international entrepreneurship, human resources, and technological capabilities.	5
8	Network Perspectives in the Internationalization of Indonesian SMEs in the Era of Industrial Revolution 4.0	(Anni Yudiastuti et al., 2021)	The internationalization process of MSMEs requires a network building strategy involving various stakeholders. A quality and integrated network with the support of government programs will be able to support the competence and capability of SMEs in facing the internationalization process in the era of the industrial revolution 4.0	1, 5
9	Internationalization, Digitalization, and Sustainability Development of MSMEs http://ijstm.inarah.co.id Woven Bag Products in Ngawi Regency	(Sidanti, 2021)	Utilize digital resources such as the Internet and communication platforms (WhatsApp, ZOOM, Skype), knowledge of specific techniques, and contacts (suppliers, clients).	1, 2, 5
10	Internationalization Potential of Micro, Small, and Medium Enterprises in SAWO Leather Handicrafts, Magetan Regency, East Java, Indonesia	(Hari Purwanto, 2021)	MSME players need mediators such as Marketplace, Exporter, or Cooperatives to be able to penetrate the global market.	1, 2, 4, 5
11	Critical factors for the success of internationalization of small and medium enterprises in Indonesia	(Handoyo, 2021)	Critical factors for the success of the internationalization of small and medium enterprises in Indonesia include: 1) knowledge of international markets, 2) knowledge of product innovation, and 3) institutional networks.	1, 5

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12	Mode of Entry Strategy for Internationalization of SMEs in East Java: A Literature Review	(Rochayat un et al., 2022)	The mode of entry leads to networking. Empirical data supports that the strategy that many SMEs in East Java do is to network independently.	1, 5
13	MSME Internationalization Strategy in Creative Export Industry: Case Study of Djembe Kendang Maker in Blitar, East Java, Indonesia	(Meldona et al., 2022)	Kendang Djembe Blitar Creative Industry SMEs must be able to increase their growth through the internationalization process by utilizing existing opportunities, including: the potential to expand the online market, market demand is still high, and there is a network of associations or associations.	1
14	Human capital readiness and global market orientation in Indonesia Micro, Small, and Medium Company Business Performance	(Tjahjadi et al., 2022)	MSMEs in East Java Province need to improve human capital readiness (HCR) and be oriented towards the global market (GMO).	1, 2
15	Strategy and Role of the Government in the Internationalization of MSMEs	(Halim & Mukhlis, 2022)	The government's step to support the internationalization of MSMEs is to create a special portal at INSW and engage directly with business actors, including through workshops and interacting with them more often	1, 5
16	Internationalization of Small and Medium Enterprises: Sustainable Human Resource Development Strategy	(F. Dalimunte et al., 2022)	Internationalization of Indonesian MSME business requires the provision of information networks and markets, easy access to funding and assistance, and increasing information technology capacity	1, 5
17	MSME Internationalization Empowerment Strategy: Case Study of Aida Furniture Pasuruan, East Java	(Pambudy & Muklis, 2022)	The success of MSME business internationalization is supported by a characterful production strategy and serving orders based on customer wishes combined through innovation, product improvement and then applying social capital through business network expansion.	1, 5
18	Survey data on organizational resources and capabilities, export marketing strategies, export competitiveness, and company performance within exporting companies in Indonesia	(Heriqbaldi et al., 2023)	Export marketing strategies include product, pricing, distribution, and promotion strategies.	2
19	E-Commerce System Design to Increase Sales Productivity of PT Industri Rumah Tangga in Indonesia	(Agitha et al., 2023)	Internationalization of Indonesian MSME businesses needs to build an e-commerce system that can accommodate many sellers or home industries to establish relationships with many buyers based on geographical location, product search features based on the nearest position or by city, and product categorization based on familiar categories.	1, 2, 3, 4, 5

Remarks: 1 = Market entry strategy, 2 = Target market strategy, 3 = Timing strategy, 4 = Allocation strategy, 5 = Coordination strategy.

Some of the objectives of MSME players to penetrate the international market include: 1) Find or gain access to certain resources such as scarce raw materials, new technologies, and new knowledge; 2) Exploit new markets or gain new customers; 3) Increase efficiency, for example gaining access to local networks in foreign countries; 4) M Take advantage of competitive advantage through cross-border activities. The purpose of the internationalizing business for MSME actors must be formulated and understood by the owner or manager of the company. This objective is further formulated in the planning process of business internationalization which focuses on efforts to create, maintain, cultivate, further develop, and utilize competitive advantages. To maintain the growth and development of MSME businesses on a global scale, a strategy that is in accordance with the company's short-term and long-term goals is needed. Internationalization of MSME business to achieve sustainable competitive advantage can be realized by paying attention to seven aspects, namely: 1) business strategy; 2) human resources; 3) information technology; 4) products; 5) promotions; 6) cooperation; and 7) corporate social responsibility (CSR) (Jatmiko et al., 2021) There are five dimensions of MSME internationalization strategy, namely: market entry strategy, target market strategy, time strategy, allocation strategy, and coordination strategy (Schmid, 2018; Schmid & Gombert, 2018). The success of MSMEs in carrying out the business internationalization process can be realized by combining these five strategies synergistically. The combination of the five dimensions of the internationalization strategy will be useful if the strategy can help MSME players to exploit existing competitive advantages or create new competitive advantages.

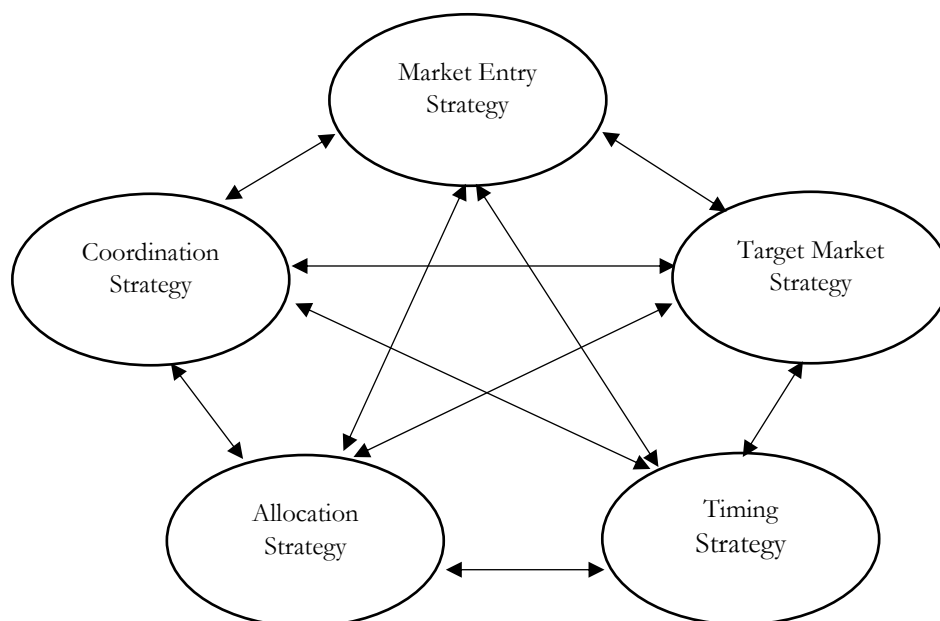


Figure 7. Dimensions of Internationalization Strategy, Source: (Schmid, 2018; Schmid & Gombert, 2018).

1. Market Entry Strategy

There is no right or wrong way to enter the international market, it all depends on the size of the company, age, resources, commitment to the market, and the market itself. Hill (2007, p. 486-497) explains there are four modes of international market entry: export, license, franchise, and joint venture. Each mode has disadvantages and advantages, so MSME players must think of the right strategy to be successful in entering the international market. The choice of entry mode consists

of important decisions for finding the value-added activity of the enterprise and the level of operational control. Mode to enter the international market that is widely used by MSMEs in Indonesia, namely exports. However, there are still many obstacles faced by MSME players who carry out export activities, including lack of financial resources, technical and skilled labor, access to markets and information, lack of understanding of export systems and procedures, knowledge of export certification and export standards, lack of infrastructure, inadequate facilities and technology, less supportive environment, and lack of role of government policies (Meldona et al., 2022). To achieve success in the business internationalization process, MSMEs must develop their entrepreneurial orientation in the global scope since the business began to be established (Revindo et al., 2019). (Revindo et al., 2019) According to (Glowik, n.d.), there are five reasons for MSME actors to internationalize, namely:

1) Demand orientation

The large volume of foreign markets and the rate of economic growth allow for an additional increase in sales volumes when the home market is saturated.

2) Supply orientation

Access to rare and valuable resources found in foreign markets, such as qualified and motivated employees, raw materials, knowledge, technological expertise, infrastructure, and others.

3) Customer orientation

Suppliers need to keep up with their customers, who are engaged in overseas target markets.

4) Competitor orientation

All sales opportunities or investment profits are provided in foreign markets, encouraging business people to join competitors in foreign markets.

5) Financial orientation

Realize profits in foreign markets due to investment incentives (tax reductions, subsidies), cheaper debt financing due to lower interest rates, and higher liquidity from foreign markets.

The strategy of entering international markets depends on the motive or purpose of internationalization of MSME players in foreign target markets. Objectives are statements of what the company will achieve within a certain period in terms of market position, return on investment, and development of key business sectors in the target country. The choice of international market entry strategy for Indonesian MSMEs naturally depends on the company's resource assets such as finance or human resources and taking advantage of opportunities and strengths such as: the potential to expand the online market, market demand is still high, there is a network of associations or associations (Meldona et al., 2022). Internationalization of Indonesian MSMEs is also achieved through a strategy to build sales, marketing, and distribution networks in foreign target markets (SIJABAT, 2018); (SIJABAT, 2018) (Revindo et al., 2019); (Rochayatun et al., 2022); (Anni Yudiastuti et al., 2021)

Planning an internationalization strategy for Indonesian MSMEs using SWOT analysis by utilizing the opportunities and strengths they have and minimizing weaknesses and threats in international business (Meldona et al., 2022). (Meldona et al., 2022) Indonesian MSMEs need to carry out strategic initiatives to increase the level of readiness of human capital to support the effective implementation of global market-oriented strategies. Strategic exercises that need to be carried out include: international marketing, marketing information development, customer service, website design, social media utilization, joint exhibitions, export-import procedures, and international business network development (Tjahjadi et al., 2022)

2. Target Market Strategy

The success of MSME business internationalization lies in the ability to choose target markets abroad. Strategies to achieve market advantage include: marketing strategies, market selection strategies, and market segmentation strategies ([Plattner, 2014](#)) Research on market selection strategies and market segmentation is still relatively small, but several studies examining marketing strategies in the global market have been widely discussed. MSME players in Indonesia need to pay attention to the target market strategy to achieve a competitive advantage. Important strategies prepared include: 1) attractiveness of foreign markets and market segments, 2) risks of foreign markets and market segments, and 3) barriers to entry into foreign markets and market segments. The most common international marketing strategy carried out by Indonesian MSME players during the Covid-19 pandemic is by marketing their products through digital marketing and presenting products with various innovations, creations, attractive packaging, and product differentiation ([Affandi et al., 2020](#))

The marketing strategy of Indonesian MSME export products includes product, price, distribution, and promotion strategies ([Heriqbaldi et al., 2023](#)) Product strategy indicators include: product standards or quality, customer tastes, customer requests (packaging or labeling), customer requests (branding), customer demands (warranty or after-sales service), and limited product strategy marketing strategies become constraints. Price strategy indicators include: attractive profit margins for importers, attractive payment schemes for partners, attractive terms of sale, competitive prices, satisfactory retail prices, and limited marketing strategies related to the price being a constraint. Distribution strategy indicators include: fast delivery, effective inventory replenishment, sufficient distribution coverage, managing distributors or agents, and responding to orders on time, limited distribution strategy is an obstacle. Distribution strategy indicators include: increasing promotional activities, improving public relations, increasing personal sales, increasing advertising, and increasing sales instantly, limited promotion strategies become obstacles.

3. Timing Strategy

The timing strategy for internationalizing Indonesian MSMEs has not been much of a research study. According to ([Plattner, 2014](#)) there are three timing strategies in carrying out business internationalization, first using sequential strategy, where MSME players enter the market goals gradually. The advantage of this strategy is that it can concentrate on one foreign market and run a strategy to master the market optimally, then apply the same technique to the market Foreign countries are the next target. This strategy can limit the risk of failure to enter foreign markets. The second is a parallel strategy, where MSME players make decisions to enter several targeted foreign markets at the same time. The advantage of this strategy is that it reduces fixed costs and makes a surprise effect on competitors and consumers. Third is the sequential and parallel combined strategy. With this strategy, MSME players can enter several foreign markets sequentially and others simultaneously. The decision-making process on the timing of entering international markets should consider issues about the needs of overseas consumers, the threat of substitute products, new entrants, the intensity of competition, investment volume, and monitoring ([Glowik, n.d.](#)).

4. Allocation Strategy

The allocation strategy is the company's effort to manage product production and marketing activities in foreign markets. MSME players can geographically concentrate (concentrate) or

decentralize (spread) their business activities abroad. The choice of a centralized or centralized and dispersed or decentralized allocation strategy depends on the planning of the value chain of activity of each company. Many companies decentralize their downstream activities such as marketing, sales, and customer service in foreign markets, whereas upstream activities, such as research, development, and production, are more often centralized in a few countries or at home. Research on allocation strategies applied by Indonesian MSME actors. specifically has not been done. However, the construction of an e-commerce system can be used as an effective allocation strategy in establishing relationships with many buyers based on geographical location in the global market ([Agitha et al., 2023](#))

5. Coordination Strategy

Coordination strategy is decision-making about international organizational structures, organizational communication systems, and personal communication. Coordination strategies are essential to ensure the success of the business internationalization process. A coordination strategy is an activity related to the preparation of plans, budgets, and reporting systems for all business activities carried out. It is very important for Indonesian MSMEs to build an integrated business coordination system in supporting internationalization activities, for example through e-commerce ([Agitha et al., 2023](#)) The role of stakeholders such as the government ([Anni Yudiastuti et al., 2021](#)) financial institutions, marketplace managers, exporters, cooperatives ([Hari Purwanto, 2021](#)) ([Meldona et al., 2022](#))

CONCLUSION

The internationalization process of Indonesian MSME business continues to be carried out to increase business growth sustainably. The process of internationalization of MSME business depends on carefully planned motives or goals with a global entrepreneurship-oriented approach. The role of stakeholders such as the government, financial institutions, and institutions managing export-import activities continues to develop programs that support MSME internationalization activities. The existence of intensive competition in the global market encourages Indonesian MSME players to develop various competitive strategies by taking into account aspects of strengths, weaknesses, opportunities, and existing threats. Indonesian MSME players combine several internationalization strategies such as market entry strategies, target market strategies, allocation strategies, and coordination strategies synergistically ([Yuliaty et al., 2020](#)) through development ([Agitha et al., 2023](#)) so that they ([Agitha et al., 2023](#)) help exploit an existing competitive advantage or create a new competitive advantage. The strategy to enter the international market carried out by Indonesian MSME players generally uses export channels. The coordination strategy is carried out by managing business communication networks and international cooperation. They join international business associations in the country to get relationships and look for opportunities to collaborate with various parties abroad to facilitate the export process. MSME players cooperate with the government to get convenience in exporting and facing international trade regulations in other countries. The target market strategy that is widely used is to carry out product promotion continuously by participating in product exhibition activities, and online promotion through websites, Instagram, YouTube, and other online media.

Research on time strategy and allocation strategy has not been explored much, therefore this can be raised as the next research topic related to the internationalization strategy of Indonesian MSMEs. Indonesian MSME players must design a competitive strategy by combining five

dimensions of internationalization strategies to achieve sustainable competitive advantage so that they can compete at the global level. The purpose of developing an internationalization strategy is to contribute to increasing the business value of MSMEs and their stakeholders in the long run. The limitation of this study is that it only uses bibliographic materials from three databases and one keyword. Further studies need to add another database and some relevant keywords. The findings of this study can provide comprehensive information for academics, researchers, and MSME management professionals about the dimensions of internationalization strategies that support the growth of Indonesian MSME businesses. The results of this study can be used as a guide for the investigation of the dynamics of Indonesia's MSME internationalization strategy in the future.

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