

Strategic Resource Orchestration for Internationalization Readiness: Evidence from Batik SMEs in Indonesia

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ABSTRACT

This study examines how strategic resource orchestration shapes internationalization readiness among Batik small and medium-sized enterprises (MSMEs) in Indonesia. Drawing upon the Resource-Based View (RBV), Dynamic Capabilities, and Strategic Orchestration perspectives, the research investigates how cultural resources, sustainability orientation, and digital agility contribute to SMEs' preparedness for global market integration. A qualitative multi-site case study was conducted in two major batik clusters in Madura, Indonesia, involving in-depth interviews, observations, and document analysis. The findings reveal that Batik MSMEs possess valuable cultural assets and an emerging sustainability orientation that enhance their market legitimacy. While digital adoption has improved market reach and customer engagement, capability development remains largely individual and fragmented. The absence of collective coordination mechanisms limits the transformation of localized strengths into cluster-level competitiveness. This fragmentation creates a strategic disconnect between resource potential and international market readiness. The study proposes a strategic orchestration model emphasizing collective digital platforms, standardized sustainability practices, and institutional coordination as key mechanisms to strengthen internationalization readiness. Theoretically, this research extends RBV and Dynamic Capabilities from firm-level analysis to cluster-based orchestration in traditional MSMEs. Practically, it highlights the importance of collaborative governance in preparing culturally embedded MSMEs for global value chain integration.

Keywords: Internationalization Readiness; Strategic Resource Orchestration; Batik SMEs; Digital Agility; Sustainability Orientation.

INTRODUCTION

Small and medium-sized enterprises (MSMEs) are widely recognized as engines of economic growth and innovation in both developed and emerging economies (Sannegadu et al., 2023). Particularly in creative and culturally embedded industries like batik, MSMEs not only contribute to local livelihoods but also represent unique cultural assets with potential for global market integration (Lakshman et al., 2025). The Batik industry in Madura, Indonesia comprises a geographically concentrated cluster of micro-enterprises with strong artisanal traditions and localized resources, yet it has shown limited progress toward broader global engagement.

Global competition and evolving consumer preferences have elevated the importance of digital capabilities and sustainability orientation as key drivers of MSMEs competitiveness (Kautish et al., 2025). For MSMEs aiming to engage in

internationalization, readiness encompasses not only the ability to enter foreign markets but also the capacity to align digital platforms and environmentally responsible practices with global buyer expectations (Bhandari et al., 2023). Digital transformation plays a dual role: as an enabler of broader market access and as a mechanism for capability development that supports readiness for international engagement (Sannegadu et al., 2023).

The Resource-Based View (RBV) posits that firms achieve competitive advantage through valuable, rare, inimitable, and well-organized resources. However, the mere possession of such resources does not guarantee international success; the firm's ability to *orchestrate* and *reconfigure* its resources dynamically is equally critical (Friedrich et al., 2025). In this vein, Dynamic Capabilities theory emphasizes *sensing*, *seizing*, and *reconfiguring* competencies as essential for adapting to rapidly changing environments and opportunities associated with international market participation (Sousa & Mmadubuko, 2025).

While the literature has addressed individual determinants of MSMEs internationalization—such as market knowledge, networking, and export drivers—the integration of digitalization, sustainability orientation, and strategic coordination within clusters remains underexamined. Sannegadu et al. (2023) highlight networking, knowledge, and institutional support as central to the SME internationalization process, yet empirical synthesis on how these elements coalesce at the cluster level is sparse. Moreover, Chishti Chishti et al. (2025) show that internal firm-specific factors are stronger drivers of internationalization than external push/pull mechanisms in emerging markets, reinforcing the need to explore internally oriented orchestration mechanisms.

A significant research gap remains in understanding how strategic resource orchestration at the cluster level can enhance internationalization readiness among traditional MSMEs. Existing research tends to analyze digital transformation, sustainability practices, or international expansion separately. Few studies integrate these elements within a unified framework that explains how localized cultural resources, digital agility, and sustainability orientation can be collectively configured to prepare MSMEs for global engagement. Moreover, cluster-based fragmentation and coordination challenges remain underexplored in internationalization scholarship.

Existing studies on MSMEs internationalization have primarily examined digitalization, sustainability orientation, and international expansion as separate determinants at the firm level (Bhandari et al., 2023; Sannegadu et al., 2023). Other studies have emphasized internal capabilities and market drivers of internationalization readiness, particularly within born-global or technology-oriented firms (Chishti et al., 2025). Meanwhile, research grounded in the Resource-Based View and Dynamic Capabilities perspectives has largely focused on how individual firms develop competitive advantage through resource configuration and digital adaptation (Bresciani et al., 2022; Hafeez et al., 2025).

However, previous studies have paid limited attention to how culturally embedded MSMEs clusters collectively orchestrate fragmented resources into shared internationalization readiness. In particular, prior research rarely integrates cultural resources, sustainability orientation, digital agility, and cluster-level

coordination within a single strategic framework. Existing internationalization studies also tend to emphasize firm-level outcomes, while overlooking institutional fragmentation and the absence of collective governance mechanisms in traditional industrial clusters.

Therefore, this study extends prior literature by introducing a cluster-based strategic resource orchestration perspective tailored to traditional Batik MSMEs in Indonesia. Unlike earlier studies that focus primarily on individual firm capabilities, this research conceptualizes internationalization readiness as a collective and coordinated process emerging from the orchestration of cultural assets, sustainability practices, and digital capabilities across interconnected SMEs. The novelty lies in proposing a strategic orchestration model for culturally embedded SME clusters, demonstrating how collective coordination mechanisms can transform fragmented local resources into globally relevant preparedness.

The urgency of this research is underscored by the growing competitiveness of global creative industries and the vulnerability of traditional MSMEs that lack coordinated transformation strategies. Without systematic orchestration, culturally rich industries risk remaining locally competitive but globally peripheral. Therefore, this study aims to examine how strategic resource orchestration shapes internationalization readiness among Batik MSMEs in Indonesia and to develop a conceptual model that integrates cultural resources, digital agility, and sustainability orientation within a cluster-based internationalization framework.

Despite the growing recognition of digital transformation and sustainability as drivers of MSMEs competitiveness, little is known about how these capabilities are collectively orchestrated within traditional MSMEs clusters to build internationalization readiness. In culturally embedded industries such as batik, valuable local resources often remain fragmented and underutilized due to limited coordination mechanisms. As a result, a structural gap may emerge between resource potential and actual readiness for global market engagement. Understanding how strategic resource orchestration can bridge this gap is therefore essential for advancing both theory and practice in MSMEs internationalization.

This study seeks to understand how Batik MSMEs configure their cultural resources and sustainability orientation to support internationalization readiness. In addition, the research examines how digital agility emerges and develops within Batik MSMEs as part of their preparation for broader market integration. The study also investigates how cluster-level fragmentation influences the formation of internationalization readiness among Batik MSMEs. Furthermore, this research explores how strategic resource orchestration can enhance collective internationalization readiness within traditional MSMEs clusters.

Based on these concerns, the objectives of this study are to explore how cultural resources and sustainability orientation are configured as strategic assets supporting internationalization readiness among Batik MSMEs, to examine the development of digital agility in strengthening MSMEs' preparedness for broader market integration, and to analyze how cluster fragmentation shapes structural gaps in internationalization readiness. Ultimately, this study aims to develop a strategic resource orchestration model that enhances collective internationalization readiness within traditional MSMEs clusters

METHOD

This study adopts an interpretive paradigm with a qualitative descriptive approach implemented through a multi-site case study strategy. The interpretive stance enables an in-depth exploration of how strategic resource orchestration shapes internationalization readiness among culturally embedded MSMEs, emphasizing meaning construction and contextual understanding (Creswell & Poth, 2016). A case study design was selected to capture the contextual complexity of resource configuration, sustainability practices, digital adaptation, and cluster-level coordination within traditional batik enterprises (Yin, 2018).

The research was conducted in two principal batik clusters in Madura, Indonesia—Pamekasan and Bangkalan—which represent major production hubs within the regional industry. These sites were purposively selected due to their concentration of batik MSMEs and their recognized contribution to the regional creative economy. The study was conducted over a three-month period, from February to April 2026, allowing sufficient time for field observation, in-depth interviews, and iterative data analysis.

Informants were selected using purposive sampling and subsequently expanded through snowball sampling to identify key actors with relevant experiential knowledge (Palinkas et al., 2015). A total of 18 informants participated in this study, consisting of 12 Batik MSMEs owners, 3 local community leaders involved in batik development programs, and 3 representatives from government and MSMEs support institutions. Cluster-based distribution involved 10 informants from Pamekasan and 8 informants from Bangkalan. Among the MSMEs owners, 7 participants were from Pamekasan and 5 participants were from Bangkalan. The number of informants was determined based on data saturation, where no substantially new themes emerged during the final stage of interviews. The selection criteria for MSMEs owners included: (1) actively operating batik businesses for at least five years; (2) involvement in broader market expansion beyond local markets; (3) experience in utilizing digital platforms such as Instagram, Shopee, TikTok Shop, or WhatsApp Business for marketing activities; and (4) engagement in environmentally oriented production practices, such as the use of natural dyes or waste reduction initiatives. Key institutional actors were selected based on their involvement in MSMEs development, digital training programs, or sustainability facilitation within the batik industry.

Table 1. Profile of Informants

Code	Category	Location	Business Experience	Digital Activity
Informant A	MSMEs Owner	Pamekasan	12 years	Instagram & Shopee
Informant B	MSMEs Owner	Bangkalan	8 years	WhatsApp Business
Informant C	Community Leader	Pamekasan	Batik facilitator	Training programs

Data were collected through methodological triangulation, including semi-structured in-depth interviews, participant observation in production workshops, and document analysis. Methodological triangulation enhances credibility by comparing evidence from multiple sources (Denzin, 2017). The interviews lasted between 60 and 120 minutes and explored entrepreneurs' perceptions of international market opportunities, sustainability orientation, digital adaptation, and coordination challenges within the batik cluster. Observations focused on production processes, waste management practices, the use of natural dyes, packaging activities, and digital marketing practices as indicators of sustainability and digital readiness. In addition, documents such as promotional materials, social media content, product catalogs, training certificates, and institutional reports were analyzed to strengthen the empirical evidence.

Triangulation was implemented by systematically comparing findings obtained from interviews, observations, and documentation. For instance, several informants stated that they had adopted environmentally friendly production practices through the use of natural dyes and waste reduction initiatives. These claims were subsequently verified through direct observation of production activities and supported by documentation in the form of product displays, raw material records, and photographic evidence collected during field visits. Likewise, entrepreneurs' statements regarding digital marketing adoption were cross-checked through observations of their online selling activities and documentation from social media platforms such as Instagram, Facebook, and WhatsApp Business accounts.

Furthermore, interview findings concerning participation in digital training and sustainability programs were validated through training certificates, institutional reports, and supporting documentation from local government and MSMEs development agencies. Observational findings also confirmed that digital adaptation and sustainability implementation varied considerably among MSMEs, supporting interview data indicating uneven capability development within the cluster. The convergence of evidence across interviews, observations, and documentation strengthened the credibility and consistency of the findings related to sustainability orientation, digital agility, and cluster fragmentation.

Data analysis followed the interactive model of Miles et al. (2014), involving data condensation, data display, and conclusion drawing/verification. The analysis process involved open coding, axial coding, and thematic categorization. Interview transcripts, observation notes, and documents were coded manually to identify recurring concepts related to sustainability orientation, digital agility, fragmentation, and orchestration mechanisms. Emerging codes were continuously compared across clusters to develop broader thematic interpretations of Miles et al. (2014), involving data condensation, data display, and conclusion drawing/verification. The analysis was conducted iteratively to identify patterns related to sustainability orientation, digital agility, fragmentation, and orchestration mechanisms contributing to internationalization readiness. This iterative analytical process aligns with qualitative case study rigor, allowing emerging themes to be refined through constant comparison (Yin, 2018).

To ensure credibility and trustworthiness, triangulation of sources and techniques was applied. Peer debriefing was conducted to refine analytical interpretations, and member checking was undertaken by confirming key findings with selected informants. These procedures are consistent with established criteria for qualitative rigor, including credibility, transferability, dependability, and confirmability (Lincoln & Guba, 1988). An audit trail documenting the research process was maintained to enhance transparency and dependability of the findings.

RESULT

The findings indicate that Batik MSMEs in Pamekasan and Bangkalan demonstrate a relatively strong sustainability orientation, although it has not yet been formalized within a structured environmental management system. Most entrepreneurs perceive environmentally friendly practices as a moral responsibility toward their surrounding community rather than merely compliance with formal regulations. This awareness is primarily driven by changing consumer preferences, as buyers are increasingly concerned with environmental issues. In the context of internationalization readiness, sustainability orientation contributes to enhancing product legitimacy and market acceptability, particularly in global markets that increasingly emphasize environmentally responsible production practices.

Sustainability is also interpreted broadly, extending beyond economic considerations to include cultural preservation and community empowerment. In the Madurese context, batik enterprises are viewed as cultural assets that must be inherited by future generations. This socio-cultural understanding forms a foundational value system that supports long-term business continuity. From the Resource-Based View (RBV) perspective, these socio-cultural values represent intangible resources that differentiate Batik MSMEs from mass-produced textile competitors and potentially strengthen their unique positioning in international markets.

However, despite high environmental awareness, the implementation of green practices remains at an early stage. Some MSMEs have reduced plastic packaging, reused wastewater in production processes, and utilized natural dyes. Yet these practices are not systematically documented or standardized. Observations reveal

that waste management practices rely primarily on individual initiatives rather than coordinated cluster-level mechanisms. Consequently, although sustainability practices contribute positively to internationalization readiness, the absence of certification systems and collective environmental governance limits their transformation into internationally recognized competitive advantages. The absence of collective environmental systems further indicates that sustainability readiness remains individualized and informal.

Another significant finding concerns the ongoing transition toward digitalization. Most Batik SMEs have adopted social media platforms such as Instagram, WhatsApp, and Facebook for promotional activities. Digital engagement has expanded market reach beyond local boundaries and enabled direct communication with customers from various regions. This expansion contributes to internationalization readiness by increasing market visibility, improving customer interaction, and enabling MSMEs to access broader market information beyond domestic boundaries. From the perspective of Dynamic Capabilities, these practices reflect emerging sensing capabilities, as entrepreneurs begin recognizing digital platforms as strategic tools for identifying market opportunities and responding to changing consumer preferences.

Nevertheless, digital literacy levels vary considerably. Several entrepreneurs acknowledge limited familiarity with digital applications and online marketplace systems. Financial constraints and technical skill limitations restrict the development of more professional digital marketing systems. As a result, digital adoption is functional but not yet strategically integrated. Within the RBV framework, these limitations indicate that digital resources have not yet evolved into valuable and inimitable strategic capabilities capable of supporting sustained international competitiveness.

The study also finds that digital transformation is not solely driven by internal initiative. Some entrepreneurs have participated in training programs provided by local government agencies and non-governmental organizations. Additionally, younger family members often assist in managing online accounts and marketplace operations. This indicates that digital adaptation evolves through a combination of formal training and informal learning. From a Dynamic Capabilities perspective, such learning processes represent early-stage capability reconfiguration that enables MSMEs to gradually adapt to changing market environments. However, there is no collective digital platform integrating all SMEs into a unified marketing ecosystem, limiting digital readiness at the cluster level and reducing the scalability required for stronger internationalization readiness.

In response to intensifying competition, MSMEs develop innovations based on customer demand. Most entrepreneurs report that new design ideas emerge from direct interaction with buyers. Innovation typically involves combining traditional motifs with modern color variations to attract younger market segments. This customer-oriented adaptation reflects the sensing and seizing dimensions of Dynamic Capabilities, as MSMEs continuously adjust their products in response to evolving market preferences. Such adaptive innovation contributes to internationalization readiness by improving product relevance and market responsiveness.



The study also identifies adaptive strategies during periods of crisis, such as the COVID-19 pandemic. Some entrepreneurs reduced operational costs and focused on maintaining loyal customers, while others diversified their products, including the production of batik face masks to sustain cash flow. These adaptive strategies demonstrate organizational flexibility and resilience, which are essential components of Dynamic Capabilities in uncertain business environments. However, such adaptive capabilities remain individualized and uncoordinated across the cluster. No formal consortium or integrated network structure supports collective crisis management or joint market strategies.

Despite the presence of hundreds of MSMEs within a concentrated geographical area, interaction among business actors remains limited. There is no structured mechanism for quality standardization, collective branding, or shared export platforms. Each MSMEs operates independently in managing production, marketing, and innovation activities. This fragmentation reveals a structural gap between cluster potential and actual readiness for broader market integration. While individual enterprises exhibit emerging sustainability and digital readiness, the absence of coordinated orchestration mechanisms prevents these localized strengths from transforming into collective internationalization readiness.

From the RBV perspective, the cluster possesses valuable cultural and sustainability resources; however, these resources remain fragmented and insufficiently organized to generate sustainable competitive advantage at the collective level. Similarly, from the Dynamic Capabilities perspective, the absence of coordinated orchestration mechanisms constrains the cluster's ability to collectively sense global opportunities, seize market potential, and reconfigure resources for international expansion. Consequently, internationalization readiness remains emerging and partial rather than strategically institutionalized across the cluster.

Overall, sustainability within Batik MSMEs is interpreted as long-term business continuity without dependency on external debt, preservation of cultural identity, and contribution to community welfare. Economic, social, and cultural dimensions are deeply interconnected in entrepreneurs' understanding of business success. These values provide a strong normative foundation for internationalization readiness. However, the findings indicate that readiness remains emerging rather than fully institutionalized. The cluster possesses valuable cultural resources, growing digital adaptation, and adaptive capabilities, yet lacks structured coordination, standardized sustainability systems, and integrated digital platforms necessary for collective preparedness toward global market engagement.

DISCUSSION

The findings indicate that sustainability orientation among Batik MSMEs in Madura constitutes a valuable intangible resource that enhances social legitimacy and market attractiveness. Within the Resource-Based View (RBV), such socio-cultural capital can serve as a foundation for competitive advantage if it becomes formalized, documented, and strategically differentiated Barney (1991) ; Islam et al. (2025). However, without formal documentation, certification, or traceability

mechanisms, these sustainability practices remain difficult to appropriate in premium global markets (Mol & Oosterveer, 2015). Recent studies emphasize that intangible sustainability assets must be institutionalized through governance and verification systems to generate international competitiveness (Rzepecka et al., 2024). Thus, transforming localized cultural capital into globally tradable assets represents a critical step toward strengthening internationalization readiness.

Applying the sensing–seizing–reconfiguring framework of Dynamic Capabilities Teece (2007); Friedrich et al. (2025), Batik SMEs demonstrate relatively strong sensing capabilities. Entrepreneurs recognize changing consumer preferences, environmental awareness trends, and digital market opportunities (Veleva, 2021). Many have adopted social media platforms for promotion. However, limitations emerge at the seizing and reconfiguring stages. While opportunities are recognized, systematic transformation of business models, organizational structures, and value creation processes remains limited. This aligns with recent research indicating that MSMEs often experience a gap between digital initiation and full organizational transformation (Hafeez et al., 2025). Strengthening internationalization readiness therefore requires interventions that enhance internal capability development alongside institutional support mechanisms.

The data also reveal a common paradox identified in MSME digitalization literature: the presence of digital tools does not automatically generate digital agility (Bresciani et al., 2022). Although entrepreneurs acknowledge the benefits of online promotion, many lack integrated systems that synchronize social media, payment gateways, inventory management, and logistics channels. Contemporary research highlights the importance of platform integration in enhancing organizational agility and international scalability among MSMEs (Bai et al., 2026). From an internationalization readiness perspective, the absence of a shared digital infrastructure limits collective competitiveness and constrains the scalability of digital engagement.

While environmentally friendly practices—such as reducing plastic packaging, reusing wastewater, and utilizing natural dyes—are present at the individual level, these practices do not automatically satisfy global green compliance requirements. International markets increasingly demand traceability, standardized documentation, and measurable environmental reporting (Sethi et al., 2017). Regulatory frameworks such as the European Union’s sustainability policies emphasize formal verification processes (Rzepecka et al., 2024). Without cluster-level facilitation, MSMEs face significant institutional voids in meeting such standards. Therefore, sustainability readiness must evolve from informal moral practices to structured compliance systems supported by intermediary institutions (Bothello & Mehrpouya, 2019).

Cluster fragmentation further exacerbates structural readiness gaps. Despite the presence of hundreds of MSMEs within a concentrated geographic area, coordination mechanisms remain weak (Conz et al., 2017). There are no standardized quality benchmarks, collective branding strategies, or shared export platforms. Each enterprise operates independently in production, marketing, and innovation activities. This condition creates what can be described as a strategic

disconnect between agglomeration potential and realized competitiveness. Resource orchestration theory suggests that an orchestrator—such as a regional consortium, industry association, or public–private partnership—can facilitate coordination through shared standards, collective branding, pooled certification efforts, and joint market access initiatives (Kumar et al., 2024).

The absence of a coordinating entity also reflects an institutional void, where MSMEs lack administrative capacity and access to compliance-supporting infrastructure. Public policy initiatives targeting the twin transition—digital and green transformation—must therefore be adapted to local capacities. Recent policy analyses emphasize certification vouchers, shared digital backbones, and technical assistance programs as effective mechanisms for enabling MSMEs compliance and competitiveness (Rzepecka et al., 2024). In the Madura context, pilot initiatives integrating training, small grants for documentation systems, and collective marketing platforms could accelerate internationalization readiness.

While this study emphasizes the importance of strategic resource orchestration, alternative mechanisms may also contribute to strengthening internationalization readiness among Batik MSMEs. Government intervention, for example, may play a significant role through export facilitation programs, digital training initiatives, financial assistance, and sustainability certification support. Similarly, market-based mechanisms such as buyer-driven standards, competitive pressure, and participation in digital marketplaces may encourage MSMEs to improve product quality, environmental compliance, and digital adaptation. Previous studies have shown that institutional support and market incentives can significantly influence MSMEs transformation and international competitiveness (Rzepecka et al., 2024; Sannegadu et al., 2023).

However, the findings of this study indicate that these mechanisms often operate in fragmented and partial ways within the Madura batik cluster. Government programs tend to focus on short-term training and facilitation, while market mechanisms primarily stimulate individual firm adaptation rather than collective capability development. In contrast, strategic resource orchestration offers a more integrative approach by coordinating cultural resources, sustainability practices, digital infrastructure, and inter-organizational collaboration within the cluster ecosystem. Therefore, orchestration is not positioned as the sole solution, but rather as a complementary and coordinating mechanism capable of connecting institutional support, market incentives, and internal MSMEs capabilities into a more coherent pathway toward internationalization readiness.

Theoretically, this study contributes to the literature by demonstrating that ownership of cultural and sustainability resources (RBV) and digital sensing capabilities (Dynamic Capabilities) does not automatically generate competitive advantage (Abdou, 2025). Instead, collective orchestration emerges as a mediating mechanism linking micro-level resources to macro-level international market outcomes. This extends traditional RBV perspectives beyond firm-specific assets toward cluster-based resource orchestration, aligning with recent calls for multi-actor capability integration in emerging economies (Islam et al., 2025); Friedrich (Friedrich et al., 2025).

Practically, the findings suggest several strategic pathways: (1) establishing a regional consortium as an orchestrator; (2) developing a shared digital stack integrating marketing, compliance documentation, and payment systems; (3) implementing collective certification programs supported by micro-grants; and (4) adopting a learning-by-doing approach through pilot projects involving selected MSMEs as proof-of-concept. Research on collaborative digital platforms indicates that such integrative mechanisms accelerate organizational reconfiguration and strengthen international scalability.

Nevertheless, the effectiveness of orchestration strategies is highly contingent upon institutional contexts, regulatory frameworks, and digital infrastructure conditions. Future research should adopt longitudinal approaches to assess the long-term impact of orchestration on premium market access, evaluate the cost–benefit implications of collective certification, and conduct action research to test the feasibility of shared digital platforms at the cluster level. Further investigation into the implications of evolving global sustainability regulations for small-scale textile producers is also warranted to design cost-effective compliance strategies.

CONCLUSION

This study concludes that Batik MSMEs in Madura possess valuable cultural capital, sustainability orientation, and emerging digital capabilities that collectively form a foundational basis for internationalization readiness. From a Resource-Based View perspective, these socio-cultural and sustainability-driven assets represent strategic intangible resources; however, their competitive potential remains underutilized due to limited formalization, documentation, and differentiation mechanisms. Through the lens of Dynamic Capabilities, MSMEs demonstrate relatively strong sensing abilities in recognizing market shifts and digital opportunities, yet face constraints in seizing and reconfiguring processes, as digital transformation and sustainability practices remain largely individualized. The absence of coordinated cluster-level mechanisms creates a strategic disconnect between resource potential and collective global preparedness. Therefore, strategic resource orchestration emerges as a critical mediator, enabling the integration of fragmented capabilities into structured digital platforms, standardized sustainability practices, and collective governance mechanisms. Overall, while internationalization readiness among Batik MSMEs is evident, it remains emergent and requires systematic orchestration to translate localized strengths into sustainable global competitiveness.

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