National Research Journal of Social Sciences
Volume-11, Issue-2, July-December 2026
PP: 6-16
ISSN: 2348-473X
Peer Reviewed & Refereed Journal (IF: 6.95)
Journal Website: www.nrjss.in

APPRAISING THE EFFECTIVENESS OF CROSS-BORDER E-COMMERCE STRATEGIES FOR ACCOMPLISHING SUSTAINABLE INTERNATIONAL BUSINESS GROWTH

Sham Bhaskar Jadhav

Assistant Professor
Siddhant Institute of Business Management, Pune

Harshada Aurangabadkar

Assistant Professor
MET's Institute of Management, Nashik

Amit Arun Medhekar

Incharge Director, Approved Professor
Arihant Institute of Business Management, Pune, Research Guide, Savitribai Phule Pune University, Pune

Pratap Vasantrao Pawar

Approved Professor/Deputy Director
Siddhant Institute of Business Management, Pune, Research Guide, Savitribai Phule Pune University, Pune

ABSTRACT

Cross-border e-commerce has emerged as a key enabler of international business expansion, offering businesses previously unheard-of opportunity to access worldwide markets while overcoming conventional operational and geographic limitations. However, companies must put into practice efficient strategies that tackle issues with logistics, digital infrastructure, payment systems, regulatory compliance, cultural differences, customer experience, and trust in order to achieve sustainable international business growth through cross-border e-commerce. The purpose of this study is to assess how well cross-border e-commerce tactics support long-term global company expansion. It looks at how important strategic factors, such as supply chain integration, digital market entry tactics, localization, technical innovation, customer relationship management, and data-driven decision-making, affect businesses' performance abroad. The study takes a quantitative approach, gathering information from companies who are actively involved in international e-commerce in a variety of industries. The links between strategic practices and sustainable business outcomes, including market expansion, customer retention, competitive advantage, financial performance, and long-term organizational resilience, are examined using statistical tools. The study emphasizes the significance of strategic capabilities in boosting global competitiveness and is based on resource-based theoretical perspectives and international marketing. It is anticipated that the results will show that companies using technology-enabled, integrated, and customer-focused cross-border e-commerce strategies outperform those using traditional internationalization techniques in terms of company success and long-term growth. Additionally, by identifying crucial success characteristics that support effective cross-border operations and bolster international market competitiveness, the research offers managers and policymakers useful insights. By providing a thorough framework for assessing cross-border e-commerce strategies and their effects on sustainable international business growth, the study adds to

the body of knowledge already in existence and helps organizations create resilient, creative, and globally competitive business models in the rapidly changing digital economy.

Keywords: Cross-border E-commerce; Sustainable International Business Growth; International Marketing Strategy; Digital Market Entry; Supply Chain Integration; Customer Relationship Management; Global Competitiveness

INTRODUCTION

Cross-border e-commerce is now a key factor in the growth of global businesses due to the fundamental transformation of international trade brought about by the quick development of digital technologies and the spread of global internet access. Cross-border e-commerce has lessened geographical restrictions and made it easier for companies of all kinds to expand internationally by allowing them to promote and distribute goods and services across national borders using digital platforms (Laudon & Traver, 2024; OECD, 2019). By boosting customer engagement, increasing operational efficiency, and facilitating data-driven decision-making, the growing use of digital marketplaces, mobile commerce, cloud computing, and artificial intelligence has further accelerated international business activities (Verhoef et al., 2021; Vial, 2019).

In an increasingly interconnected global economy, cross-border e-commerce has emerged as a crucial strategic method for businesses looking for long-term competitive advantage. To enhance client satisfaction and bolster their global market position, businesses are utilizing localization tactics, omnichannel marketing, digital payment systems, and integrated supply chain networks (Kotler et al., 2021; Cavusgil et al., 2021). Additionally, technical advancements like blockchain, artificial intelligence, and big data analytics have improved demand forecasting, inventory control, and logistics efficiency, allowing businesses to provide higher value to customers around the world (Wamba et al., 2020; Chen et al., 2023).

Businesses involved in cross-border e-commerce nevertheless face many obstacles in spite of these opportunities. International operations are frequently complicated and have an impact on corporate performance due to differences in legal frameworks, customs procedures, taxation systems, cybersecurity concerns, language hurdles, cultural diversity, and customer trust (UNCTAD, 2021; Gregory et al., 2019). To maintain long-term sustainability, companies must create comprehensive and flexible cross-border e-commerce strategies that successfully incorporate digital capabilities, regulatory compliance, customer relationship management, and supply chain resilience (Teece, 2018; Buckley, 2020).

By focusing on long-term competitiveness, environmental responsibility, customer retention, innovation, and organizational resilience, sustainable international company growth goes beyond financial success (Elkington, 1998; United Nations, 2015). However, the effectiveness of strategic practices in achieving sustainable international business growth has received less attention than individual aspects of cross-border e-commerce, such as technology adoption, logistics performance, or consumer behavior. Thus, by analyzing how digital market entry, localization, technological innovation, customer-centric practices, and supply chain integration contribute to sustained international business success, this study assesses the efficacy of cross-border e-commerce strategies. The results are anticipated to contribute to the body of knowledge on international marketing while offering managers and policymakers useful advice on how to improve global competitiveness through sustainable and digitally enabled business strategies.

PROBLEM STATEMENT

Though many companies still struggle to achieve sustainable international company growth, the quick growth of cross-border e-commerce has given firms tremendous opportunity to access foreign markets and boost global competitiveness. The success of international e-commerce strategy is frequently hampered by elements like supply chain interruptions, cultural diversity, digital infrastructure, regulatory variations, cross-border logistics, payment security, and customer trust. There is little empirical data assessing the combined efficacy of strategic dimensions like localization, digital technologies, customer relationship management, and supply chain integration in promoting long-term business sustainability, despite the fact that prior research has looked at specific aspects of cross-border e-commerce. By methodically assessing the efficacy of cross-border e-commerce tactics and investigating their role in long-term international business expansion, this study aims to close this gap. Assessing the impact of cross-border e-commerce strategies on sustainable international business growth will yield important theoretical insights and useful suggestions for companies looking to improve their worldwide market presence through efficient and sustainable digital business strategies.

RESEARCH QUESTIONS

1. How do cross-border e-commerce strategies influence sustainable international business growth?
2. What is the impact of digital market entry strategies on the international performance of firms engaged in cross-border e-commerce?
3. How do localization strategies, customer relationship management, and technological innovation contribute to the effectiveness of cross-border e-commerce?
4. What role does supply chain integration play in enhancing the sustainability and competitiveness of cross-border e-commerce businesses?
5. Which cross-border e-commerce strategies have the greatest influence on achieving long-term competitive advantage and sustainable international business growth?

OBJECTIVES OF THE STUDY

1. To evaluate the influence of cross-border e-commerce strategies on sustainable international business growth.
2. To examine the impact of digital market entry strategies on the international business performance of firms engaged in cross-border e-commerce.
3. To analyze the contribution of localization strategies, customer relationship management, and technological innovation to the effectiveness of cross-border e-commerce.
4. To assess the role of supply chain integration in enhancing the sustainability and competitiveness of cross-border e-commerce businesses.
5. To identify the cross-border e-commerce strategies that have the greatest influence on achieving long-term competitive advantage and function of Analytics in Global Business Growth

DISCUSSION AND ANALYSIS

A.Evaluating the influence of cross-border e-commerce strategies on sustainable international business growth

Because it allows businesses to grow outside of their home markets while lowering the barriers associated with traditional internationalization, cross-border e-commerce has emerged as a strategic stimulus for sustained worldwide corporate growth. Digital platforms help organizations compete

ISSN: 2348-473X
Peer Reviewed & Refereed Journal (IF: 6.95)
Journal Website: www.nrjss.in

successfully in the global marketplace by facilitating access to international markets, expanding consumer reach, and improving operational efficiency (Laudon & Traver, 2024; OECD, 2019). The way businesses create value and gain a competitive edge internationally has changed dramatically as a result of the integration of digital technology with worldwide marketing strategies (Verhoef et al., 2021; Vial, 2019).

Digital market entry, localization, omnichannel marketing, secure payment systems, customer relationship management, and supply chain integration are all components of successful cross-border e-commerce strategies that together improve business sustainability (Cavusgil et al., 2021; Goldman et al., 2021). International market performance is strengthened by localization tactics that adjust language, pricing, payment methods, and promotional content to local market preferences. These efforts also increase consumer satisfaction and buy intentions (Gregory et al., 2019; H αinen et al., 2021). Similar to this, businesses can optimize inventory management, demand forecasting, logistics, and customized customer experiences thanks to technological advancements like artificial intelligence, big data analytics, blockchain, and cloud computing, all of which support sustainable growth (Wamba et al., 2020; Chen et al., 2023).

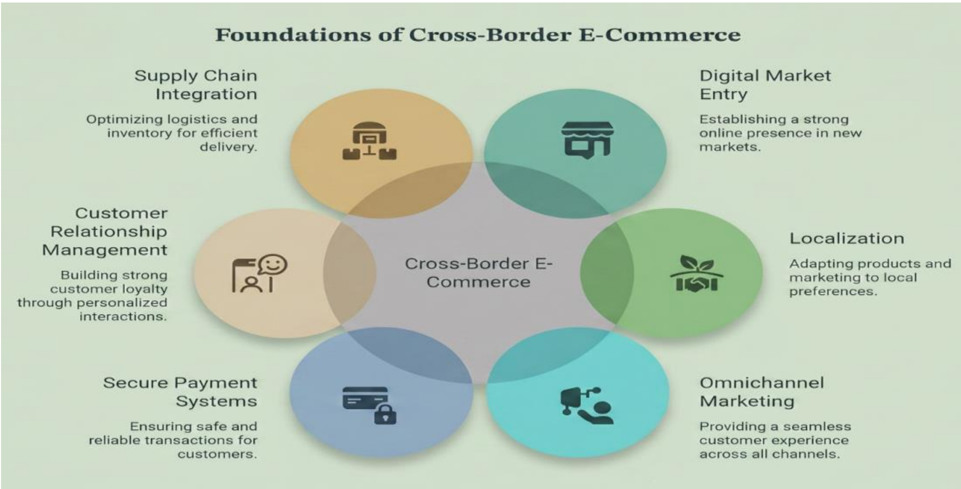

Figure 1: Evaluating the influence of cross-border e-commerce strategies on sustainable international business growth

Resilient supply chains and effective logistics management are also essential to the success of international e-commerce. Integrated logistics networks improve order fulfillment, shorten delivery lead times, and boost customer confidence, all of which boost businesses' long-term competitiveness (Christopher, 2016; Dallocchio et al., 2024). Additionally, digital transformation improves organizational resilience and strategic flexibility by enabling businesses to react quickly to shifting consumer preferences, market conditions, and regulatory requirements (Teece, 2018; Buckley, 2020). Building trust is a crucial part of long-term cross-border e-commerce strategy since customer trust, data security, and transparent online transactions also affect consumers' propensity to make international online purchases (Gefen et al., 2003; Kim et al., 2008).

From a sustainability standpoint, cross-border e-commerce supports resource optimization and innovation-driven competitiveness while fostering economic growth through market expansion (Elkington, 1998; United Nations, 2015). However, firms still have to deal with issues including cybersecurity risks, tax laws, customs procedures, regulatory diversity, and cultural differences that could impair their ability to operate internationally (UNCTAD, 2021; OECD, 2019). To achieve sustained international company growth, companies must implement cross-border e-commerce

ISSN: 2348-473X
Peer Reviewed & Refereed Journal (IF: 6.95)
Journal Website: www.nrjss.in

strategies that are integrated, customer-centric, technology-enabled, and resilient. Assessing these strategic characteristics offers important insights into how businesses can maintain long-term success in the changing digital economy, boost organizational performance, and increase global competitiveness (Kotler et al., 2021; Dallocchio et al., 2024).

B. Examine the impact of digital market entry strategies on the international business performance of firms engaged in cross-border e-commerce

For businesses engaged in cross-border e-commerce, digital market entry tactics are now a crucial factor in determining the success of their international operations. Businesses can now enter worldwide markets using digital platforms while lowering the expenses associated with traditional market expansion thanks to the explosive growth of global internet shopping (Forrester Research, 2019; European Commission, 2020). However, enterprises' capacity to acquire digital capabilities, employ suitable marketing techniques, and adjust to the distinctive features of overseas markets determines how successful these methods are (Eggers et al., 2017; Taiminen & Karjaluoto, 2015). In order to raise awareness, draw in foreign clients, and improve online buying behavior, digital market entry entails the strategic application of search engine marketing, social media marketing, online advertising, content marketing, and customer relationship management (Chaffey & Ellis-Chadwick, 2019; Kannan & Li, 2017).

Businesses can enhance market awareness, boost consumer interaction, and boost foreign sales performance by successfully implementing digital marketing strategies (Mazzarol, 2015; Morgan-Thomas, 2016). However, language barriers, cultural variety, shifting consumer tastes, and regulatory complexity can provide difficulties for cross-border e-commerce companies, necessitating market-specific digital strategies (Bartikowski & Singh, 2014; Cyr, 2008; Usunier et al., 2017). In international markets, localization of websites, multilingual communication, tailored advertising, and culturally relevant digital material greatly increase consumer trust and buy intentions (Cyr, 2008; Gregory et al., 2019).

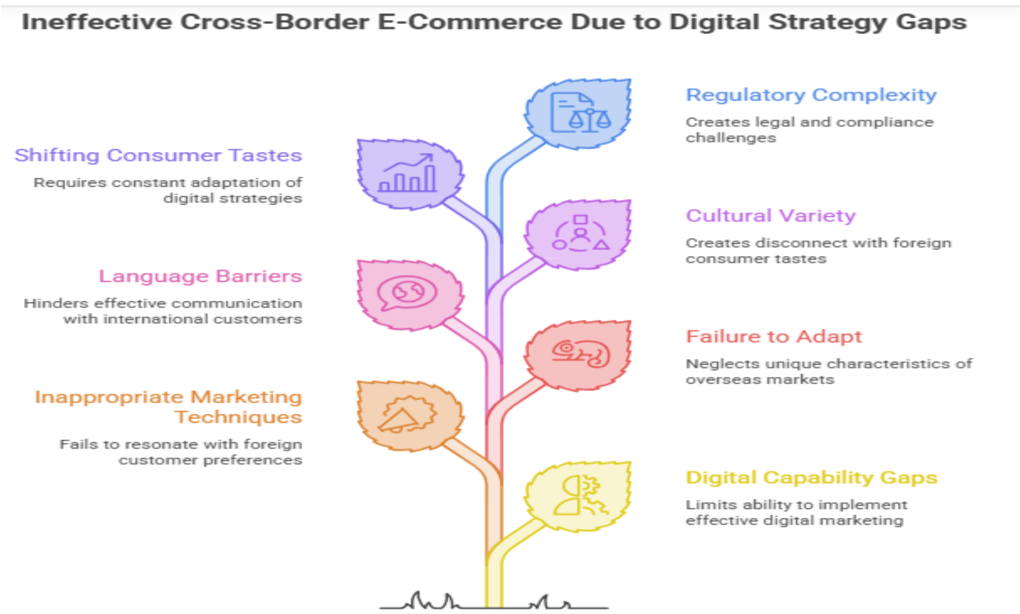

Figure 2. Ineffective cross border E-Commerce Due to Digital Strategy Gaps

Compared to larger companies, small and medium-sized businesses (SMEs) frequently experience resource limitations that restrict their capacity to implement complex digital marketing campaigns

(Jones & Rowley, 2011; Bocconcelli et al., 2018; Kraus et al., 2019). However, entrance barriers have been lowered by developments in cloud-based technologies, open-source marketing tools, and digital advertising platforms, allowing SMEs to successfully compete in global marketplaces (Morgan-Thomas, 2016; Taiminen & Karjaluoto, 2015). Additionally, companies from developed markets typically have better international experience and digital capabilities than companies from emerging markets, which improves their performance in international business (Banerjee et al., 2015; Argote & Miron-Spektor, 2011; Javalgi & Todd, 2011). Thus, the international business performance and long-term competitiveness of companies involved in cross-border e-commerce are greatly improved by implementing well-designed digital market entry strategies that incorporate technological capabilities, localization, customer-centric marketing, and organizational learning (Laukkanen et al., 2013; Goldman et al., 2021).

C. Localization strategies, customer relationship management, and technological innovation contribute to the effectiveness of cross-border e-commerce

The success of cross-border e-commerce (CBEC) is largely dependent on consumer behavior since purchasing decisions are impacted by a variety of factors, including perceived risk, trust, cultural differences, and the entire shopping experience (Liu et al., 2025; Wu et al., 2024). In contrast to domestic online shopping, CBEC exposes customers to additional risks, such as currency fluctuations, international shipping delays, customs processes, and doubts about the reliability of foreign retailers, all of which affect purchase intentions and customer satisfaction (Zhu et al., 2019; Cyr, 2008). As a result, companies looking to expand internationally through digital commerce must now comprehend consumer behavior.

When it comes to cross-border online purchasing, one of the most important factors influencing consumers' purchase intentions is still trust. Due to worries about product quality, payment security, and after-sales support, customers are typically reluctant to do business with foreign vendors they are unfamiliar with (Gefen et al., 2003; Kim et al., 2008). Online transactions are sometimes discouraged by perceived danger, but new research indicates that high perceived value may outweigh low trust, creating what has been called the "trust paradox" (Liu et al., 2025). As a result, companies need to increase consumer trust by offering clear return policies, secure payment methods, comprehensive product information, third-party certifications, and genuine customer evaluations (Gregory et al., 2019; Kannan & Li, 2017).

Consumer perceptions and purchase behavior are further influenced by cultural differences in global markets. Cultural values and national identity influence consumer preferences for website design, communication style, payment methods, and promotional activities (Wu et al., 2024; Usunier et al., 2017). In international markets, localization techniques including multilingual websites, culturally appropriate content, localized payment systems, and tailored marketing communications greatly increase consumer engagement and brand loyalty (Bartikowski & Singh, 2014; Chaffey & Ellis-Chadwick, 2019). Businesses are able to better match their products with local customer expectations thanks to these modifications.

ISSN: 2348-473X
Peer Reviewed & Refereed Journal (IF: 6.95)
Journal Website: www.nrjss.in

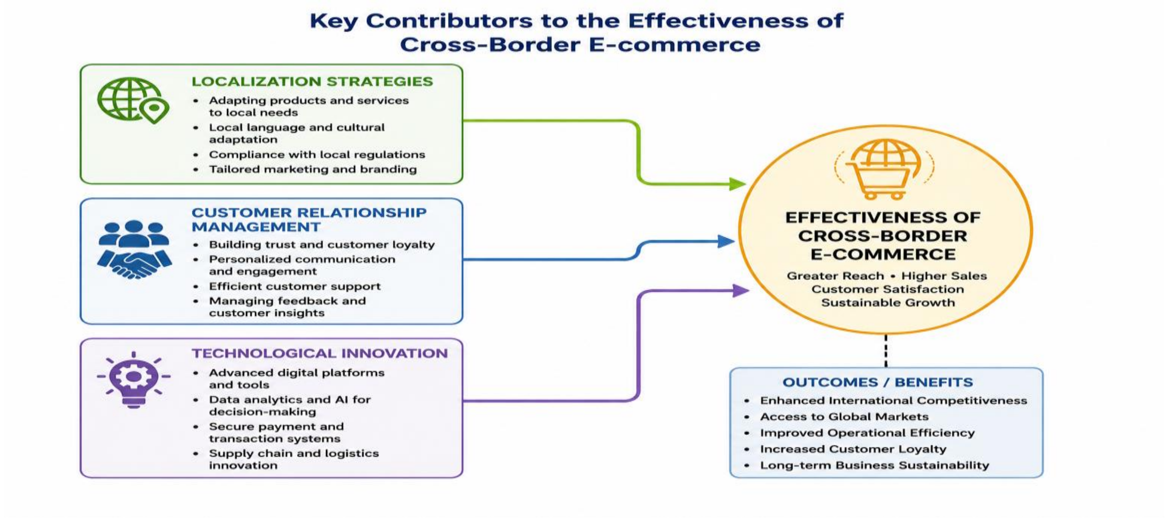

Figure 3. Localization strategies, Customer Relationship Management, and Technological Innovation contribute to the effectiveness of cross-border e-commerce

Beyond the choice to buy, the cross-border customer journey encompasses pre-purchase information search, transaction ease, delivery performance, and post-purchase service quality (Zhu et al., 2019). Customer satisfaction and repurchase intentions are positively impacted by efficient logistics, prompt delivery, attentive customer service, and successful complaint resolution (Verhoef et al., 2021; Wamba et al., 2020). Additionally, by decreasing information asymmetry and perceived uncertainty, online reviews and electronic word-of-mouth have a significant impact on consumer trust and future purchase decisions (Cheung et al., 2009; Filieri, 2015). Together, these results show that improving customer behavior and guaranteeing the long-term survival of international e-commerce companies depend heavily on trust-building, cultural adaptation, better service quality, and client-centric digital strategies.

D. Supply chain integration in enhancing the sustainability and competitiveness of cross-border e-commerce businesses.

In cross-border e-commerce (CBEC), supply chain management is a crucial factor in determining operational effectiveness and long-term growth. Businesses may increase customer satisfaction and boost their global competitiveness by managing procurement, inventory, order fulfillment, logistics, and post-sales support effectively (Christopher, 2016; Wamba et al., 2020). Organizations must create flexible, technologically advanced supply chains that can adapt to shifting consumer demands, legal constraints, and worldwide market conditions as global online commerce grows (Verhoef et al., 2021; Queiroz et al., 2020).

ISSN: 2348-473X
Peer Reviewed & Refereed Journal (IF: 6.95)
Journal Website: www.nrjss.in

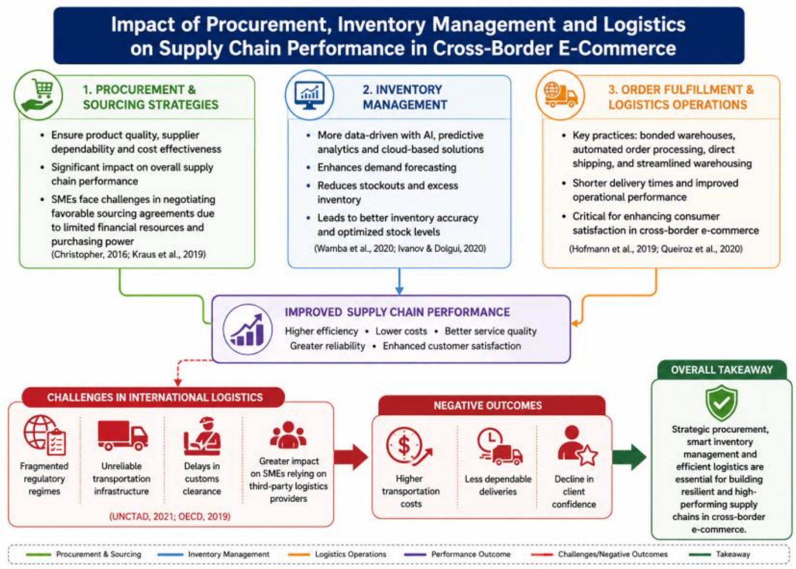

Figure 4. Supply chain integration in enhancing the sustainability and competitiveness of cross-border e-commerce businesses.

By guaranteeing product quality, supplier dependability, and cost effectiveness, procurement and sourcing strategies have a substantial impact on supply chain performance. However, due to their limited financial resources and purchasing power, small and medium-sized businesses (SMEs) sometimes struggle to negotiate beneficial sourcing agreements (Christopher, 2016; Kraus et al., 2019). Similar to this, artificial intelligence, predictive analytics, and cloud-based business solutions that enhance demand forecasting and reduce stockouts and excess inventory have made inventory management more data-driven (Wamba et al., 2020; Ivanov & Dolgui, 2020).

In cross-border e-commerce, improving consumer happiness requires effective order fulfillment and logistics operations. Delivery times are shortened and operational performance is enhanced by bonded warehouses, automated order processing, direct shipping, and streamlined warehousing (Hofmann et al., 2019; Queiroz et al., 2020). However, international logistics are still hampered by fragmented regulatory regimes, unreliable transportation infrastructure, and delays in customs clearance, especially for SMEs that depend on third-party logistics providers (UNCTAD, 2021; OECD, 2019). These issues often result in higher transportation costs, less dependable deliveries, and a decline in client confidence.

To increase operational efficiency, supply chain cooperation and information exchange between suppliers, logistics companies, online marketplaces, and customs officials are equally crucial (Ivanov & Dolgui, 2020; Christopher, 2016). Integrated digital platforms reduce information asymmetry and operational bottlenecks by enabling real-time inventory visibility, shipment tracking, and stakeholder coordination (Verhoef et al., 2021; Wamba et al., 2020). Additionally, companies can reduce transportation costs while promoting environmental sustainability by adopting AI-enabled route planning, cooperative freight networks, localized warehousing, and dynamic pricing methods (Queiroz et al., 2020; Ivanov & Dolgui, 2020). In order to improve operational performance, customer satisfaction, and sustained international business growth in cross-border e-commerce, robust, technology-driven, and cooperative supply chain systems are essential.

ISSN: 2348-473X
Peer Reviewed & Refereed Journal (IF: 6.95)
Journal Website: www.nrjss.in

E. The cross-border e-commerce strategies that have the greatest influence on achieving long-term competitive advantage and function of Analytics in Global Business Growth

Due to its ability to help businesses make data-driven, well-informed decisions in increasingly competitive global markets, business analytics has emerged as a key factor in the growth of international commerce. Understanding customer preferences, enhancing supply chain effectiveness, and optimizing pricing strategies are all made possible by analytics, which promotes long-term company success (Zhang et al., 2021; Balaraman & Chandrasekar, 2016). In order to convert massive amounts of data into relevant business intelligence and improve organizational performance, modern organizations are increasingly integrating analytical skills into their strategic and operational frameworks.

Managers may assess market trends, spot new opportunities, and create successful international strategies by utilizing big data technologies and sophisticated analytical techniques. Özemre and Kabadurmus (2020) claim that advanced analytical methods produce insightful managerial information that enhances organizational responsiveness to shifting market conditions and fortifies strategic planning. In a similar vein, Sharma et al. (2014) highlight how analytics has revolutionized conventional management decision-making by encouraging evidence-based tactics that boost organizational competitiveness. Additionally, companies that operate in international marketplaces depend on big data analytics to track market trends, comprehend a variety of consumer preferences, and create tailored products that satisfy local customers (Ulman et al., 2021).

Additionally, business analytics is a strategic tool for managing volatility in global marketplaces and enhancing competitive advantage. According to Cao and Duan (2024), companies use analytics to reduce risks, enhance strategic choices, and increase overall business resilience. Similarly, Wang and Byrd (2017) show how businesses may transform data into strategic assets that facilitate decision-making in a variety of industries by effectively absorbing and applying knowledge. In complicated multinational situations, it has also been demonstrated that incorporating analytics into organizational processes improves corporate performance and decision quality (Cao et al., 2015).

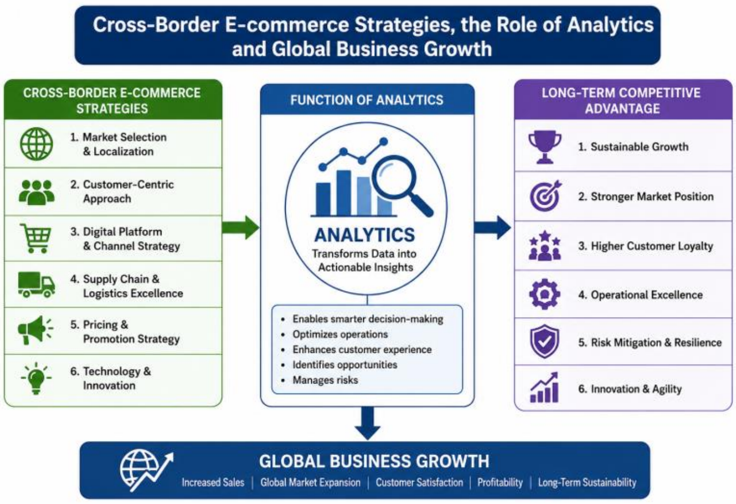

Figure 5. The greatest influence on achieving long-term competitive advantage and function of Analytics in Global Business Growth

ISSN: 2348-473X
Peer Reviewed & Refereed Journal (IF: 6.95)
Journal Website: www.nrjss.in

The report employs a literature review methodology that is bolstered by case studies from businesses that have effectively applied data-driven strategies for global market expansion. The results show that analytics greatly enhances market selection by helping businesses recognize high-potential foreign markets, comprehend customer behavior, and assess competitive situations (Zhang et al., 2021). By using predictive analytics to tailor market entry tactics to local customer preferences, businesses can further lower the risks associated with global expansion (Dereli, 2024). By incorporating foreign market expertise, cross-border e-commerce platforms improve export performance by increasing market adaptation and making better resource allocation choices (Cassia & Magno, 2022a; Nair & Paul, 2024). Additionally, analytics-driven market information promotes operational effectiveness and helps businesses create flexible market entry plans that meet changing customer demands (Zhang et al., 2021; Dereli, 2024).

The competitive posture of businesses in international marketplaces has also changed as a result of the swift expansion of cross-border electronic commerce. Organizations can improve their competitive performance by using data analytics to track consumer behavior, optimize digital marketing efforts, and customize product offerings (Goldman et al., 2021). By finding new market prospects and enhancing export performance through digital platforms, analytics are especially beneficial to small and medium-sized businesses (Cassia & Magno, 2022b; Qi et al., 2020). Additionally, cutting-edge information technologies greatly improve cross-border e-commerce performance and streamline international corporate operations (Jin & Chen, 2024). As a result, companies that successfully incorporate analytics into their strategic planning and market entry choices are in a better position to attain long-term competitive advantage and sustainable worldwide expansion.

CONCLUSION

Cross-border e-commerce has emerged as a strategic driver of sustainable international business growth by enabling firms to expand into global markets through digital technologies and data-driven decision-making. The study highlights that effective cross-border e-commerce strategies, including digital market entry, localization, analytics, customer relationship management, and supply chain integration, significantly enhance international competitiveness and organizational performance. Business analytics supports informed decision-making by improving market selection, consumer understanding, pricing strategies, and operational efficiency, while technology-driven supply chains strengthen resilience and customer satisfaction. Despite challenges such as regulatory complexities, cultural differences, logistics constraints, and resource limitations faced by small and medium-sized enterprises, organizations adopting innovative digital capabilities and customer-centric strategies are better positioned to achieve long-term sustainability. Consequently, integrating analytics, technological innovation, and strategic market adaptation is essential for maintaining competitive advantage and sustainable international business growth.

REFERENCES

1. Cavusgil, S. T., Knight, G., Riesenberger, J. R., Rammal, H. G., & Rose, E. L. (2021). International business (3rd ed.). Pearson.
2. Eggers, F., Hatak, I., Kraus, S., & Niemand, T. (2017). Technologies that support marketing and market development in SMEs—Evidence from social networks. Journal of Small Business Management, 55(2), 270–302.
3. Goldman, S., Van Herk, H., Verhagen, T., & Weltevreden, J. W. J. (2021). Strategic orientations and digital marketing tactics in cross-border e-commerce: Comparing developed

ISSN: 2348-473X
Peer Reviewed & Refereed Journal (IF: 6.95)
Journal Website: www.nrjss.in

and emerging markets. International Small Business Journal, 39(4), 350–371. https://doi.org/10.1177/0266242620940366

4. Gregory, G. D., Ngo, L. V., & Karavdic, M. (2019). Developing e-commerce marketing capabilities and efficiencies for enhanced performance in business-to-business export ventures. Industrial Marketing Management, 78, 146–157. https://doi.org/10.1016/j.indmarman.2017.03.002
5. Javalgi, R. G., & Todd, P. R. (2011). Entrepreneurial orientation, management commitment, and human capital: The internationalization of SMEs in India. Journal of Business Research, 64(9), 1004–1010. https://doi.org/10.1016/j.jbusres.2010.11.024
6. Jones, R., & Rowley, J. (2011). Entrepreneurial marketing in small businesses: A conceptual exploration. Journal of Research in Marketing and Entrepreneurship, 13(1), 25–51. https://doi.org/10.1108/14715201111176327
7. Kannan, P. K., & Li, H. A. (2017). Digital marketing: A framework, review and research agenda. International Journal of Research in Marketing, 34(1), 22–45. https://doi.org/10.1016/j.ijresmar.2016.11.006
8. Kraus, S., Palmer, C., Kailer, N., Kallinger, F. L., & Spitzer, J. (2019). Digital entrepreneurship: A research agenda on new business models for the twenty-first century. International Journal of Entrepreneurial Behavior & Research, 25(2), 353–375. https://doi.org/10.1108/IJEBR-06-2018-0425
9. Morgan-Thomas, A. (2016). Rethinking technology in the SME internationalisation process: From outward to inward. International Marketing Review, 33(4), 546–572. https://doi.org/10.1108/IMR-12-2014-0378
10. Taiminen, H. M., & Karjaluoto, H. (2015). The usage of digital marketing channels in SMEs. Journal of Small Business and Enterprise Development, 22(4), 633–651. https://doi.org/10.1108/JSBED-05-2013-0073
11. Teece, D. J. (2018). Business models and dynamic capabilities. Long Range Planning, 51(1), 40–49. https://doi.org/10.1016/j.lrp.2017.06.007
12. Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Dong, J. Q., Fabian, N., & Haenlein, M. (2021). Digital transformation: A multidisciplinary reflection and research agenda. Journal of Business Research, 122, 889–901. https://doi.org/10.1016/j.jbusres.2019.09.022
13. Vial, G. (2019). Understanding digital transformation: A review and a research agenda. The Journal of Strategic Information Systems, 28(2), 118–144. https://doi.org/10.1016/j.jsis.2019.01.003
14. Wamba, S. F., Queiroz, M. M., Trinchera, L., & Brusset, X. (2020). The role of artificial intelligence and big data analytics in supply chain resilience. International Journal of Information Management, 54, 102224. https://doi.org/10.1016/j.ijinfomgt.2020.102224