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The Role of E-Commerce Marketplace Integration in Expanding Market Reach of Magi Dendeng

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Abstract. The accelerated expansion of digital commerce has reshaped the competitive environment for small and medium enterprises (SMEs), especially in emerging economies such as Indonesia, where traditional food businesses face increasing pressure to adapt to technology-driven consumer behavior. This study examines the role of e-commerce marketplace integration in expanding the market reach of Magi Dendeng, a local processed meat enterprise, by analyzing how digital platforms improve visibility, customer engagement, and sales performance. Employing a quantitative approach, the research utilizes survey data from customers combined with internal business analytics, and applies Structural Equation Modeling (SEM) to assess the relationships among marketplace integration, digital marketing capability, and market expansion outcomes. The results show that effective integration with major marketplace platforms enhances brand exposure, improves transaction efficiency, and broadens geographic market coverage, while also reinforcing customer trust through review and rating mechanisms. In addition, marketplace analytics enable data-driven decision-making, allowing the business to refine pricing strategies, optimize promotional activities, and manage inventory more effectively. The study concludes that strategic marketplace integration is a key driver of market expansion and competitive sustainability for local food SMEs, demonstrating that digital transformation functions as a strategic growth mechanism rather than merely an operational adjustment in increasingly competitive digital environments.

Keywords: Analytics; Digital Marketing; Market Expansion; Market Reach; Marketplace Integration.

1. INTRODUCTION

The advancement of digital technology has significantly altered global trade structures, particularly through the rapid expansion of e-commerce marketplaces that connect sellers and consumers across geographic boundaries. In emerging economies such as Indonesia, small and medium enterprises (SMEs) are increasingly required to digitalize their operations to remain competitive in a borderless market environment. The growth of platforms such as Tokopedia, Shopee, and Lazada has reduced entry barriers for local producers, allowing them to reach wider consumer segments without heavy investment in physical infrastructure. However, simply participating in these platforms does not guarantee market expansion. For traditional food SMEs such as Magi Dendeng, a processed meat business rooted in local culinary heritage, digital transformation requires more than platform presence. It requires structured marketplace integration that connects logistics, branding, customer relationship management, and digital marketing analytics. Despite these opportunities, many SMEs face constraints such as limited technological capability, weak digital strategy, and poor understanding of platform algorithms, which often result in underperformance. This condition reflects a paradox where digital

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platforms create growth opportunities while also introducing complex operational and strategic challenges that require systematic management.

Previous studies have examined the link between e-commerce adoption and SME performance. However, most empirical work focuses on general adoption rather than the depth of marketplace integration. Many studies treat e-commerce usage as a binary condition, without exploring how integration intensity, analytics utilization, and multi-platform coordination influence market expansion. In addition, research tends to focus on manufacturing or service sectors with standardized products, while traditional food enterprises receive limited attention. The food sector has distinct characteristics such as perishability, strict quality control, and high sensitivity to consumer trust, which require different digital strategies. Another limitation lies in the lack of advanced analytical approaches to assess causal relationships between marketplace integration and key performance indicators such as geographic expansion, sales growth, and customer retention. Most existing studies rely on descriptive analysis or basic regression, which restricts explanatory depth. As a result, a clear theoretical and empirical gap remains regarding how structured marketplace integration contributes to sustainable market expansion in traditional food SMEs within developing economies.

This study addresses these gaps by analyzing the role of e-commerce marketplace integration in expanding the market reach of Magi Dendeng through a structured quantitative framework. Unlike prior research that focuses only on adoption, this study defines marketplace integration as a multidimensional construct that includes storefront optimization, analytics utilization, logistics synchronization, digital payment integration, and customer engagement management. Structural Equation Modeling (SEM) is used to examine both direct and indirect relationships between marketplace integration and market expansion outcomes. This study also acknowledges several limitations. First, the focus on a single SME limits generalization across sectors and regions. Second, part of the data relies on self-reported surveys, which may introduce bias. Third, the analysis captures short- to medium-term effects and does not fully address long-term sustainability. Despite these limitations, the study strengthens empirical validity by combining survey data with internal sales analytics, providing a more robust approach than perception-based studies alone.

Compared to earlier research that emphasizes digital readiness, technology acceptance, or general digitalization frameworks, this study offers a more specific analysis of marketplace integration mechanisms and their measurable impact on market expansion within a traditional food business context. While prior studies often rely on Technology Acceptance Model (TAM) or Diffusion of Innovation (DOI) to explain adoption behavior, this research shifts the focus to

post-adoption strategy and performance outcomes. In contrast to cross-sector approaches, this study applies a sector-specific perspective to capture the unique characteristics of processed food SMEs. The main contribution lies in demonstrating that integration intensity, rather than platform presence alone, determines geographic expansion and competitive advantage. The paper is structured as follows. Section II presents the literature review and hypothesis development. Section III explains the research methodology. Section IV discusses the empirical findings. Section V provides conclusions, managerial implications, limitations, and directions for future research.

2. LITERATURE REVIEW

E-Commerce Marketplace Integration in SMEs

The rapid growth of digital commerce after the COVID-19 pandemic has intensified academic attention on marketplace integration as a strategic capability rather than a basic adoption decision. Recent studies from 2022 to 2025 indicate that SMEs which move beyond simple platform registration and implement deeper operational integration such as inventory synchronization, digital payment systems, logistics coordination, and analytics dashboards achieve greater scalability and resilience. Current literature also shows that marketplace ecosystems like Tokopedia and Shopee offer integrated features, including advertising tools, performance analytics, and algorithm-driven visibility systems, which require strong managerial capability for effective utilization.

Research consistently demonstrates that the level of integration has a more significant effect on performance outcomes than mere participation in digital platforms. Marketplace integration is therefore conceptualized as a multidimensional construct that involves technological compatibility, strategic alignment, and the ability to make data-driven decisions. In food-based SMEs, integration must also address product traceability and customer trust, which are more complex compared to non-perishable product sectors. As a result, marketplace integration can be positioned as a dynamic capability that influences competitiveness and long-term sustainability.

Digital Marketing Capability and Market Reach Expansion

Digital marketing capability (DMC) has a central role in converting marketplace presence into measurable market expansion. Recent empirical findings from 2022 to 2024 indicate that SMEs that apply data analytics, targeted promotions, and algorithm-based advertising achieve broader geographic reach and higher customer acquisition. Unlike traditional marketing channels, marketplace platforms provide real-time consumer data, which

supports more precise targeting and adaptive pricing strategies.

Evidence from regional studies in Southeast Asia shows that DMC acts as a mediating factor between the use of digital platforms and overall business performance. In processed food businesses such as Magi Dendeng, practices such as digital storytelling, active management of customer reviews, and optimization of product ratings are essential to build consumer trust, which strongly influences online purchasing decisions. Therefore, digital marketing capability should be viewed not only as a promotional function but also as a strategic mechanism that links marketplace integration with market expansion outcomes.

Marketplace Analytics, Data-Driven Strategy, and Competitive Advantage

The growing availability of data within marketplace platforms has significantly changed how SMEs make decisions. Recent studies from 2022 to 2025 indicate that the use of analytics, such as conversion rate monitoring, keyword optimization, and customer segmentation, enhances both operational efficiency and strategic responsiveness. SMEs that actively use marketplace data tend to achieve stronger customer retention and higher sales growth compared to those that depend on intuition-based decision-making.

Data-driven approaches enable SMEs to improve inventory management, generate more accurate demand forecasts, and adjust promotional strategies based on real-time information. In processed meat businesses, predictive analytics helps reduce the risk of spoilage while ensuring better alignment between supply and regional demand patterns. Therefore, analytics capability functions as a critical enabler that transforms marketplace integration into measurable competitive advantage.

Sustainable Development Goals (SDGs) and Digital SME Transformation

The digital transformation of SMEs is closely related to several Sustainable Development Goals (SDGs), particularly SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation, and Infrastructure), and SDG 12 (Responsible Consumption and Production). Recent global reports (2022–2024) indicate that digital marketplace integration promotes inclusive economic participation by lowering barriers for micro and small enterprises.

Through expanded market access, SMEs contribute to employment generation and economic resilience at the local level, supporting SDG 8. In addition, digital platforms encourage innovation in logistics and supply chain systems, aligning with SDG 9. In the food sector, improved demand forecasting and reduced waste through analytics-based inventory management contribute to more sustainable production practices, supporting SDG 12. Therefore, marketplace integration should be viewed not only as a commercial strategy but also as a mechanism that supports broader sustainability objectives. Integrating SDG perspectives

into SME research strengthens the theoretical framework by linking firm-level outcomes with macro-level development goals.

Research Gap and Conceptual Positioning

Although recent studies after 2022 confirm the positive impact of digital transformation on SME performance, several limitations remain. First, many studies measure digitalization using broad indicators such as digital readiness without clearly defining marketplace integration intensity. Second, cross-sector studies often fail to capture the specific characteristics of food-based SMEs, where product perishability and trust issues create additional complexity. Third, limited research incorporates sustainability frameworks such as SDGs into the analysis of marketplace integration.

This study responds to these gaps by developing a structured model that examines both direct and indirect effects of marketplace integration on market reach expansion, while incorporating digital marketing capability and analytics utilization within a sustainability-oriented framework. By focusing on Magi Dendeng as a case of a processed food SME, this research provides context-specific empirical insights that extend beyond generalized models of digital adoption.

Table 1. Summary of Recent Empirical Studies (2022–2025).

Author(s)	Focus of Study	Method	Key Findings	Limitation
Rahman & Suryanto (2023)	SME digital adoption	Survey & Regression	Digital adoption improves sales growth	No integration depth analysis
Tan & Lim (2023)	Digital marketing capability	SEM	DMC mediates e-commerce & performance	Multi-sector sample
Kurniawan & Lee (2023)	Marketplace analytics	Quantitative	Data usage increases retention	Limited sustainability view
Prasetyo et al. (2024)	E-commerce & competitiveness	Mixed methods	Platform usage enhances competitiveness	Food sector underexplored

Table 1 summarizes key empirical studies published between 2022 and 2025 related to SME digitalization and marketplace performance. The table demonstrates that while recent research consistently finds positive relationships between digital adoption and firm performance, most studies remain broad in scope and do not deeply analyze marketplace integration mechanisms. Furthermore, sustainability perspectives and food-sector specificity are minimally discussed. This reinforces the novelty of the present research, which integrates marketplace integration depth, digital marketing capability, analytics utilization, and SDG alignment within a focused processed food SME context.

3. RESEARCH METHODOLOGY

Research Design and Philosophical Approach

This study uses a qualitative research design to examine in detail the role of e-commerce marketplace integration in expanding the market reach of Magi Dendeng. A qualitative approach is suitable because the study focuses on understanding strategic processes, managerial perspectives, digital transformation practices, and contextual challenges rather than relying solely on numerical analysis. The research is based on an interpretivist paradigm, which emphasizes how business actors interpret and give meaning to marketplace integration practices and digital expansion strategies.

The study applies a single embedded case study design, with Magi Dendeng as a processed food SME operating within Indonesian digital marketplace ecosystems. This approach allows in-depth analysis of organizational processes, decision-making behavior, and strategic adaptation in a real-world context. It also enables the exploration of detailed aspects such as platform algorithm dynamics, experimentation in digital marketing, customer engagement practices, and sustainability considerations aligned with SDGs.

By treating marketplace integration as a strategic capability instead of a purely technical function, this research analyzes how integration practices influence key outcomes, including geographic expansion, brand visibility, and customer trust. The qualitative case study approach provides detailed contextual insights that are difficult to capture through purely quantitative methods.

Research Setting and Informant Selection

The study was conducted within the operational setting of Magi Dendeng, including its digital storefronts across major Indonesian marketplace platforms. Informants were selected through purposive sampling to ensure that participants had direct involvement and decision-making authority related to marketplace integration and digital strategy execution.

The informants include business owners, digital marketing administrators, operations managers, logistics partners, and repeat customers who have experience purchasing through marketplace platforms. This diverse selection supports data triangulation and increases the reliability of the findings by incorporating both internal and external perspectives. The detailed criteria for selecting informants are presented in Table 2.

Table 2. Informant Criteria and Data Sources.

Category	Role in Business	Selection Criteria	Data Type Collected
Owner/Founder	Strategic decision-maker	Minimum 2 years managing digital operations	Strategic insights, integration vision
Digital Admin	Marketplace	Directly manages platform	Analytics usage,

	operator	dashboard	promotional strategies
Operations Manager	Supply & logistics	Coordinates order fulfillment	Integration with logistics systems
Customers	Marketplace buyers	At least 2 repeat purchases	Trust perception, satisfaction experience

Table 2 presents the categories of informants along with their respective data sources. The involvement of both internal stakeholders and external customers ensures a comprehensive understanding of marketplace integration processes. Internal participants contribute insights related to operational activities and strategic decisions, while customers provide perspectives on perceived value, trust, and purchasing behavior shaped by digital features such as ratings, reviews, and delivery transparency.

Data Collection Techniques

Data were collected using three main techniques: semi-structured interviews, non-participant observation, and document analysis. Semi-structured interviews offered flexibility to explore emerging issues related to marketplace algorithms, digital advertising tools, campaign involvement, and integration challenges. Each interview lasted approximately 60 to 90 minutes and was recorded with the consent of participants.

Non-participant observation was carried out by examining digital storefront interfaces, promotional content, patterns of customer interaction, and logistics tracking systems within marketplace dashboards. This approach provided a contextual view of how integration processes function in real-time environments.

Document analysis involved reviewing internal sales reports, marketplace performance data, customer review summaries, and records of promotional campaigns from 2023 to 2025. These materials were used to validate interview findings and to support a more comprehensive interpretation of market expansion patterns in the digital environment.

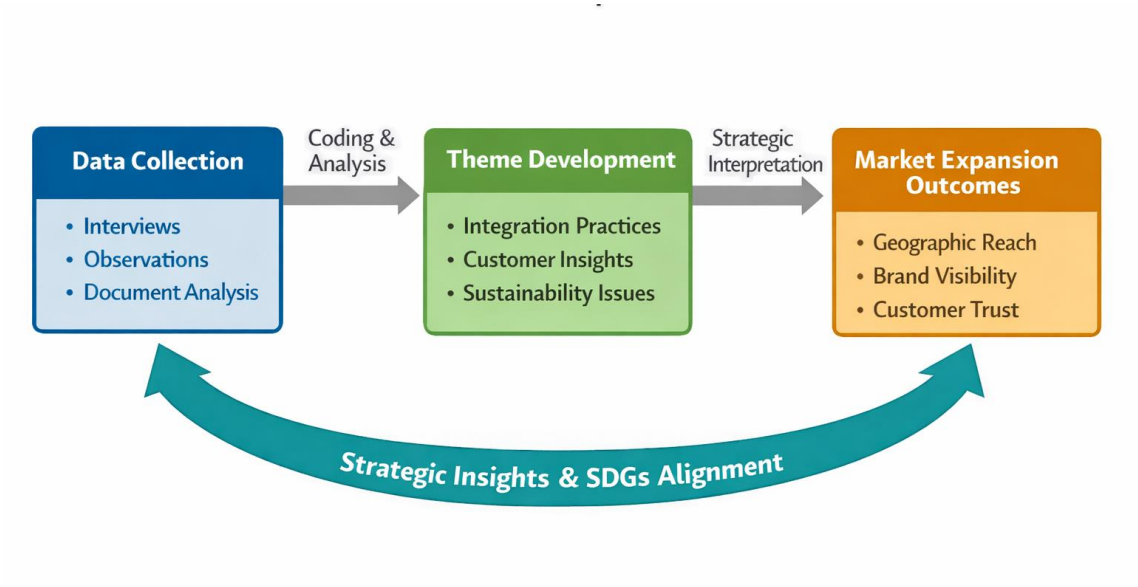

Figure 1. Conceptual Flow of Qualitative Analysis on Marketplace Integration and Market Reach Expansion.

Figure 1 presents the conceptual framework of the qualitative analysis used in this study to examine how marketplace integration contributes to the expansion of Magi Dendeng's market reach. The process starts with the data collection phase, which includes in-depth interviews, non-participant observations, and document analysis to ensure data triangulation and comprehensive coverage. The collected data are then processed in the coding and analysis stage, where systematic thematic techniques are applied to identify recurring patterns related to integration practices, digital engagement, and operational alignment.

These initial findings are further developed in the theme generation stage, producing key themes such as integration mechanisms, customer trust development, and sustainability aspects. The analysis then moves to the interpretation phase, where these themes are connected to broader business implications and aligned with Sustainable Development Goals (SDGs). The final stage highlights market expansion outcomes, including wider geographic reach, improved brand visibility, and stronger customer trust. The curved arrow shown in the figure indicates that strategic insights and SDG alignment act as a unifying foundation that links the analytical process with long-term competitive and sustainable growth.

Data Analysis Procedure

This study applies thematic analysis through a structured coding process that includes open coding, axial coding, and selective coding. In the open coding stage, interview transcripts were reviewed in detail to identify recurring concepts related to integration intensity, use of analytics, customer engagement, and sustainability practices.

Axial coding was then used to explore relationships between categories, for example how logistics synchronization affects customer trust or how digital advertising experimentation contributes to broader geographic reach. In the final stage, selective coding was applied to refine the main themes that explain the strategic mechanisms connecting marketplace integration with market expansion.

To maintain research rigor, the study adopts criteria of credibility, transferability, dependability, and confirmability. Credibility is strengthened through triangulation of multiple data sources, including interviews, observations, and documents. Transferability is supported by detailed contextual descriptions, enabling readers to assess the relevance of findings to similar SME settings. The overall analytical framework applied in this study is summarized in Table 3.

Table 3. Thematic Coding Framework.

Coding Stage	Analytical Focus	Expected Output
Open Coding	Identify recurring concepts	Initial codes on integration practices
Axial Coding	Link related categories	Patterns of strategic alignment
Selective Coding	Develop core themes	Integrated model of market expansion
Interpretation	Relate findings to SDGs & theory	Strategic and sustainability insights

Table 3 presents the structured stages of thematic analysis applied in this research. The sequential process, starting from open coding and progressing to interpretation, ensures analytical depth and clear conceptual development. The inclusion of SDG alignment at the interpretation stage enables the study to connect firm-level findings with broader sustainable development perspectives.

Ethical Considerations and Research Limitations

Ethical procedures were implemented by obtaining informed consent from all participants before conducting interviews. Participants were guaranteed confidentiality, and all data were anonymized to protect sensitive business information. Digital documents were used strictly for academic purposes and stored securely.

This study also recognizes several limitations. First, as a single-case study, the findings cannot be generalized across different industries or regions. Second, researcher interpretation may introduce subjectivity, although this risk is reduced through data triangulation. Third, the dynamic nature of marketplace algorithms may affect integration practices over time.

Despite these limitations, the qualitative approach provides detailed contextual insights into how marketplace integration strategies influence market expansion in a traditional processed food SME. The combination of multiple data sources, systematic thematic analysis,

and sustainability perspectives offers a strong methodological basis for understanding digital transformation in SMEs within emerging markets.

4. RESULTS & DISCUSSION

Marketplace Integration Practices in Magi Dendeng

The findings show that marketplace integration in Magi Dendeng goes beyond basic product listing. It involves coordinated integration of inventory systems, digital payment platforms, logistics processes, and analytics dashboards. Based on thematic analysis of interviews and internal documents, integration practices are grouped into three main layers: operational, marketing, and analytical integration.

Operational integration focuses on real-time synchronization between offline production records and marketplace inventory systems. This reduces the risk of overselling and improves order fulfillment accuracy. Informants noted that before integration, mismatches between actual stock and online availability often led to order cancellations. After implementing synchronization, processing time decreased and complaints related to stock issues declined.

Marketing integration includes the use of platform-based advertising tools, keyword optimization, promotional campaigns, and active management of customer reviews. According to the digital administrator, product visibility improved significantly when campaign features and paid advertisements were applied strategically. This led to increased exposure beyond the initial regional market.

Analytical integration involves continuous monitoring of key performance indicators such as click-through rates, conversion rates, repeat purchase levels, and regional sales distribution. The business shifted from intuition-based decisions to data-driven strategies, adjusting pricing and promotional intensity based on marketplace analytics. These findings confirm that the depth of integration, rather than simple platform participation, drives measurable market expansion.

Digital Marketing Capability and Customer Trust Formation

The analysis indicates that digital marketing capability acts as a mediating factor that transforms marketplace integration into expanded market reach. Interview results show that elements such as storytelling content, transparent product information, high-quality visuals, and active engagement with customer feedback strongly influence purchasing decisions.

Customers emphasized that trust is not built solely through product descriptions but also through visible ratings, responsive review management, and transparent delivery tracking. Verified purchase indicators and consistent high ratings increase perceived reliability, especially for food products where quality assurance is essential.

Marketplace data also indicate that the combination of promotional campaigns and effective review management increases repeat purchase behavior. Informants reported that customers from outside the original market area began purchasing after being influenced by positive reviews and promotional exposure. This demonstrates that digital marketing capability enhances brand credibility and supports geographic market expansion.

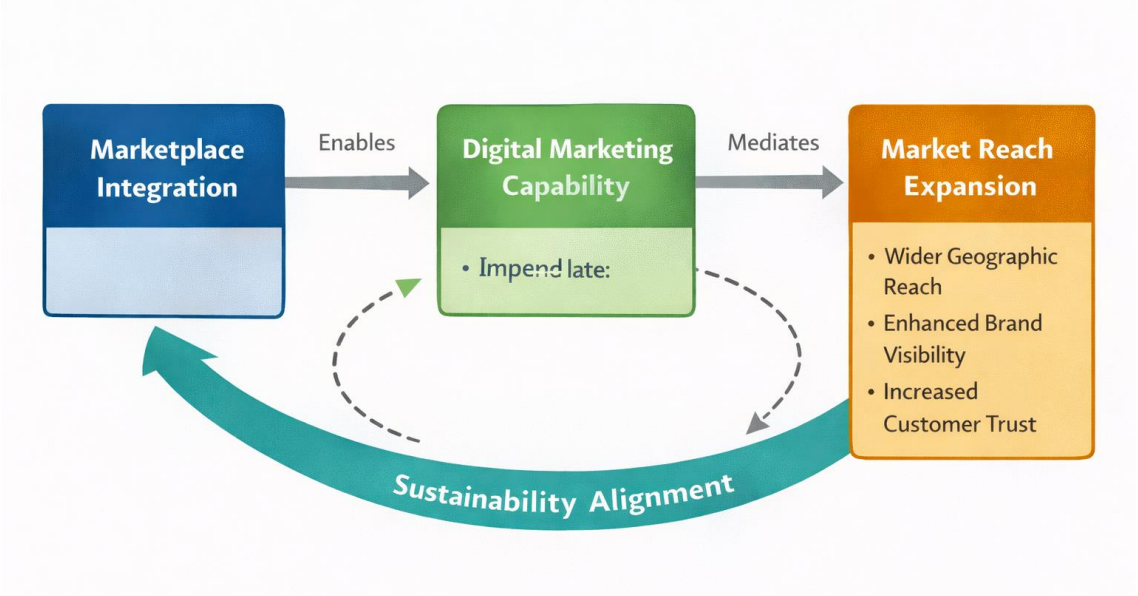

Figure 2. Relationship Between Marketplace Integration, Digital Capability, and Market Reach Expansion.

Figure 2 presents the structural relationships identified from the qualitative analysis among marketplace integration, digital marketing capability, and market reach expansion. The model positions marketplace integration as the primary driver that enables the development of digital marketing capability through the effective use of platform features such as advertising tools, analytics systems, and customer engagement functions. Digital marketing capability acts as a mediating variable that converts integration practices into measurable expansion outcomes. Through content optimization, systematic review management, targeted promotional strategies, and data-based decision-making, digital capability directly contributes to broader geographic reach, stronger brand visibility, and higher levels of customer trust. The directional links in the model reflect the sequential and causal relationships derived from thematic findings. In addition, the inclusion of sustainability alignment at the base of the framework

indicates that the relationship between integration, capability, and expansion supports not only business performance but also long-term sustainability objectives. Overall, the figure demonstrates that marketplace integration alone is not sufficient it requires strong digital marketing capability to achieve sustainable market expansion.

Geographic Market Expansion and Sales Growth Patterns

Analysis of marketplace sales data from 2023 to 2025 shows a significant change in the geographic distribution of customers. At the early stage, transactions were concentrated in the local area. After the implementation of structured integration and optimized promotional strategies, customer orders expanded to various provinces across Indonesia.

Sales data also indicate a steady increase in monthly transaction volumes, with notable growth during periods aligned with marketplace promotional campaigns. Integration with logistics systems reduced delivery delays, which improved customer satisfaction and contributed to higher repeat purchase rates.

In addition, the use of analytics for demand forecasting helped reduce product waste and improved accuracy in production planning. This led to higher profitability while supporting sustainable production practices by minimizing overstock and reducing the risk of spoilage.

Table 4. Summary of Key Findings from Thematic Analysis and Document Review.

Key Theme	Empirical Evidence	Market Impact
Operational Integration	Stock synchronization, faster fulfillment	Reduced cancellations
Marketing Integration	Ads, review management	Increased visibility
Analytics Utilization	Dashboard-based decisions	Broader geographic reach
Trust Mechanism	Ratings & transparency	Higher repeat purchases

Table 4 presents the key themes derived from interview data and document analysis. The findings show that each dimension of integration has a direct impact on measurable market outcomes. Operational integration improves efficiency and reduces customer dissatisfaction. Marketing integration increases product visibility. Analytical integration supports more accurate strategic decision-making. Trust-related mechanisms encourage repeat purchases. Taken together, these results reinforce the main argument that the level of integration intensity drives the expansion of market reach.

Sustainability Alignment and SDGs Contribution

The results also show alignment with the Sustainable Development Goals (SDGs), especially in terms of economic growth and responsible production. The expansion of market reach through digital integration created new job opportunities in areas such as packaging, logistics coordination, and digital marketing operations.

In addition, the use of data-driven demand forecasting reduced production waste and supported more responsible consumption and production practices. The business owner explained that before integration, overproduction often occurred due to uncertain demand estimates. After adopting marketplace analytics, demand became more predictable, allowing more precise production planning.



Figure 3. Impact of Marketplace Integration on Sustainable Business Outcomes.

Figure 3 presents the strategic role of marketplace integration in shaping sustainable business outcomes by positioning it as the core driver linking three key dimensions: economic growth, innovation and infrastructure, and responsible production. The model shows that effective integration with digital marketplaces supports economic growth through increased revenue and job creation, as rising demand requires additional workforce in production, packaging, and digital operations. At the same time, integration strengthens innovation and infrastructure by improving digital capabilities, encouraging the use of analytics tools, and enhancing operational systems that sustain long-term competitiveness. The responsible production dimension highlights how data-driven forecasting and synchronized inventory management reduce waste, limit overproduction, and increase resource efficiency. The circular relationship among these elements indicates that sustainability outcomes are interconnected, confirming that marketplace integration contributes not only to business performance but also to broader sustainable development objectives.

Discussion: Answering the Research Objective

The findings directly address the research objective, which is to analyze the role of e-commerce marketplace integration in expanding the market reach of Magi Dendeng. The results show that marketplace integration significantly improves brand visibility, transaction efficiency, and geographic expansion.

Unlike studies that focus only on digital adoption, this research demonstrates that structured integration across operational, marketing, and analytical dimensions functions as a strategic growth mechanism. Digital marketing capability serves as a mediating factor, while analytics utilization strengthens data-driven decision-making.

The results also confirm that digital transformation is not limited to operational improvement but represents a sustainable strategic pathway. Marketplace integration enables SMEs to scale efficiently, build customer trust, reduce inefficiencies, and align business growth with sustainability principles. These findings support the theoretical argument that integration intensity determines competitive advantage and long-term market expansion in digital ecosystems.

5. CONCLUSION

This study concludes that e-commerce marketplace integration has a strategic and transformative impact on expanding the market reach of Magi Dendeng. The findings show that integration depth, which includes operational synchronization, digital marketing capability, and analytics utilization, significantly improves geographic expansion, brand visibility, and customer trust. Marketplace platforms function not only as transaction channels but also as integrated digital infrastructures that allow SMEs to grow beyond local markets.

The results confirm that operational integration improves fulfillment efficiency, marketing integration enhances customer engagement, and analytical integration supports accurate forecasting and waste reduction. In addition, marketplace integration contributes to sustainable business outcomes aligned with broader development goals. Therefore, when managed effectively, digital transformation becomes a key driver of long-term competitiveness and inclusive economic growth.

The study also confirms that integration alone is not sufficient without strong digital marketing capability and consistent use of analytics. Digital capability acts as a mediator that links integration practices to measurable market expansion outcomes, especially in sectors where trust is critical, such as processed food businesses.

However, several limitations must be considered. The use of a single-case qualitative approach limits generalization across industries and regions. Although triangulation was applied, subjective interpretation may still occur. The study also focuses on short- to medium-term outcomes and does not fully capture long-term sustainability or financial performance.

Future research should include multiple SMEs across different sectors and regions to improve generalizability and enable comparative analysis. Quantitative or mixed-method approaches can be used to validate the mediating role of digital marketing capability and assess long-term performance impacts. Longitudinal studies are also needed to understand how marketplace integration evolves and how changes in platform algorithms affect SME competitiveness. Further research on cross-border e-commerce integration and its role in international market expansion would provide additional insights. These directions can strengthen the theoretical and empirical understanding of marketplace integration and sustainable SME growth.

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