

## REVIEW ARTICLE

# Export development of SMEs through e-marketplaces

### SUMMARY

This review paper aims to increase the literature on the export development of Peruvian SMEs through e-marketplace, due to the continuous advance of Internet technology and electronic commerce intensification. The analysis of this research was carried out through a systematic literature review, which consisted of selecting a set of papers related to export development and marketplace, following some criteria for convenience in order to extract accurate and reliable information. Magazine articles on marketplace and export development, time horizon, and search limits were used as inclusion criteria, and books, conference papers, editorials, and comments were used as exclusion criteria. After the iteration carried out, the final sample includes 40 magazine articles and it was concluded that there is more than enough empirical evidence to establish the existence of a positive relationship between export development and e-marketplaces. This study proposes the digital transformation capacity of companies that opt for cross-border electronic commerce (e-marketplace) as a variable that affects their export performance.

**Keywords:** Export; Marketplace; Development.

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Submitted: 12/30/2023 - Accepted: 04/03/2024 - Published: 06/30/2024

## INTRODUCTION

Over the last few years, the world economy has been experiencing a significant transformation as a result of the post-pandemic trade recovery movement (Ballerini *et al.*, 2023). The momentum created with the end of containment measures and the reshaping of supply chains was overshadowed by the multiplication of geopolitical conflicts, the continuation of restrictive monetary policies and the slowdown in global growth (Jeong and Yang, 2023). This is reflected in the volume of exports and transactions carried out in the international market (Shakib *et al.*, 2023).

In this context, the export of basic products from Latin America and the Caribbean entered a contraction phase, although more superficial than the world trade contraction (Heredia Pérez *et al.*, 2023). It can be seen that one of the most significant effects on small and medium-sized companies (SMEs) is the decrease in demand, both national and international (Pozzo *et al.*, 2022), which leads to a decrease in their income, decrease of personnel and possible closure of the SME (Nawaz *et al.*, 2023). This has led to a difficult outlook for SMEs, being one of the sectors most affected by the COVID-19 epidemic (Onjewu *et al.*, 2022). In this context, the following is proposed: in order for these SMEs to overcome the numerous obstacles, they need to address a set of technological elements that allow them to participate in global electronic commerce (Yu *et al.*, 2022).

Following the same premise, globalization and technological advances have made it possible for the Internet to spread and become widespread in various regions of the world (Ipsmiller *et al.*, 2022). Since its creation, it has been used as a means of assistance and a primary source of information (Bradač Hojnik and Hušek, 2023). Because the use of the Internet has had a significant impact on the business world, the way in which buying and selling transactions are carried out has developed over time. (Fayos *et al.*, 2023). As a consequence of this significant change in the characteristics of consumption, the digitalization of consumer interactions has occurred. (Han and Han, 2023). Currently, a significant portion of purchases are made through digital means (Chen *et al.*, 2023).

In the same order of ideas, with the emergence of new information technologies (ICTs), electronic commerce has begun to grow strongly, which has had a favorable impact on the productivity of companies (Ho and Chuang, 2023), as it has allowed them to rethink their objectives taking into account a clear strategic direction, generating new distribution channels and favoring the opening of new regional and international markets (Sukaatmadja *et al.*, 2023).

In this environment of increasing penetration of electronic commerce, it is not surprising that both new companies and those that have been using traditional sales channels consider taking advantage of the success of this channel (Hayakawa *et al.*, 2023), because International trade is increasingly widespread (Yang; Chen, and Chen, 2023). Adapting and participating in the global economy includes substantial changes in the economic structures of SMEs. It is a challenge that can only be faced by few small and medium-sized enterprises (SMEs) in the current economy (Martini *et al.*, 2023), due to the lack of information and implementation (Feliciano-Cestero *et al.*, 2023).

### Importance of export development

Analyzing the importance of export development, Mostafiz *et al.* (2023) state that, for a country to be stable both socially and economically speaking, it is vital to have small and medium-sized enterprises (SMEs) that have solid export performance. Authors Xu and Xu (2023) are worth mentioning as they state that this is because exports and economic objectives are the sources of a country's stability.

At the same time, "el aumento de las exportaciones es un componente esencial de este movimiento hacia la transformación digital, como resultado de la proliferación de plataformas de comercio electrónico y mercados en línea" [increased exports are an essential component of this movement towards digital transformation, as a result of the proliferation of e-commerce platforms and online marketplaces] (Ballerini *et al.*, 2023, p. 3). As noted, "las empresas tienen ahora la capacidad de navegar más fácil y eficazmente por los mercados internacionales" [companies now have the ability to more easily and effectively navigate internatio-

nal markets] (Jian *et al.*, 2023, p. 10). It should be noted that “la capacidad de acceder a clientes de todo el mundo ha hecho posible que las empresas se extiendan más allá de los confines de su área inmediata” [the ability to access customers around the world has made it possible for companies to expand beyond the confines of their immediate area] (Feliciano-Cestero *et al.*, 2023, p. 6).

With this in mind, “la diversificación de los mercados es el paso inicial hacia la creación de una sólida industria de exportación” [market diversification is the initial step towards creating a strong export industry] (Nurhayati *et al.*, 2023, p. 3), given that “no hay que limitarse a las fronteras tradicionales” [we do not have to be limited to traditional borders] (Feng, 2023, p. 4), but it is necessary to look for opportunities in new areas and create a strategic presence in them. Hence, “que la diversificación del mercado no sólo reduce el riesgo, sino que también amplía el alcance y las posibilidades de obtener ingresos” [market diversification not only reduces risk, but also expands the scope and possibilities of obtaining income] (Hayakawa *et al.*, 2023, p. 221).

Likewise, Fayos *et al.* (2023) says that export development has a significant role in economic activity, both in industrialized and developing countries. That is why, “el desarrollo exportador es el grado en que la empresa aprovecha las oportunidades de exportación en distintos países y regiones” [export development is the degree to which the company takes advantage of export opportunities in different countries and regions] (Oliveira *et al.*, 2023, p. 2).

In the same context, many studies indicate that “el desarrollo exportador puede ser impactado por varios factores, como logística, marketing y aduana” [export development can be impacted by several factors, such as logistics, marketing and customs] (Yang; Chen, and Chen, 2023, p. 777). Up to this point, “la internacionalización puede entenderse como proceso de aprendizaje constante, que implica un mayor compromiso de recursos enfocados hacia el mercado internacional” [internationalization can be understood as a process of constant learning, which implies a greater commitment

of resources focused on the international market] (Yin and Choi, 2023, p. 446).

It should also be said that “el desarrollo exportador es el resultado global de las ventas en el extranjero que se obtiene gracias a los objetivos económicos y estratégicos de la empresa” [export development is the overall result of sales abroad that is obtained thanks to the economic and strategic objectives of the company] (Zahoor *et al.*, 2023, p. 9).

For Muchtar *et al.* (2023), electronic commerce has become the new culture of current global commerce, since it is “nuevo proceso de globalización [que] conlleva a la búsqueda de nuevos paradigmas que impulsan el proceso de internacionalización de las pequeñas y medianas empresas (pyme), quienes constituyen la mayor proporción del sector empresarial” [a new globalization process [that] leads to the search for new paradigms that drive the internationalization process of small and medium-sized companies (SMEs), which constitute the largest proportion of the business sector] (Yang; Gabrielsson, and Andersson, 2023, p. 1). It should be noted that, in both developed and developing countries, “el comercio electrónico permite a las empresas crecer más fácilmente en el mercado global y lograr un mayor desarrollo exportador” [electronic commerce allows companies to grow more easily in the global market and achieve greater export development] (Ipsmiller *et al.*, 2022, p. 5).

### Importance of e-marketplaces

It is fair to say that, in “últimos años, los e-marketplace se han convertido en un fenómeno en rápida expansión” [recent years, e-marketplaces have become a rapidly expanding phenomenon] (Cano *et al.*, 2023, p. 1). It is observed how “son más las empresas que utilizan este recurso para satisfacer las necesidades de sus clientes, que a menudo adquieren bienes o servicios a través de internet” [more and more companies are using this resource to satisfy the needs of their customers, who often purchase goods or services through the Internet] (Pai and Chen, 2023, p. 1).

E-marketplaces, also known as electronic markets, are websites that facilitate the establishment of an online market for the sale of

products or services, bringing together buyers and sellers. This online marketplace simplifies the process of trading products and services by offering a wide variety of solutions, such as reputation systems, delivery management, fraud insurance, payment methods, communication channels, etc. These solutions simplify the trading process, where buyers and sellers can effortlessly establish mutual trust by utilizing these solutions, eliminating any unnecessary problems that may arise.

E-marketplaces provide standardized procedures in addition to the most effective marketing strategies, and also have the ability to expand or modify specific business issues. Compared to a new system designed by the company itself from scratch, these features save time and money.

Electronic commerce is a fundamental tool for SMEs to be competitive in international markets. For Madanaguli *et al.* (2023), innovation is closely linked to technology, and both innovation and technology lead to better and more competitive exports; therefore, it is necessary to choose the right tools to achieve the company's objectives.

For this reason Zhu *et al.* (2023) state that investing in actively internationalizing websites can help a company occupy a strategically beneficial position in the market. Han and Han (2023) state that investing in internationalization websites ensures long-term success. Moga-ji *et al.* (2023) argue that B2B e-marketplaces play an important role in connecting buyers and sellers around the world to create commercial norms and rules that generate a climate of trust among market participants.

It is worth distinguishing that e-marketplaces are applications that are developed with the intention of facilitating and making more effective the process of marketing goods or services, offering a comprehensive solution for all parties involved in sales, including marketing, communication with customers, supplier management, inventory system, logistics, sales channels and payment methods, among other areas. They are accessible to all market users, regardless of whether they are consumers or sellers. The use of this solution is available to customers and, unlike national

e-commerce platforms, “las plataformas de comercio electrónico transfronterizas presentan factores de riesgo más inciertos y procedimientos más complejos” [cross-border e-commerce platforms present more uncertain risk factors and more complex procedures] (Onjewu *et al.*, 2023, p. 4).

However, “contar un *e-marketplace* no es la única forma de tener presencia en internet” [having an e-marketplace is not the only way to have a presence on the internet] (Batsakis *et al.*, 2022, p. 837). To have a website that is more visible and has a stronger presence in the digital world, it is necessary to have a series of different resources such as access to new technologies (Zahoor *et al.*, 2023); location of the seller (Yin and Choi, 2023); market knowledge (Mostafiz *et al.*, 2023), and one of the most important aspects is marketing tactics (Cao and Weerawardena, 2023).

Therefore, “los *e-marketplace* permite a los negocios crecer más fácilmente en los mercados globales reduciendo los costos de entrada, distribución y promoción” [e-marketplaces allow businesses to grow more easily in global markets by reducing entry, distribution and promotion costs] (Martini *et al.*, 2023, p. 1). That is why it is not clear “cuánto esfuerzo deben dedicar los empresarios para garantizar el éxito de su estrategia de *e-marketplace* en función de los diferentes métodos y plataformas que adopten” [how much effort entrepreneurs must dedicate to guarantee the success of their e-marketplace strategy depending on the different methods and platforms they adopt] (Singh *et al.*, 2023, p. 91).

In fact, “los *e-marketplaces* son plataformas para vender bienes y servicios *online* al consumidor en diferentes países usando Internet” [e-marketplaces are platforms for selling goods and services online to consumers in different countries using the Internet] (Alfadi, 2023, p. 447), because they have the important advantage of eliminating physical borders associated with traditional trade.

Given the growing need for internationalization of Peruvian SMEs, the following research objectives have been addressed:



- Comprehensively review previous studies that address the impact of the e-marketplace on export development, identifying trends, approaches and results to establish a complete overview of research in this area and contribute to the bibliography.
- Identify and synthesize the key factors that influence the relationship between the adoption of digital platforms and the international expansion of MSEs, considering aspects such as accessibility to new markets, competitiveness and marketing strategies.
- Propose recommendations based on the evidence collected to guide MSEs in the effective implementation of e-marketplace in their internationalization strategy, highlighting common challenges and opportunities for improvement.

Thus, the following questions have been raised from this research:

- How do the results obtained in different studies on the subject compare?
- What factors influence the success of companies when using e-marketplace for their export development?
- What recommendations can be derived to improve the export development strategy through e-marketplace?

This review paper has the following limitations:

- The amount of data used is relatively small, only data from the Scopus data-

base has been used, which could affect the breadth and depth of the results obtained.

- The evolution of technology and digitalization, which are constantly changing, can affect the applicability of the results in the long term.
- There is a possibility that the systematic review is affected by publication bias, where positive results are more likely to be published, which could distort the real perception of the impact of e-marketplaces on export development.

## METHOD

This paper is a systematic literature review research according to the Prisma guidelines. The systematic search was carried out using the following search query (see Figure 1), since a focused analysis was carried out on marketplace and export development, MSEs, SMES among other relevant combinations in English and Spanish, considering the year 2022 to the present.

The inclusion criteria are as follows:

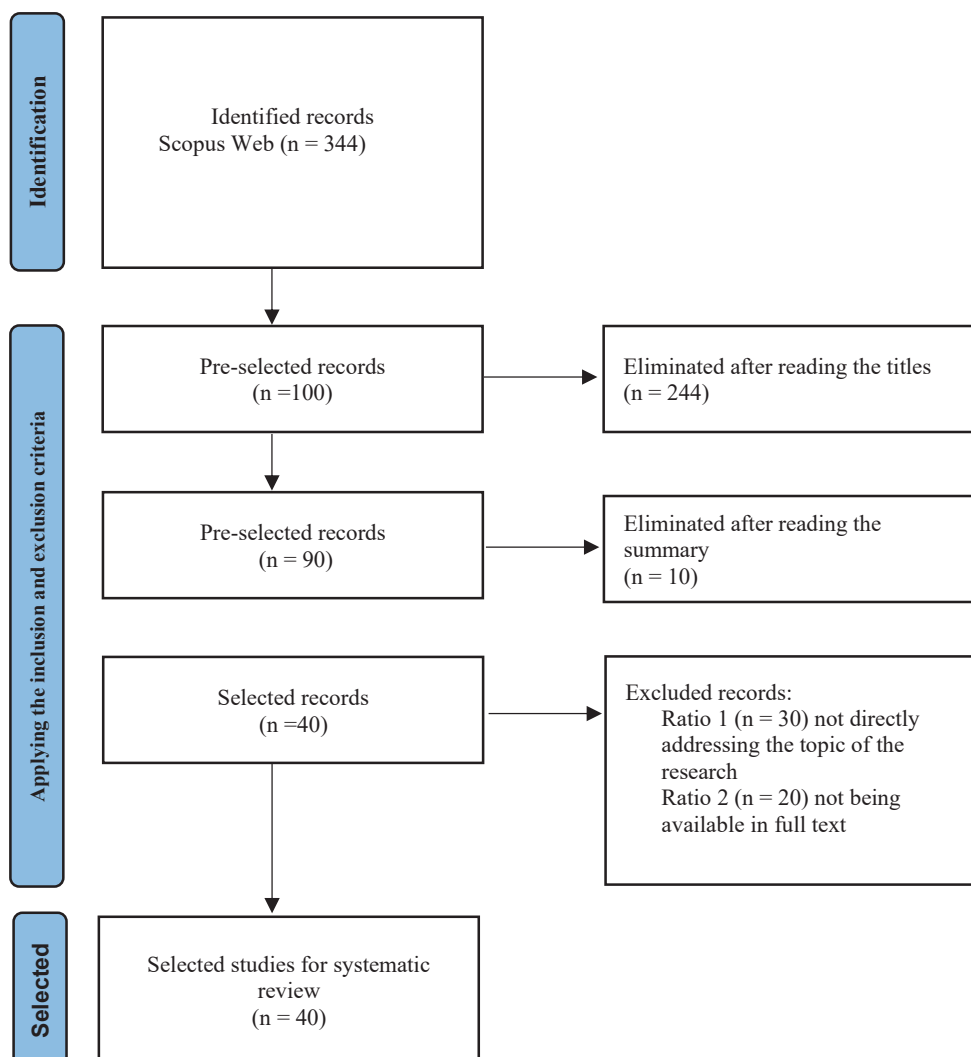
- These researches should specifically address the impact of e-marketplaces on export development.
- They should talk about the importance of the development of SMEs.
- They should have been published between 2022 and 2024.
- They should be open access.

**Figure 1**

*Scopus web search query*

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("B2B" OR "MARKETPLACE" OR "ALIBABA" ) AND ( "EXPORT" OR "MYPE" ) AND  
PUBYEAR > 2022 AND PUBYEAR < 2024 AND ( LIMIT-TO ( DOCTYPE , "ar" ) ) AND  
(LIMIT-TO ( LANGUAGE , "English" ) OR LIMIT-TO (LANGUAGE , "Spanish" ) ) AND  
(LIMIT-TO (OA, "all"))
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*Note.* Prepared by the authors, 2024.

**Figure 2***Paper selection process*

Note. Prepared by the authors, 2024.

- The exclusion criteria are the following:
- They should be books, conference papers, editorials and comments.
- They should be studies that are not available in full text.

The criteria applied in the development of this research (see Figure 2) consisted of searching for suitable scientific papers in the Scopus database, thus obtaining 344 documents. To identify relevant papers, publications rela-

ted to marketplace and exports that had been published between 2022 and the present were examined.

The selected studies are freely accessible and without any payment for obtaining the information. The papers were filtered based on the research objectives. First, the titles and abstracts of the papers were examined, then the conclusions and, finally, the complete content, obtaining as a final sample a total of 40 papers that met the criteria to carry out the systematic review.

## RESULTS

Within the context of research on the impact of e-marketplaces on export development, the findings strongly reveal that the integration of digital commerce platforms has a positive effect on small and medium-sized enterprises (SMEs). This adoption not only allows them to access new markets more effectively, but also contributes to strengthening their competitiveness in an increasingly globalized environment, considering aspects such as cost efficiency, product differentiation and the ability to quickly adapt to the demands of the global market.

The works of Chen *et al.* (2023) stand out, as they encourage research into the internationalization of SMEs by considering the different options for digital e-commerce platforms, highlighting that SMEs seeking internationalization must pay attention to the following: marketing, culture, payments, logistics and certifications. Likewise, Ho and Chuang (2023) conclude that digital e-commerce platforms have a critical role in reducing barriers to B2B exports, and detail the main quality attributes that e-commerce platforms must have to be successful. On the other hand, Oliveira *et al.* (2023) delve into digital diversification strategies to achieve export success and respond to dynamic and complex environments, highlighting the relationship between diversification and export performance as success factors and Fayos *et al.* (2023) analyze the contribution of digital channels in export development, considering them crucial in the current context of uncertainty caused by COVID-19. This panorama reflects the relevance of e-marketplaces as key facilitators for the active participation of Peruvian SMEs in the global market and the benefits that can be obtained by increasing the export levels of these local companies, integrating different digital communication channels with potential clients from abroad.

Singh *et al.* (2023) highlight the importance of the company's relations with the government to achieve a positive impact on its export development. The reduction of policies

and bureaucracy undoubtedly opens an opportunity for small and medium-sized companies to internationalize through e-commerce platforms. Sukaatmadja *et al.* (2023) conclude that high technology capabilities influence the export performance of small and medium-sized companies. On the other hand, Mostafiz *et al.* (2023) study how knowledge of the foreign market and the timely identification of opportunities serve to predict the export performance of emerging companies, while Onjewu *et al.* (2022) analyze aspects related to innovation, resilience and internationalization in the context of COVID-19, distinguishing between direct and indirect exports, reaching the conclusion that e-commerce is positively associated with exports and resilience. Despite the benefits that e-marketplaces can bring to Peruvian SMEs, it is essential to keep in mind the factors that influence the success of export development, such as government support, having access to tools, knowledge of the foreign market, knowledge of technological tools to guarantee an environment conducive to the development of these platforms, and that they can be used to the maximum by SMEs in the context of post-COVID-19 global uncertainty.

Cao and Weerawardena (2023) recommend the strategic use of social media to achieve the goal of exporting, building brand awareness. Furthermore, Batsakis *et al.* (2023) recommend digital channels to achieve international diversification, and Han and Han (2023) invite to understand digital consumers and thus achieve export quality service through e-commerce. It has been demonstrated that it is essential to teach Peruvian SMEs to use technology, to stay updated with emerging methodologies and implement them in their business, with the aim of improving their export performance.

After the selection of the 40 studies, a synthesis of the results is presented: e-marketplace (Table 1) and export development (Table 2).

## DISCUSSION

**Table 1**  
Marketplace systematic review

Author	Year	Qualification	Magazine	Purpose
Alfadli, I.	2023	Cloud Computing Model for E-Commerce in Saudi Arabia.	<i>Journal of Computer Science</i>	Propose a cloud computing model for e-commerce in Saudi Arabia.
Arslan et al.	2022	COVID-19 driven challenges in international B2B customer relationship management: empirical insights from Finnish high-tech industrial micro-enterprises.	<i>International Journal of Organizational Analysis</i>	Analyze the relationship faced by B2B digital companies in the context of the COVID-19 pandemic.
Batsakis et al.	2022	Digital sales channels and the relationship between product and international diversification: Evidence from going digital retail MNEs.	<i>Global Strategy Journal</i> .	Demonstrate that the growth of the product portfolio is related to the presence in the international market.
Bradač Hojnik et al.	2023	Small and Medium-Sized Enterprises in the Digital Age: Understanding Characteristics and Essential Demands	<i>Information</i>	Highlight the importance of knowledge and skills in digitalization projects.
Cano et al.	2023	Sustainable business models of marketplaces: An analysis from the consumer perspective. Journal of Open Innovation: Technology, Market, and Complexity	<i>Elsevier – Science Direct</i>	Highlight the importance of the marketplace business model.
Cao y Weerawardena	2023	Strategic use of social media in marketing and financial performance: The B2B SME context	<i>Industrial Marketing Management</i>	Point out the benefits of implementing a strategy so that a B2B company can improve its export performance.
Chen et al.	2023	Influence Factors of Small and Medium-Sized Enterprises and Micro-Enterprises in the Cross-Border E-Commerce Platforms.	<i>Journal of Theoretical and Applied Electronic Commerce Research</i>	Present cross-border e-commerce as the newest fast way to contribute to the global economy.
Madanaguli et al.	2023	Literature review on industrial digital platforms: A business model perspective and suggestions for future research.	<i>Technological Forecasting and Social Change</i>	Review the literature on digital platforms (marketplaces) to facilitate reach and distribution to end user.
Martini et al.	2023	E-commerce and micro and small industries performance: The role of firm size as a moderator	<i>Journal of Open Innovation: Technology, Market, and Complexity</i>	Demonstrate that e-commerce is a strategy that can be used by small and medium-sized businesses.
Mogaji et al.	2023	B2B brand positioning in emerging markets: Exploring positioning signals via websites and managerial tensions in top-performing African B2B	<i>Industrial Marketing Management</i>	Increase the positioning of the global digital marketplace, improving its perception among users.
Ojala et al.	2023	Characteristics of digital artifacts in international endeavors of digital-based international new ventures.	<i>Global Strategy Journal</i> .	Developing B2B digital platforms allows to operate in different markets.
Onjewu et al.	2022	The Interplay of E-commerce, Resilience and Exports in the Context of COVID-19	<i>Information Systems Frontiers</i>	Demonstrate the role of e-commerce and export resilience in the context of COVID-19.
Pai y Chen	2023	Mystery of Big Data: A Study of Consumer Decision-Making Behavior on E-Commerce Websites †.	<i>Engineering Proceedings,</i>	Analyze the consumer's decision and behavior on e-commerce platforms.
Puma Flores y Rosa-Díaz.	2023	Online Reputation for Food Sector Exporters in the B2B Context: The Importance of Sustainability.	<i>Foods</i>	Demonstrate the relationship between the online reputation of the Marketplace and its internationalization process.
Silva et al.	2023	The Trend of Omnichannel Trade Fairs: Are B2B Exhibitors Open to This Challenge? A Study on Portuguese Exhibitors.	<i>Journal of Business-to-Business Marketing</i>	Demonstrate the challenges faced by B2B e-commerce platforms in Brazil.
Singh et al.	2023	Platform-Based Internationalization of Smaller Firms: The Role of Government Policy.	<i>Management International Review</i>	Point out the role of government policy and internationalization e-commerce platforms.
Yang et al.	2023	Impacts of the Sustainable Development of Cross-Border E-Commerce Pilot Zones on Regional Economic Growth.	<i>Sustainability</i>	Measure the impact of sustainable development and cross-border e-commerce platforms.
Yu et al.	2022	Managing digital transformation during re-internationalization: Trajectories and implications for performance.	<i>Journal of International Management</i>	Demonstrates the internationalization process and digital transformation.

Note. Prepared by the authors, 2024.



**Table 2**  
Systematic review of export development

Author	Year	Title	Magazine	Purpose
Fayos <i>et al.</i>	2023	The contribution of digitalisation, channel integration and sustainability to the international performance of industrial SMEs.	<i>Management of Environmental Quality: An International Journal</i>	Demonstrate the contribution of digital channels to the export performance of SMEs in Spain.
Feliciano-Cestero <i>et al.</i>	2023	Is digital transformation threatened? A systematic literature review of the factors influencing firms' digital transformation and internationalization	<i>Journal of Business Research</i>	Demonstrate the relationship between digital transformation and internationalization.
Feng.	2023	Green Progress of Cross-border E-Commerce Industry Utilizing Random Forest Algorithm and Panel Tobit Model.	<i>Applied Artificial Intelligence</i>	Demonstrate the great potential of global cross-border trade and the potential with export development.
Han y Han.	2023	Improving the service quality of cross-border e-commerce: How to understand online consumer reviews from a cultural differences perspective	<i>Frontiers in Psychology</i>	Understanding how improving service can help develop cross-border e-commerce.
Hayakawa <i>et al.</i>	2023	Can e-commerce mitigate the negative impact of COVID-19 on international trade?	<i>Japanese Economic Review</i>	Determine if e-commerce can mitigate the negative impact of COVID-19 on international trade (exports).
Ho y Chuang.	2023	Identifying and prioritizing the critical quality attributes for business-to-business cross-border electronic commerce platforms.	<i>Electronic Commerce Research and Applications</i>	Demonstrate that e-commerce platforms play a critical role in reducing barriers to cross-border international trade.
Ipsmiller <i>et al.</i>	2022	Digital Internationalization of Traditional Firms: Virtual Presence and Entrepreneurial Orientation.	<i>Journal of International Management</i>	Verify that digital transformation allows you to find active opportunities to achieve internationalization.
Jian <i>et al.</i>	2023	Effect of Artificial Intelligence on the Development of China's Wholesale and Retail Trade.	<i>Sustainability</i>	Demonstrate the effect that artificial intelligence has on the export performance of Chinese companies.
Mostafiz <i>et al.</i>	2023	Configuring foreign market knowledge and opportunity recognition capabilities to predict the performance of export-manufacturing firms.	<i>Knowledge Management Research and Practice</i>	Recognize knowledge of the foreign market and thus predict the export performance of companies in the United Kingdom.
Mughtar <i>et al.</i>	2023	The determinant of consignment goods in cross-border e-commerce	<i>International Journal of Business and Society</i>	Determine the effect of various factors on cross-border e-commerce (export).
Nurhayati <i>et al.</i>	2023	Joint B2B supply chain decision-making: Drivers, facilitators and barriers	<i>International Journal of Production Economics</i>	Make decisions with local partners who have experience in foreign markets, to better understand the internationalization process.
Oliveira <i>et al.</i>	2023	How many eggs in how many baskets? National versus regional diversification strategies and export success.	<i>Journal of Strategic Marketing</i>	Demonstrate that export performance is related to the diversification of the export product.
Onjewu <i>et al.</i>	2023	The effect of government support on Bureauqcracy, COVID-19 resilience and export intensity: Evidence from North Africa.	<i>Journal of Business Research</i>	Demonstrate the effect of African government support and intensive export activity.
Sukaatmadia <i>et al.</i>	2023	The role of international networking to mediate internet technology capabilities and international entrepreneurship orientation to export performance.	<i>Uncertain Supply Chain Management</i>	The relationship between international networking and export performance.
Tuominen <i>et al.</i>	2023	Customer-centric strategy driving innovativeness and business growth in international markets	<i>International Marketing Review</i>	Establish the relationship between consumer-focused strategy and business growth in international markets.

Author	Year	Title	Magazine	Purpose
Xu y Xu.	2023	The Convergence between Digital Industrialization and Industrial Digitalization and Export Technology Complexity: Evidence from China.	<i>Sustainability</i>	Analyze the convergence between digital industrialization and complex technology for export.
Yang, Gabriëllsson, y Andersson	2023	Entrepreneurs' Social Ties and International Digital Entrepreneurial Marketing in Small and Medium-Sized Enterprise Internationalization	<i>Journal of International Marketing</i>	Establish digital tools in small and medium-sized companies to achieve internationalization.
Yang, Chen, y Chen	2023	The Digital Platform, Enterprise Digital Transformation, and Enterprise Performance of Cross-Border E-Commerce—From the Perspective of Digital Transformation and Data Elements	<i>Internationalization. Journal of International Marketing</i>	Demonstrate that e-commerce platforms are related to export performance.
Yin y Choi	2023	The effects of China's cross-border e-commerce on its exports: a comparative analysis of goods and services trade.	<i>Electronic Commerce Research</i>	Analyze the effect of e-commerce platforms and the volume of exports.
Zahoor <i>et al.</i>	2023	International entrepreneurial behavior of internationalizing African SMEs – Towards a new research agenda.	<i>Journal of Business Research</i>	Suggest theory for strategic decisions to be made and overcome the export contraction of African SMEs.
Zhu <i>et al.</i>	2023	Cross-border electronic commerce's new path: from literature review to AI text generation	<i>Data Science and Management</i>	Examine the new paths of cross-border e-commerce.

Note. Prepared by the authors, 2024.

The first objective of this research is to exhaustively review previous studies and this was achieved through the analysis of 40 papers, where the work of Batsakis *et al.* was identified. (2022), who offer a theoretical contribution on diversification strategies with a focus on digital internationalization. The document focuses mainly on companies that have migrated from a physical business model to a digital one, without addressing the impact of digital native companies such as Amazon, JD, and Alibaba, being essential to recognize that they have evolved towards a growth strategy that incorporates physical distribution channels. Ojala *et al.* (2023) highlight that the unlimited nature of digital tools offers opportunities for companies to develop digital platforms for international markets. Despite this, there is a limitation in the information available on the specific mechanisms that allow digital media to be fully utilized so that they can effectively support the internationalization process. These findings are fundamental so that Peruvian SMEs can implement diversification strategies to achieve their internationalization such as the implementation of an e-marketplace. Furthermore, the evidence presented demonstrates that in the search for the opportunities offered by digital platforms, the incorporation of physical distribution channels should not be neglected.

The second objective of this research is to identify what factors influence the success of adoption of digital platforms and the international expansion of SMEs, where Yang's contributions stand out. Liu and Yang (2023) concluded that the digital transformation capacity of companies significantly impacts their export performance, highlighting the importance of digitalization in the business context. It is important to note that this research was conducted in a specific development region in China, which may bias the data toward that particular area. On the other hand, Bradač Hojnik and Huđek (2023) identify the main challenges that SMEs present when starting their digitalization process, such as lack of financial resources, shortage of qualified personnel, implementation challenges and the lack of adequate digital solutions for companies. The study highlights the lack of knowledge and skills to manage digitalization projects, focusing exclusively on

small businesses during the year 2022. These findings are relevant for Peruvian SMEs to evaluate their capacity for digital transformation, seek training to carry out this process, seek financing and hire qualified personnel, whether in the national or international market, for the successful development of digitalization projects. It is crucial that Peruvian SMEs recognize and address these challenges to take full advantage of their international expansion.

The third objective of this research is to propose recommendations based on evidence, as demonstrated by the study carried out by Yang; Gabriellsson, and Andersson (2023), who highlight the importance of the strategic use of social networks to establish relationships with users in the context of export, in order to increase both the quantity and quality of contacts in the field of international business. It is important to note that this approach was restricted to the healthcare industry; therefore, caution should be used when generalizing the results. Feliciano-Cestero *et al.* (2023) highlight that digital transformation has a significant impact by facilitating communication, reducing operating costs, reducing geographic barriers, and strengthening capabilities among various economic actors. However, the limitation is that the study has a multidisciplinary approach to explain the effects of the internationalization of companies at different scales. These findings are valuable for Peruvian SMEs to develop new business models in an international environment characterized by its dynamism. Thus, it is essential that companies recognize the importance of effective communication and collaboration of various actors to achieve success in a national context of labor informality, social inequality, lack of infrastructure, and that needs to strengthen education and innovation to promote more inclusive and sustainable economic growth.

## CONCLUSIONS

It is concluded that this research contributes to the literature on e-marketplace and export development, empirically confirming that there is a relationship with export development, in accordance with the findings obtained by other authors who have carried out research on the topic. Furthermore, it is concluded that

the main factors that influence a successful adoption of digital platforms and export development are the following: capacity for digital transformation, having financing resources, having qualified personnel, achieving correct implementation, among others.

Finally, this research points out the best recommendations for a successful implementation of digital strategies to achieve export development:

- Strategic use of social media such as Facebook, Instagram, LinkedIn, TikTok.
- Implement a diversification strategy through an e-marketplace.
- Strategic implementation of digital transformation, selecting the technology that adapts to the needs and budgets of SMEs, considering their local and international market.
- Have qualified personnel to implement digital transformation.
- Integrate different communication channels with potential users abroad.
- Know the market and its international demand to achieve a correct approach to foreign clients.
- Maintain a physical distribution location.

Future studies can include the impact of e-marketplaces in Peru, by industry, evaluating the degree of innovation, technology and uncertainty typical of the Peruvian market, in addition to encouraging the study of negative or neutral results.

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#### Conflict of interest

The authors has no conflicts of interest to declare.

#### Author contributions

Magaly María Vega Caycho (lead author): conceptualization, formal analysis, research.

Mariano Alberto De La Cruz Morales (co-author): research, writing (original draft).

Claudia del Rosario Salcedo Saavedra (co-author): research, writing (review and editing).