

BAB 5 KESIMPULAN

Penelitian yang dilakukan pada tesis ini memberikan perspektif mengenai perluasan pasar ekspor tanpa mendirikan kantor cabang penjualan fisik di negara target seperti pada model bisnis tradisional sehingga perluasan tersebut tidak mengakibatkan penambahan aset berwujud seperti gedung. Penelitian ini berupaya mendukung keberadaan model bisnis *platform* dengan memberikan kerangka perancangan *platform website* untuk mendukung perluasan pasar ekspor, yaitu dengan membuat beberapa website menggunakan bahasa lokal negara tujuan ekspor.

Penelitian sebelumnya mengenai pentingnya teknologi informasi termasuk untuk mendukung pemasaran dilakukan oleh Gabrielsson & Gabrielsson, 2011; Prasad, dkk., 2001), dan Morgan & Katsikeas, 1997; Kotha, dkk., 2001). Namun, penelitian yang mengembangkan platform web untuk mendukung perluasan pasar ekspor dengan ide membangun beberapa website menggunakan bahasa lokal negara target belum pernah dibahas pada penelitian sebelumnya.

Berdasarkan usulan kerangka model bisnis *platform* untuk mendukung ekspansi pasar yang telah diterapkan di PT. D&W Internasional, dapat diketahui bahwa kerangka yang diusulkan ini dapat menarik pengunjung ke suatu area yang menggunakan bahasa yang sama dengan efektif. Teknik ini lebih hemat biaya dan efisien waktu dibandingkan cara perluasan pasar tradisional dengan mendirikan kantor penjualan secara fisik. Selama produk yang dijual tidak membutuhkan adanya *authorized service center* secara fisik, maka model bisnis yang diusulkan pada tesis ini dapat direplikasi untuk produk-produk lainnya.

DAFTAR PUSTAKA

- Adner, R. (2017). Ecosystem as structure: an actionable construct for strategy. *Journal of Management*, 43(1), 39–58.
- Adner, R., & Kapoor, R. (2010). Value creation in innovation ecosystems: how the structure of technological interdependence affects firm performance in new technology generations. *Strategic Management Journal*, 31(3), 306–333.
- Arkolakis, C. (2010). Market Penetration Costs and the New Consumers Margin in International Trade. *Journal of Political Economy*, 118(6), 1151–1199. doi:10.1086/65794910.1086/657949
- Baden-Fuller, C., & Mangematin, V. (2013). Business models: a challenging agenda. *Strategic Organization*, 11(4), 418–427.
- Barney, J., Wright, M., & Ketchen, D. J. (2001). The resource-based view of the firm: Ten years after 1991. *Journal of Management*, 27(6), 625–641.
- Bettis, R. A., & Weeks, D. (1987). Financial returns and strategic interaction: the case of instant photography. *Strategic Management Journal*, 8(6), 549–563.
- Bogers, M., Chesbrough, H., & Moedas, C. (2018). Open Innovation: Research, Practices, and Policies. *California Management Review*, 60(2), 5-16.
- Boudreau, K. J., & Jeppesen, L. B. (2015). Unpaid crowd complementors: the platform network effect mirage. *Strategic Management Journal*, 36(12), 1761–1777.
- Ceccagnoli, M., Forman, C., Huang, P., & Wu, D. J. (2012). Co-creation of value in a platform ecosystem: the case of enterprise software. *MIS Quarterly*, 36, 263–290.
- Cennamo, C., & Santaló, J. (2013). Platform competition: strategic trade-offs in platform markets. *Strategic Management Journal*, 34(11), 1331–1350.
- Cennamo, C., & Santaló, J. (2015). How to avoid platform traps. *MIT Sloan Management Review*, 57(1), 12–15.
- Chen, M.-J., & Miller, D. (2015). Reconceptualizing competitive dynamics: a multidimensional framework. *Strategic Management Journal*, 36(5), 758–775.
- Chesbrough, H. (2007). Business model innovation: it's not just about technology anymore. *Strategic Leadership Journal*, 35(6), 12–17.
- Conner, K. R., & Prahalad, C. K. (1996). A resource-based theory of the firm: Knowledge versus opportunism. *Organization Science*, 7, 477–501.
- Crossan, M. M., & Apaydin, M. (2010). A multi-dimensional framework of organizational innovation: A systematic review of the literature. *Journal of Management Studies*, 47(6), 1154–1191.
- Dyer, J. H., Gregersen, H. B., & Christensen, C. M. (2009). The innovator's DNA. *Harvard Business Review*, 87(12), 60-67.

- Eisenmann, T., Parker, G., & Van Alstyne, M. W. (2006). Strategies for two-sided markets. *Harvard Business Review*, 84(10), 92–101.
- Eisenmann, T., Parker, G., & Van Alstyne, M. W. (2011). Platform envelopment. *Strategic Management Journal*, 32(12), 1270–1285.
- Elmquist, M., Fredberg, T., & Ollila, S. (2009). Exploring the field of open innovation. *European Journal of Innovation Management*, 12(3), 326–345.
- Foss, N. J., & Saebi, T. (2017). Fifteen years of research on business model innovation: how far have we come, and where should we go? *Journal of Management*, 43(1), 200–227.
- Gabrielsson, M., & Gabrielsson, P. (2011). Internet-based sales channel strategies of born global firms. *International Business Review*, 20, 88–99.
- Gambardella, A., & McGahan, A. M. (2010). Business-model innovation: General purpose technologies and their implications for industry structure. *Long Range Planning*, 43(2-3), 262–271.
- Gawer, A., & Cusumano, M. A. (2008). How companies become platform leaders. *MIT Sloan Management Review*, 49(2), 28–35.
- Glavas, C., & Mathews, S. (2014). How international entrepreneurship characteristics influence Internet capabilities for the international business processes of the firm. *International Business Review*, 23(1), 228–245.
- Hagiu, A. (2014). Strategic decisions for multisided platforms. *MIT Sloan Management Review*, 55(2), 71–80. <https://doi.org/10.1016/j.lrp.2019.101892>
- Hinings, B., Gegenhuber, T., & Greenwood, R. (2018). Digital innovation and transformation: An institutional perspective. *Information and Organization*, 28(1), 52–61.
- Hinson, R., & Adjasi, C. (2009). The Internet and export: Some cross-country evidence from selected African countries. *Journal of Internet Commerce*, 8(3), 309–324.
- Iansiti, M., & Lakhani, K. R. (2017). Managing our hub economy. *Harvard Business Review*, 95(5), 84–92.
- Johnson, M. W., Christensen, C. M., & Kagermann, H. (2008). Reinventing your business model. *Harvard Business Review*, 86(12), 57–68.
- Kapoor, R., & Lee, J. M. (2013). Coordinating and competing in ecosystems: how organizational forms shape new technology investments. *Strategic Management Journal*, 34(3), 274–296.
- Kim, J. S., & Chung, G. J. (2017). Implementing innovations within organizations: a systematic review and research agenda. *Innovation*, 19(3), 372–399.

- Knudsen, T., & Madsen, T. K. (2002). Export strategy: A dynamic capabilities perspective. *Scandinavian Journal of Management*, 18(4), 475–502.
- Kotha, S., Rindova, V. P., & Rothaermel, F. T. (2001). Assets and actions: Firm specific factors in the internationalization of U.S. Internet firms. *Journal of International Business Studies*, 32(4), 769–791.
- Lamberg, J. A., Tikkanen, H., Nokelainen, T., & Suur-Inkeroinen, H. (2009). Competitive dynamics, strategic consistency, and organizational survival. *Strategic Management Journal*, 30(1), 45–60.
- Li, Z., & Agarwal, A. (2017). Platform integration and demand spillovers in complementary markets: evidence from Facebook's integration of Instagram. *Management Science*, 63(10), 3438–3458.
- Liao, J., Kickul, J. R., & Ma, H. (2009). Organizational dynamic capability and innovation: An empirical examination of Internet firms. *Journal of Small Business Management*, 47(5), 263–286.
- Makadok, R. (2001). Toward a synthesis of the resource-based and dynamic capability views of rent creation. *Strategic Management Journal*, 22(5), 387–401.
- Mansfield, E., Schwartz, M., & Wagner, S. (1981). Imitation costs and patents: an empirical study. *Economic Journal*, 91(364), 907–918.
- Massa, L., & Tucci, C. L. (2013). Business model innovation. *The Oxford Handbook of Innovation Management*, 20(18), 420–441.
- Massa, L., Tucci, C. L., & Afuah, A. (2017). A critical assessment of business model research. *Academy of Management Annals*, 11(1), 73–104.
- Mathews, S., Bianchi, C., Perks, K. J., Healy, M., & Wickramasekera, R. (2016). Internet marketing capabilities and international market growth. *International Business Review*, 25(4), 820–830. doi:10.1016/j.ibusrev.2015.10.007
- McGrath, R. G., & MacMillan, I. C. (2000). The Entrepreneurial Mindset: Strategies for Continuously Creating Opportunity in an Age of Uncertainty. *Harvard Business Review*, 87(12), 60–67.
- McIntyre, D. P., & Srinivasan, A. (2017). Networks, platforms and strategy: emerging views and next steps. *Strategic Management Journal*, 38(1), 141–160.
- Morgan, R. E., & Katsikeas, C. S. (1997). Export stimuli: Export intention compared with export activity. *International Business Review*, 6(5), 477–499.
- Morgan-Thomas, A. (2009). Online activities and export performance of the smaller firm: A capability perspective. *European Journal of International Management*, 3(3), 266–285.

- Osiyevskyy, O., & Dewald, J. (2015). Explorative versus exploitative business model change: the cognitive antecedents of firm-level responses to disruptive innovation. *Strategic Entrepreneurship Journal*, 9(1), 58-78.
- Parker, G. G., & Van Alstyne, M. W. (2005). Two-sided network effects: A theory of information product design. *Management Science*, 51(10), 1494-1504.
- Parker, G. G., M. W. Van Alstyne, & S. P. Choudary (2016). *Platform Revolution: How Networked Markets Are Transforming the Economy--and How to Make Them Work for You*. WW Norton & Company.
- Petersen, B., Welch, L. S., & Liesch, P. W. (2002). The Internet and foreign market expansion by firms. *Management International Review*, 42(2), 207-221.
- Porter, M. E. (2001). Strategy and the Internet. *Harvard Business Review*, March, 63-78.
- Prasad, V. K., Ramamurthy, K., & Naidu, G. M. (2001). The influence of Internet marketing integration on marketing competencies and export performance. *Journal of International Marketing*, 9(4), 82-110.
- Priem, R. L., Wenzel, M., & Koch, J. (2018). Demand-side strategy and business models: putting value creation for consumers center stage. *Long Range Planning*, 51(1), 22-31.
- Ray, G., Barney, J. B., & Muhanna, W. A. (2004). Capabilities, business processes, and competitive advantage: Choosing the dependent variable in empirical tests of the resource-based view. *Strategic Management Journal*, 25(1), 23-37.
- Ray, G., Muhanna, W. A., & Barney, J. B. (2005). Information technology and the performance of the customer service process: A resource-based analysis. *MIS Quarterly*, 29(4), 625-653.
- Rayport, J. F., & Sviokla, J. J. (1994). Managing in the marketpace. *Harvard Business Review*, 72(6), 141-150.
- Rietveld, J., & Eggers, J. P. (2018). Demand heterogeneity in platform markets: implications for complementors. *Organization Science*, 29(2), 304-322.
- Ritter, T., & Lettl, C. (2018). The wider implications of business-model research. *Long Range Planning*, 51(1), 1-8.
- Seamans, R., & Zhu, F. (2017). Repositioning and cost-cutting: the impact of competition on platform strategies. *Strategic Science*, 2(2), 83-99.
- Sinkovics, N., Sinkovics, R. R., & Jean, R. J. B. (2013). The Internet as an alternative path to internationalization? *International Marketing Review*, 30(2), 130-155.

- Sohl, T., Vroom, G., Fitza, M. (forthcoming, 2018). How much does business model matter for firm performance? A variance decomposition analysis. *Academy of Management Discoveries*. <https://doi.org/10.5465/amd.2017.0136>.
- Teece, D. J. (2018). Business models and dynamic capabilities. *Long Range Planning*, 51(1), 40-49.
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509–533.
- Teece, D. J. (1986). Profiting from technological innovation: implications for integration, collaboration, licensing and public policy. *Research Policy*, 15(6), 285–305.
- Teece, D. J. (2010). Business models, business strategy and innovation. *Long Range Planning*, 43(2–3), 172–194.
- Thomas, L. D., Autio, E., & Gann, D. M. (2014). Architectural leverage: putting platforms in context. *Academy of Management Perspectives*, 28(2), 198–219.
- Tilson, D., Lyytinen, K., & Sørensen, C. (2010). Research commentary—Digital infrastructures: The missing IS research agenda. *Information Systems Research*, 21(4), 748-759. 97.
- Tippins, M. J., & Sohi, R. S. (2003). IT competency and firm performance: Is organizational learning a missing link? *Strategic Management Journal*, 24(8), 745–761.
- Trainor, K., Rapp, A., Beitelspacher, L. S., & Schillewaert, N. (2011). Integrating information technology and marketing: An examination of the drivers and outcomes of e-Marketing capability. *Industrial Marketing Management*, 40(1), 162–174.
- Wirtz, B. W., Pistoia, A., Ullrich, S., & Göttel, V. (2016). Business models: origin, development and future research perspectives. *Long Range Planning*, 49(1), 36–54.
- Yalcinkaya, G., Calantone, R. J., & Griffith, D. A. (2007). An examination of exploration and exploitation capabilities: Implications for product innovation and market performance. *Journal of International Marketing*, 15(4), 63–93.
- Yamin, M., & Sinkovics, R. R. (2006). Online internationalisation, psychic distance reduction and the virtuality trap. *International Business Review*, 15(4), 339–360.
- Yoo, Y. (2010). Computing in everyday life: A call for research on experiential computing. *MIS Quarterly*, 34(2), 213-231.
- Yoo, Y., Boland Jr, R. J., Lyytinen, K., & Majchrzak, A. (2012). Organizing for innovation in the digitized world. *Organization Science*, 23(5), 1398-1408.

- Yoo, Y., Henfridsson, O., & Lyytinen, K. (2010). Research commentary—the new organizing logic of digital innovation: an agenda for information systems research. *Information Systems Research*, 21(4), 724-735.
- Zhao, Y., von Delft, S., Morgan-Thomas, A., & Buck, T. (2020). The evolution of platform business models: Exploring competitive battles in the world of platforms. *Long Range Planning*, 53(4), 101892.
- Zott, C., Amit, R., & Massa, L. (2011). The business model: recent developments and future research. *Journal of Management*, 37(4), 1019–1042.



Form Bimbingan Tesis

Nama : Gaudensius Winsen Setiawan

No Mhs: 225611947

Dosen : Ririn Diar Astanti, Dr.Eng

No	Tanggal	Kegiatan	Paraf
1	18-Mar-23	Diskusi topik thesis : Penggunaan business analytic untuk market expansion	
2	25-Mar-23	Literatur review untuk topik export market expansion	
3	1-Apr-23	1. Penentuan literatur yang paling sesuai dengan topik thesis. 2. Literatur deep review untuk "Online trade platforms: Hosting, selling, or both?"	
4	12-Apr-23	1. Jurnal check list 2. Latar belakang dgn acuan 3 sumber	
5	29-Apr-23	Diskusi metode penelitian pada tesis	
6	14-Jun-23	Revisi untuk Latar Belakang Masalah, tujuan penelitian dan Batasan masalah	
7	23-Jun-23	Revisi batasan masalah dan Bab 3 Metodologi Penelitian	
8	06-Jul-23	Revisi Bab 3: Metodologi Penelitian 3.1 Tahap Identifikasi Aktivitas Pada Kegiatan Ritel (Mapping Aktivitas)	