JURNAL PAMATOR

Vol. 19, No. 1, 2026 p. 107-122
https://journal.trunojoyo.ac.id/pamator
ISSN 2654-7856 (Online)
ISSN 1829-7935 (Print)

Shore to Store: An Export Readiness Strategy for Coastal Msmes in Sanur Through Digital Literacy Mediated by Strategic Agility

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DOI: https://doi.org/10.21107/pamator.v19i1.34620
Manuscript received 2026-06-01, Revised 2026-06-25, Published 2026-07-01

Abstract

The low participation of coastal Micro, Small, and Medium Enterprises (MSMEs) in export activities remains a major challenge for regional economic development in Bali, where shell-craft producers in Sanur hold globally competitive products yet remain trapped in the domestic market. The research contribution is the development of the "Shore to Store" model, which positions strategic agility as the mediating mechanism that converts digital marketing literacy into export readiness among coastal artisans. This explanatory quantitative study surveyed 62 shell-craft MSMEs in coastal Sanur using accidental sampling, and analyzed the data with Partial Least Squares Structural Equation Modeling (SEM-PLS) and Importance-Performance Map Analysis (IPMA). The results reveal that digital marketing literacy significantly influences strategic agility ($\beta = 0.616$; $p < 0.001$) and export readiness ($\beta = 0.293$; $p = 0.016$). Strategic agility significantly affects export readiness ($\beta = 0.500$; $p < 0.001$) and partially mediates the relationship between digital marketing literacy and export readiness ($\beta = 0.308$; $p < 0.001$). IPMA identifies social-media promotion, digital payment use, digital catalog management, customer-data analysis, and market-driven product innovation as high-importance but low-performance attributes. The study concludes that strengthening export readiness in coastal MSMEs requires translating digital literacy into adaptive strategic action, offering a practical pathway for regional economic development and the coastal creative economy.

Keywords: *export readiness, digital marketing literacy, strategic agility, mediation, IPMA, coastal MSMEs*

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INTRODUCTION

Entering the mid-2020s, international trade has become increasingly complex. Export activity is no longer determined solely by the ability to produce competitively priced goods, but also by an enterprise's readiness to face digitalization, sustainability standards, shifting consumer preferences, and global market competition. International consumers increasingly value products that carry aesthetic value, local uniqueness, social narratives, and positive environmental impact[1].

These changes create opportunities for Micro, Small, and Medium Enterprises (MSMEs) to reach international markets through digital media[2]. However, digital access

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https://journal.trunojoyo.ac.id/pamator
ISSN 2654-7856 (Online)
ISSN 1829-7935 (Print)

alone does not automatically make MSMEs export-ready. Many entrepreneurs already use social media for promotion but do not yet understand how to read global market trends, design international marketing strategies, meet product standards, communicate with foreign buyers, or grasp the basics of export procedures[3].

Sustainability has also become a critical concern in global trade. Shell waste, previously regarded as coastal refuse, can be processed into value-added craft products such as interior decorations, accessories, premium souvenirs, and art pieces[4]. For Indonesia, this opportunity is highly relevant given its vast coastal resources, although the contribution of MSMEs to national exports remains relatively limited compared with their role in the domestic economy[5]. Common obstacles include limited business legality, product standardization, packaging quality, production capacity, market information, digital promotion capability, international business communication, and understanding of export procedures[6].

A similar phenomenon is evident in the Province of Bali, which excels in culture-based, creative, and locally rooted products, yet many crafts favored by tourists are not adequately supported by export readiness[7]. Sanur is a coastal area of Bali with great

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ISSN 2654-7856 (Online)
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potential for developing shell-craft products as eco-craft that combine aesthetic value, craftsmanship, local identity, and sustainability principles. However, most artisans still rely on conventional sales channels and remain vulnerable to tourism fluctuations, so they have not been able to build independent access to international market.

This condition reflects a domestic-market trap, in which a product has global-market potential but the entrepreneur's business strategy remains confined to the domestic market[8]. Beyond digital literacy, MSMEs require strategic agility, namely the ability to respond to market changes quickly and accurately[9]. Digital literacy helps MSMEs obtain market information, whereas strategic agility is needed to convert that information into business decisions that support export readiness.

Studies on MSME digitalization have been abundant, particularly regarding digital marketing, sales growth, and business performance. However, research specifically addressing the export readiness of coastal MSMEs that are not yet active exporters remains limited and is rarely linked to the mediating role of strategic agility among shell-waste artisans. The position of this study relative to prior work is summarized in Table 1.

The novelty of this study lies in developing the "Shore to Store" model, an approach describing a product's journey from the coastal area (shore) toward broader market access (store), and in positioning strategic agility as the mediator linking digital literacy to export readiness among shell-waste artisans. The study draws on the Resource-Based View (RBV), which treats digital marketing literacy as a human-capital resource[10], the Dynamic Capabilities Theory, which underpins strategic agility and the Uppsala Model, which views export readiness as a pre-internationalization phase[11].

Framed within the agenda of regional development, this study treats the export readiness of coastal MSMEs as an instrument of local economic empowerment for Bali. Strengthening the capacity of Sanur's shell-craft artisans to reach international markets contributes directly to regional income diversification, coastal community welfare, and the sustainable creative economy that underpins Bali's regional development priorities.

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ISSN 2654-7856 (Online)
ISSN 1829-7935 (Print)

Table 1. Summary of Previous Studies

No	Author & Year	Summary of Findings	Position Relative to This Study
1	S. S. Wulandari et al. (2026)[12]	Digital marketing literacy, government support, and process innovation significantly affect MSME export competitiveness through the mediation of strategic agility.	Focuses on export performance in East Java; this study addresses export readiness of coastal MSMEs in Sanur.
2	Riawan et al. (2023)[13]	Strategic agility positively mediates the relationship between digital technology and MSME performance.	Located in Ponorogo with a general-performance focus; this study addresses export readiness and circular economy of marine waste.
3	Utami & Suwena (2023)[14]	Digital literacy (RBV) significantly boosts competitive advantage and MSME performance in Bali.	Uses competitive advantage as mediator; this study uses strategic agility toward export readiness.
4	Satar et al. (2025)[15]	Strategic agility moderates and mediates the link between digital capability and green entrepreneurship in SMEs.	Conducted in Saudi Arabia; this study focuses on shell-waste artisans in coastal Bali (SDG 14 target).
5	Syahputri et al. (2025)[16]	Digital marketing and creative-content training improve the competitiveness and visibility of coastal MSMEs.	A community-service program; this study is a causal mediation analysis using SEM-PLS.
6	Hasnin et al. (2025)[17]	Identifies a research gap: weak interconnection among technology, governance, and export readiness in developing countries.	A global bibliometric study; this study is field-based empirical research in coastal Sanur.

Source: Authors' analysis (2026)

This study aims to analyze the effects of digital marketing literacy on export readiness and strategic agility; analyze the effect of strategic agility on export readiness; evaluate the mediating role of strategic agility, and build the "Shore to Store" strategy model. The conceptual framework is presented in Figure 1.

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ISSN 1829-7935 (Print)

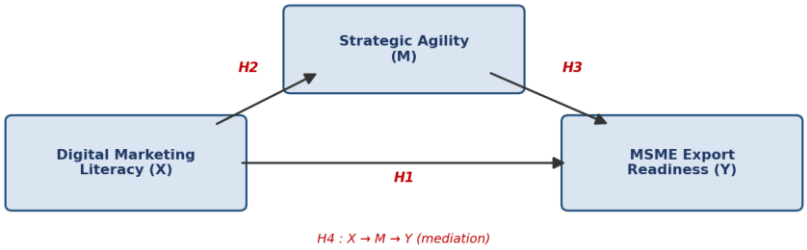


Figure 1. Conceptual Framework

Based on the framework, the hypotheses are formulated as follows: H1: Digital marketing literacy has a positive and significant effect on MSME export readiness; H2: Digital marketing literacy has a positive and significant effect on strategic agility; H3: Strategic agility has a positive and significant effect on MSME export readiness; H4: Strategic agility mediates the effect of digital marketing literacy on MSME export readiness.

RESEARCH METHODS

This study uses an explanatory, quantitative design to examine causal relationships among variables. The research was conducted in the coastal area of Sanur, Denpasar City, one of Bali's oldest international tourism hubs, where local artisans interact directly with the global market through encounters with foreign tourists. The overall sequence of the research is illustrated in the research-process flowchart (Figure 2).

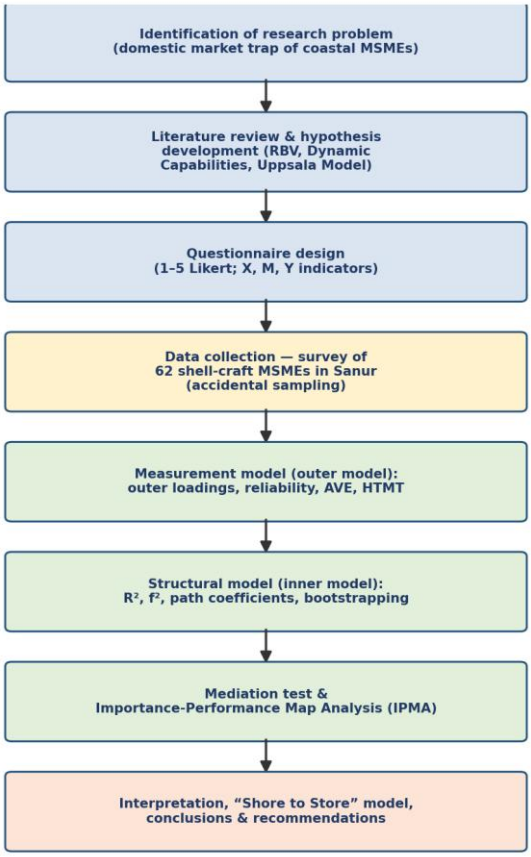


Figure 2. Research Process Flowchart

Source: Authors' construction (2026)

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The population comprises shell-craft MSME operators in coastal Sanur. Because the exact population size is unknown and no official data are available, the study used non-probability sampling with accidental sampling, with the sampling criterion being shell-craft MSME operators who had run their businesses for at least 2 years. The initial data-collection target was 100 respondents; however, the final sample was 62. This shortfall was caused by field constraints: some operators declined to participate, some were reluctant to share information about the legality and finances of their businesses with unfamiliar parties, and some businesses were seasonal and not operating during data collection.

In SEM-PLS, sample-size adequacy is not determined by a population-proportion formula but by the complexity of the structural model. Following the 10-times rule, the minimum sample size equals 10 times the largest number of structural paths directed at a single construct; here, the export-readiness construct receives 2 paths, yielding a minimum of 20 respondents. Based on power analysis for a model with two predictors at a 5% significance level and 80% power, the recommended minimum is around 30–40 respondents. Therefore, 62 respondents are considered adequate for stable estimation using SEM-PLS, which is designed to perform reliably with relatively small samples and non-normally distributed data.

Primary data were collected directly from MSME owners or managers using a structured questionnaire with a 1–5 Likert scale, with direct assistance during completion to minimize misinterpretation of technical terms. Secondary data were collected from official reports of Statistics Indonesia (BPS) for Bali Province and blue-economy policy documents. The independent variable (X) is digital marketing literacy (dimensions: technical proficiency, content management, and data analysis); the mediating variable (M) is strategic agility (dimensions: strategic sensitivity, leadership unity, and resource fluidity); and the dependent variable (Y) is MSME export readiness (dimensions: legality and documents, product standardization, and global market commitment).

Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS, comprising evaluation of the measurement model (outer model) and the structural model (inner model). Outer-model evaluation covers outer loadings (> 0.70), construct reliability via Cronbach's Alpha and Composite Reliability (> 0.70), convergent validity via Average Variance Extracted/AVE (> 0.50), and discriminant validity via the Heterotrait-Monotrait Ratio/HTMT (< 0.90). Inner-model evaluation includes R-square, F-square, path coefficients, and the mediation test at the 5% significance level. Importance-Performance Map Analysis (IPMA) was used to map improvement priorities for indicators of export readiness.

RESULT AND DISCUSSION

Based on the Likert response distribution, most respondents selected the Strongly Disagree and Disagree categories for all three variables, as shown in Figure 3.

For strategic agility, Disagree reached 35.0% and Strongly Disagree 24.6%. For MSME export readiness, Disagree was 30.9% and Strongly Disagree 29.8%. For digital marketing literacy, Strongly Disagree was 30.9% and Disagree 28.8%. These descriptive results reinforce the urgency of developing the "Shore to Store" model as a strategic approach to transform MSMEs from the domestic market toward international markets.

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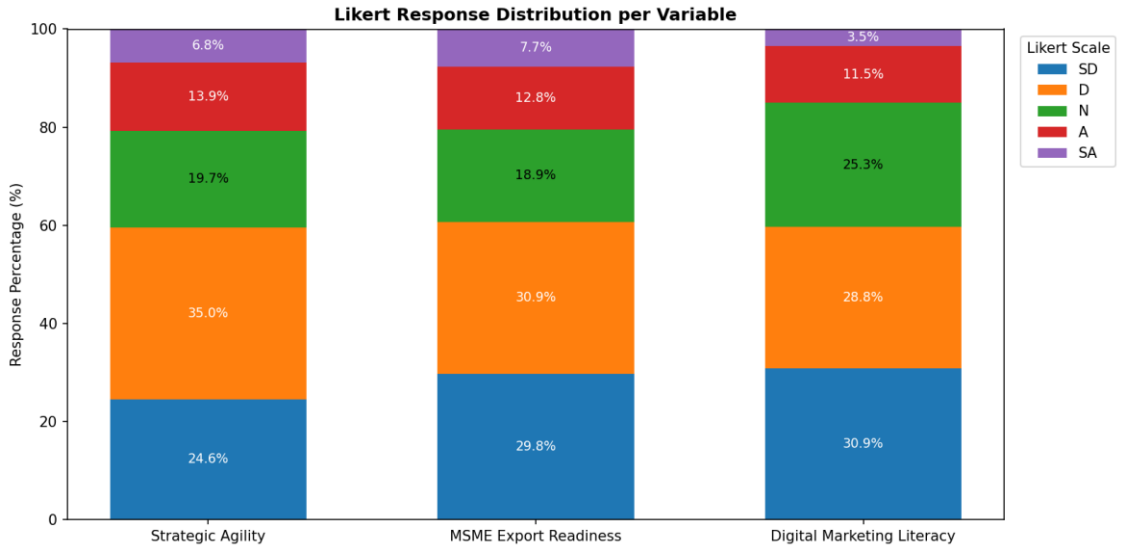


Figure 3. Likert Response Distribution per Variable (2026)

Source: Primary data analysis

Measurement Model Evaluation (Outer Model)

Measurement-model evaluation was conducted to ensure that indicators adequately represent their latent constructs. The outer loading results are presented in Figure 4.

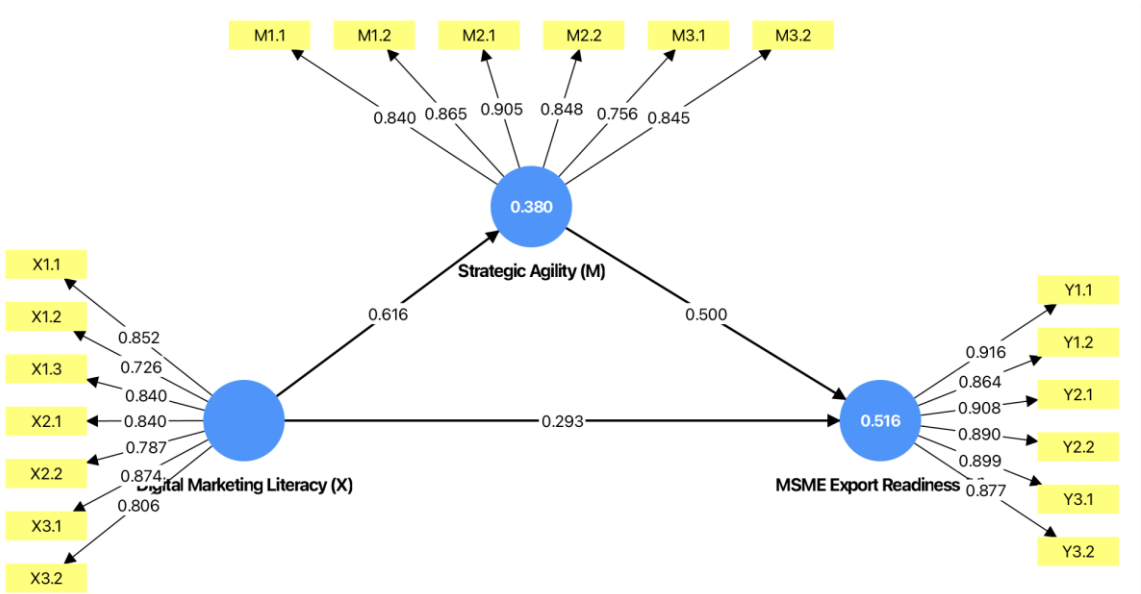


Figure 4. Outer Loadings and Structural Model

Source: SmartPLS output

The outer loading values ranged from 0.726 to 0.874 for digital marketing literacy, 0.756 to 0.905 for strategic agility**,** and 0.864 to 0.916 for MSME export readiness**.** Since all values exceed the recommended threshold of 0.70**,** all indicators are considered valid and adequately represent their respective constructs. Construct reliability and validity results are presented in Table 2.

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Table 2. Construct Reliability and Validity Results

Construct	Cronbach's Alpha	Composite reliability rho_a	Composite reliability rho_c	Composite reliability AVE
Strategic Agility (M)	0.919	0.928	0.937	0.713
MSME Export Readiness (Y)	0.949	0.952	0.959	0.796
Digital Marketing Literacy (X)	0.918	0.922	0.934	0.671

Source: SmartPLS output

All constructs have Cronbach's Alpha and Composite Reliability above 0.70 and AVE above 0.50. These results indicate that the measurement model has good internal consistency and meets the criteria for convergent validity. Therefore, all constructs are considered reliable and valid for further analysis. Discriminant validity via HTMT is presented in Table 3.

Table 3. Discriminant Validity Results (HTMT)

	Strategic Agility (M)	Export Readiness (Y)	Digital Literacy (X)
Strategic Agility (M)			
MSME Export Readiness (Y)	0.715		
Digital Marketing Literacy (X)	0.661	0.632	

Source: SmartPLS output

Discriminant validity was assessed using the Heterotrait-Monotrait Ratio (HTMT). In general, discriminant validity is considered acceptable when the HTMT values are below 0.90. The results show that all HTMT values are below this threshold, indicating that each construct is clearly distinct from the others and does not excessively overlap. Therefore, Digital Marketing Literacy, Strategic Agility, and MSME Export Readiness can be considered empirically distinct constructs.

Structural Model Evaluation (Inner Model)

The R-Square values of the endogenous variables are presented in Table 4.

Table 4. R-Square of Endogenous Variables

Endogenous Variable	R-Square	Interpretation
Strategic Agility (M)	0.380	The model explains 38.0% of the variance in Strategic Agility.
MSME Export Readiness (Y)	0.516	The model explains 51.6% of the variance in Export Readiness.

Source: SmartPLS output

The inner model evaluation was conducted to assess the predictive power and causal relationships among the constructs. The results show that Digital Marketing Literacy explains 38.0% of the variance in Strategic Agility, while Digital Marketing Literacy and Strategic Agility jointly explain 51.6% of the variance in MSME Export Readiness. The remaining variance is explained by other factors outside the model, such as production capacity, business legality, access to financing, business networks, product

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standardization, packaging quality, and institutional support. The contribution of each variable is shown by the F-Square values in Table 5.

Table 5. Effect Size (F-Square)

Relationships Among Variables	F-Square	Interpretation
Digital Marketing Literacy (X) → Strategic Agility (M)	0.612	Large effect
Strategic Agility (M) → MSME Export Readiness (Y)	0.321	Medium-to-large effect
Digital Marketing Literacy (X) → MSME Export Readiness (Y)	0.110	Small effect

Source: SmartPLS output

Based on Table 5, Digital Marketing Literacy has an effect size of 0.612 on Strategic Agility. This value falls into the large category, indicating that digital literacy is an important factor in shaping MSMEs' strategic agility. Strategic Agility has an effect size of 0.321 on MSME Export Readiness. This value indicates a moderate-to-large effect. In other words, MSMEs' ability to identify market opportunities, adjust strategies, and respond to changes plays an important role in improving export readiness. Meanwhile, Digital Marketing Literacy has an effect size of 0.110 on MSME Export Readiness. Although this value falls into the small category, it remains meaningful. This finding indicates that digital literacy is important, but its impact on export readiness is stronger when supported by MSMEs' strategic capability to transform digital information into adaptive business decisions.

Table 6. Path Coefficient Results

Relationships Among Variables	Original Sample (O)	Sample Mean	STDEV	T-Stat	P-Value	Decision
Strategic Agility (M) → Export Readiness (Y)	0.500	0.502	0.117	4.284	0.000	Significant
Digital Literacy (X) → Strategic Agility (M)	0.616	0.626	0.067	9.155	0.000	Significant
Digital Literacy (X) → Export Readiness (Y)	0.293	0.293	0.121	2.413	0.016	Significant

Source: SmartPLS output

Based on Table 6, Strategic Agility has a positive and significant effect on MSME Export Readiness**,** with a coefficient value of 0.500**,** a T-statistic of 4.284**,** and a P-value of 0.000**.** Since the P-value is below 0.05**,** the effect is considered significant. This means that the higher an MSME's strategic agility, the greater its readiness to enter export markets.

Digital Marketing Literacy also has a positive and significant effect on Strategic Agility**,** with a coefficient value of 0.616**,** a T-statistic of 9.155**,** and a P-value of0.000**.** This result indicates that the better MSME actors are at using digital technology, accessing market information, conducting digital promotion, and communicating online, the more effective they are at adjusting business strategies.

Furthermore, Digital Marketing Literacy has a positive and significant direct effect on MSME Export Readiness**,** with a coefficient value of 0.293, a T-statistic

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of 2.413, and a P-value of 0.016**.** Since the P-value is below 0.05, the direct effect remains significant. However, the coefficient value of 0.293 indicates that this direct effect is relatively lower than the effect of Digital Marketing Literacy on Strategic Agility. Therefore, digital literacy plays an important role in improving export readiness, but its impact becomes stronger when digital capabilities are translated into strategic business agility.

Table 7. Mediation Test Results

Indirect Relationship	Original Sample (O)	Mean	STDEV	T-Stat	P-Value	Decision
X → M → Y	0.308	0.314	0.080	3.868	0.000	Significant

Source: SmartPLS output

The mediation test results show that the indirect effect of Digital Marketing Literacy on MSME Export Readiness through Strategic Agility has a coefficient value of 0.308, a T-statistic of 3.868, and a P-value of 0.000. Since the P-value is below 0.05, the mediation effect is considered significant. This finding indicates that Strategic Agility is the mechanism that explains how digital literacy can enhance MSME export readiness. Digital literacy provides access to market information, consumer trends, digital marketing channels, and business communication. However, such information can improve export readiness only when MSMEs are able to translate it into strategic actions, such as adjusting product designs, improving packaging, developing digital catalogs, building buyer networks, and preparing product standards.

Since the direct effect of Digital Marketing Literacy on MSME Export Readiness remains significant, the type of mediation is partial mediation. This means that digital literacy can directly improve export readiness, while its effect is also strengthened through Strategic Agility.

A summary of hypothesis testing is presented in Table 8.

Table 8. Summary of Hypothesis Testing

Code	Hypothesis	Result	Decision
H1	Digital marketing literacy positively affects MSME export readiness.	Positive & significant	Accepted
H2	Digital marketing literacy positively affects strategic agility.	Positive & significant	Accepted
H3	Strategic agility positively affects MSME export readiness.	Positive & significant	Accepted
H4	Strategic agility mediates the effect of digital marketing literacy on MSME export readiness.	Significant mediation	Accepted

Source: SmartPLS output

All hypotheses are accepted. These findings align with prior studies that position strategic agility as a mediator between digital capability and MSME performance or readiness[18], while extending them to the export-readiness context of coastal shell-waste artisans who are not yet active exporters.

[18] Riawan Riawan, Wahna Widhianingrum, and Edi Santoso, 'Kelincahan Strategi Sebagai Mediasi Dalam Peningkatan Kinerja UMKM Yang Dipengaruhi Oleh Teknologi Digital', *Jurnal Manajemen Bisnis Dan Kewirausahaan*, 7.3 (2023), pp. 697–710, doi:https://doi.org/10.24912/jmbk.v7i3.23242;

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Importance-Performance Map Analysis (IPMA)

IPMA was used to map indicators by importance and performance for the export-readiness target construct. The IPMA results are presented in Table 9 and Figure 5.

Table 9. Importance-Performance Map Analysis (IPMA) Results

Indicator	Importance (Total Effect)	MV Performance
M1.1	0.070	36.475
M1.2	0.070	33.197
M2.1	0.082	34.016
M2.2	0.094	34.016
M3.1	0.079	35.246
M3.2	0.096	42.213
X1.1	0.096	32.787
X1.2	0.081	26.639
X1.3	0.074	31.967
X2.1	0.073	30.738
X2.2	0.094	34.016
X3.1	0.087	32.377
X3.2	0.092	35.246
Average	**0.084**	**33.764**

Source: SmartPLS output

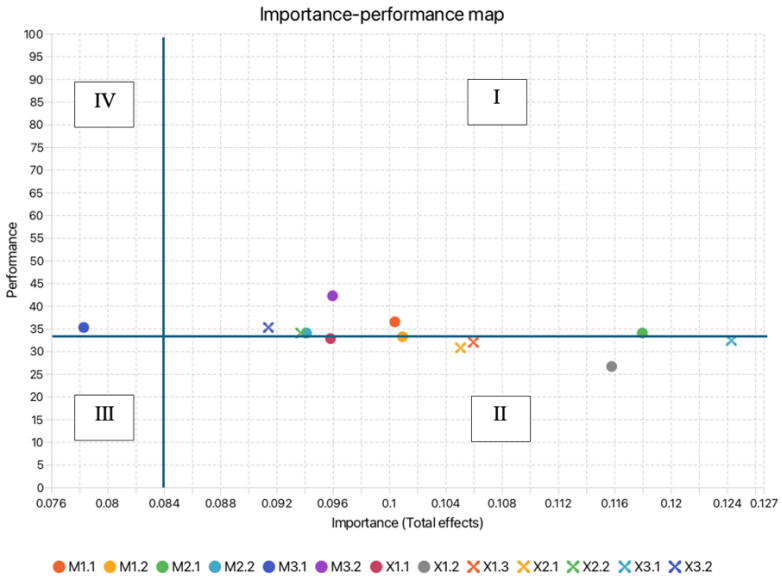


Figure 5. Importance-Performance Map

Source: SmartPLS output

Based on Table 9 and Figure 5, the IPMA quadrant classification is determined using the average importance value of 0.084 and the average performance value of 33.764**.** Indicators positioned to the right of the vertical line have above-average importance, while indicators positioned above the horizontal line have above-average

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performance. Thus, the position of each indicator can be used to determine strategic priorities for improving MSME Export Readiness.

Quadrant I represents indicators with high importance and high performance, namely M2.2, M3.2, X2.2, M1.1, M2.1, and X3.2**.** These indicators are important factors with relatively good performance; therefore, the appropriate strategy is to maintain and strengthen them. Quadrant II represents indicators with high importance but low performance, namely X1.1, M1.2, X2.1, X1.3, X1.2, and X3.1**.** These indicators should be the main priority for improvement because they contribute significantly to MSME Export Readiness, but their performance remains suboptimal. Quadrant IV represents indicators with low importance but high performance, namely M3.1**.** This indicator should be maintained as a supporting capacity, but it should not be the main focus of intervention.

Table 10. IPMA Quadrant Mapping and Strategy Priorities

Quadrant	Criteria	Indicators	Strategy Direction
Quadrant I	High importance, high performance	M2.2, M3.2, X2.2, M1.1, M2.1, X3.2	These indicators should be maintained and strengthened because they already show good performance and play an important role in supporting export readiness.
Quadrant II	High importance, low performance	X1.1, M1.2, X2.1, X1.3, X1.2, X3.1	These indicators should become the main priority for improvement through strengthening social media promotion, digital catalogs, product content design, digital payment systems, customer data analysis, and market-based product idea testing.
Quadrant IV	Low importance, high performance	M3.1	This indicator should be maintained as a supporting capacity, but it should not be the main focus of intervention.

Source: SmartPLS output

Based on this mapping, the strategy to improve MSME Export Readiness among shell-craft MSMEs in Sanur should focus on Quadrant II**,** particularly on digital marketing literacy and strategic sensitivity aspects that remain weak. Improvements in social media promotion, product information updates, content design, digital transactions, customer data analysis, and willingness to test new product ideas are expected to strengthen the ability of MSMEs to transform digital information into business decisions that support export readiness. Meanwhile, indicators in Quadrant I should be maintained and strengthened, while the indicator in Quadrant IV should be maintained as a supporting factor.

Discussion of the "Shore to Store" Strategy Model

The findings of this study support the development of the "Shore to Store" strategy model as an approach to improving the export readiness of coastal MSMEs in Sanur. This model illustrates the transformation of MSMEs from a local production base in coastal areas toward broader markets, including digital stores,

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marketplaces, galleries, and international buyers. The "Shore" stage represents Sanur's local potential, including coastal communities, artisan skills, shell waste, Balinese cultural identity, and sustainability values. At this stage, shell-craft products already possess aesthetic value and local uniqueness, but they still require capacity strengthening to compete in wider markets.The next stage is strengthening Digital Marketing Literacy. The results show that digital literacy has a significant effect on Strategic Agility and MSME Export Readiness. This means that digital capability is the entry point for MSMEs to understand markets, expand promotion, develop product catalogs, and communicate with potential buyers.

However, digital literacy needs to be supported by Strategic Agility, namely the ability of MSMEs to translate market information into concrete actions, such as improving product design, developing packaging, adjusting prices, increasing production capacity, and meeting product standards. This is consistent with the mediation results, which show that Strategic Agility strengthens the effect of Digital Marketing Literacy on MSME Export Readiness.

The "Store" stage represents MSMEs' readiness to enter broader markets through marketplaces, digital catalogs, online galleries, buyer networks, and access to international markets. Thus, the "Shore to Store" model emphasizes that export readiness is built through a gradual transformation from local potential toward adaptive, digital, and globally oriented business strategies.

The findings carry both theoretical and practical implications for regional development. Theoretically, the study extends the Resource-Based View and the Dynamic Capabilities Theory to the pre-export phase of coastal micro-enterprises, showing that a digital resource yields export readiness only when reconfigured through strategic agility. Practically, the results give regional governments, cooperatives, and higher-education institutions in Bali a prioritized roadmap: mentoring that targets the high-importance, low-performance digital-literacy attributes identified by IPMA can accelerate the transformation of coastal artisans into export-ready enterprises, supporting inclusive regional economic growth.

A key strength of this study is its empirical, field-based test of a mediation model among non-exporting coastal artisans, a segment rarely examined in the internationalization literature. Its limitations include a realized sample of 62 respondents obtained through accidental sampling, which constrains generalizability, and a scope confined to a single commodity in a single coastal area; these should be considered when transferring the findings to other regions.

CONCLUSION

This study concludes that digital marketing literacy has a positive and significant effect on the export readiness of shell-craft MSMEs in coastal Sanur ($\beta = 0.293$; $p = 0.016$); however, this direct effect is relatively small, so digital literacy must be translated into more concrete strategic capabilities. Digital marketing literacy also strongly influences strategic agility ($\beta = 0.616$; $p < 0.001$), while strategic agility significantly affects export readiness ($\beta = 0.500$; $p < 0.001$). Moreover, strategic agility partially mediates the relationship between digital marketing literacy and export readiness ($\beta = 0.308$; $p < 0.001$), such that the effect of digital literacy is stronger when MSME operators possess strategic agility.

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The new contribution of this study is the "Shore to Store" model as a framework for the gradual transformation of coastal MSMEs, namely from strengthening local product identity (shore) to enhancing digital marketing literacy and strategic agility, to readiness to enter broader markets (store). Practically, mentoring programs for shell-craft MSMEs in Sanur should prioritize the high-importance, low-performance indicators identified by IPMA, such as social media promotion training, digital catalog updates, content design, digital payments, and customer data analysis, alongside preparing for export legality and product standards. This study is limited because only 62 of the 100 targeted respondents participated, owing to refusals and reluctance to share information, the use of accidental sampling, which limits generalizability, and the scope being confined to a single commodity and a single area. Future research is encouraged to broaden the object to coastal MSMEs in other regions, to add variables such as entrepreneurial orientation and government support, and to adopt a mixed-methods approach to deepen the quantitative findings.

ACKNOWLEDGMENTS

The authors thank Politeknik Negeri Bali for its financial support of this research through the DIPA grant. The authors also express appreciation to the shell-craft MSME operators in coastal Sanur who were willing to participate as respondents and provided valuable information during data collection.

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