

**STRATEGI INTEGRASI *ENTREPRENEURIAL MARKETING*
UNTUK INTERNASIONALISASI KOLABORATIF
PADA UKM TAHAP AWAL DI JAWA BARAT**

DISERTASI

Diajukan untuk memenuhi sebagian Syarat untuk memperoleh Gelar
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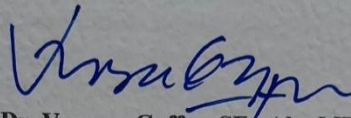
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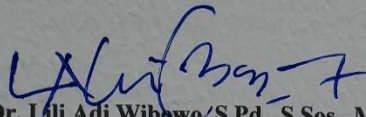
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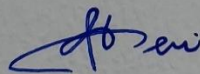
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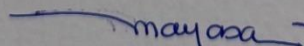
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Dengan ini saya menyatakan bahwa disertasi dengan judul: **“Strategi Integrasi Entrepreneurial Marketing untuk Internasionalisasi Kolaboratif pada UKM Tahap Awal di Jawa Barat”** yang saya ajukan sebagai bagian dari penyelesaian studi program doktoral adalah benar-benar karya saya sendiri. Saya tidak melakukan penjiplakan atau pengutipan dengan cara-cara yang tidak sesuai dengan etika keilmuan yang berlaku.

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Disertasi ini membahas upaya integrasi strategis dari pendekatan pemasaran kewirausahaan (*entrepreneurial marketing*) dalam mendukung proses internasionalisasi kolaboratif pada UKM tahap awal, khususnya di wilayah Jawa Barat. Penelitian ini diharapkan dapat memberikan kontribusi terhadap pengembangan teori dan praktik dalam bidang manajemen pemasaran, khususnya dalam konteks UKM dan strategi internasionalisasi.

Penulis menyadari bahwa disertasi ini masih memiliki berbagai keterbatasan, baik dari segi teori, metodologi, maupun ruang lingkup pembahasan. Oleh karena itu, kritik dan saran yang konstruktif sangat penulis harapkan demi penyempurnaan di masa yang akan datang.

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Penulis

ABSTRAK

Tika Annisa Lestari Koeswandi, 2211147, Strategi Integrasi *Entrepreneurial Marketing* untuk Internasionalisasi Kolaboratif Pada UKM Tahap Awal Di Jawa Barat; di bawah bimbingan promotor: Prof. Dr. Vanessa Gaffar, SE., AK., MBA., Ko-Promotor: Dr. Lili Adi Wibowo., S.Pd., S.Sos., MM, dan Anggota: Denny Andriana, SE., PgDip., MBA., Ph.D., Ak., CMA., CA.

Disertasi ini mengembangkan sebuah model integrasi strategi *Entrepreneurial Marketing* untuk mendukung internasionalisasi kolaboratif pada UKM tahap awal internasionalisasi di Jawa Barat, sebagai respons terhadap inkonsistensi pengukuran *International Marketing Performance (IMP)* dan kesenjangan antara teori dan praktik strategi internasionalisasi. Penelitian ini mengadopsi pendekatan *convergent-concurrent mixed methods*, yang menggabungkan analisis kuantitatif terhadap 1.458 UKM peserta Program UMKM Jabar Juara–Naik Kelas, serta analisis kualitatif terhadap 12 *stakeholders* (termasuk pemerintah, asosiasi, akademisi, media massa, dan UKM). Kedua data ini dianalisis secara integratif untuk menghasilkan pemahaman yang lebih komprehensif mengenai dinamika yang terjadi dalam proses internasionalisasi UKM. Temuan kuantitatif menunjukkan bahwa *Market Entry Barriers* berpengaruh secara signifikan terhadap *IMP* melalui mediasi *International Entrepreneurial Marketing Strategy (IEMS)* dan *Marketing Collaborative Practices (MCP)*, yang mengindikasikan bahwa hambatan masuk pasar memiliki dampak yang langsung dan tidak langsung pada kinerja pemasaran internasional UKM. Namun, temuan kualitatif mengungkapkan bahwa faktor-faktor seperti keterbatasan kapasitas internal dan kurangnya jejaring internasional menjadi hambatan utama dalam mengatasi barrier tersebut. Seiring dengan ini, peran aktif *stakeholder*, terutama dalam mendukung jejaring dan kapasitas UKM, terbukti krusial dalam tahap implementasi strategi internasionalisasi. Penelitian ini memberikan kontribusi signifikan melalui empat *novelty* utama: pertama, pembaruan teoritis terhadap teori *marketing management* khususnya dalam lingkup *marketing strategic*, *entrepreneurial marketing* dan *international marketing*. Kedua, pengembangan model konseptual *IEMS* sebagai *Guided-Strategy* untuk mendukung internasionalisasi UKM; ketiga, konstruksi struktural peran mediasi antara *IEMS* dan *MCP* dalam strategi internasionalisasi; dan keempat, sintesis variabel dan indikator yang dapat memperkaya teori pemasaran kewirausahaan dalam konteks internasionalisasi UKM. Temuan ini tidak hanya memperkaya kajian akademik, tetapi memberikan rekomendasi praktis yang dapat diterapkan oleh pemangku kebijakan, asosiasi, serta pelaku UKM untuk memperkuat strategi internasionalisas.

Kata kunci: Model Integrasi, *International Entrepreneurial Marketing Strategy*, *Collaborative Internationalization*, Tahap Awal, Usaha Kecil Menengah.

ABSTRACT

Tika Annisa Lestari Koeswandi, 2211147, *Entrepreneurial Marketing Integration Strategy for Collaborative Internationalization in Early-Stage SMEs in West Java*; under the supervision of Promoter: Prof. Dr. Vanessa Gaffar, SE., AK., MBA., Co-Promoter: Dr. Lili Adi Wibowo, S.Pd., S.Sos., MM, and Committee Member: Denny Andriana, SE., PgDip., MBA., Ph.D., Ak., CMA., CA.

This dissertation developed an integrated model of Entrepreneurial Marketing strategies to support Collaborative Internationalization in early-stage SMEs in West Java, in response to the inconsistency in International Marketing Performance (IMP) measurements and the gap between internationalization strategy theory and practice. This study adopts a convergent-concurrent Mix Method approach, combining quantitative analysis of 1,458 SMEs participating in the Jabar Juara–Naik Kelas Program, and qualitative analysis of 12 stakeholders (including government, associations, academics, mass media, and SMEs). Both data sets were analyzed integratively to understand the dynamics occurring in the SME internationalization process comprehensively. Quantitative findings indicate that Market Entry Barriers significantly influence IMP through the mediation of International Entrepreneurial Marketing Strategy (IEMS) and Marketing Collaborative Practices (MCP), indicating that market entry barriers directly and indirectly impact SMEs' international marketing performance. However, qualitative findings reveal that factors such as limited internal capacity and lack of international networks are the main obstacles in overcoming these barriers. The active role of stakeholders, especially in supporting SME networks and capacity, has proven crucial in the implementation stage of internationalization strategies. This research provides significant contributions through four main novelties: first, a theoretical update to marketing management especially on marketing strategic, entrepreneurial marketing dan international marketing.; second, the development of a conceptual model of IEMS as a Guided Strategy to support SME internationalization; third, the structural construction of the mediating role between IEMS and MCP in internationalization strategies; and fourth, the synthesis of variables and indicators that can enrich entrepreneurial marketing theory in the context of SME internationalization. These findings not only enhance academic studies but also provide practical recommendations that can be implemented by policymakers, associations, and SME players to strengthen their internationalization strategies.

Keywords: Integration model, International Entrepreneurial Marketing Strategy, Collaborative Internationalization, early-stage SMEs, Small and Medium Enterprises.

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