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Leveraging Dynamic Capabilities for International Expansion: A Case Study of A Leather Craft MSME

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Abstract

Amidst market uncertainty, MSMEs face significant challenges in maintaining business continuity. This study aims to analyze the implementation of the dynamic capabilities framework as an instrument for MSMEs to achieve sustainable competitive advantage. One of the MSMEs that applies the dynamic capabilities framework is Shoeka. The purpose of this study is to describe the implementation of the dynamic capabilities framework at Shoeka as an effort to respond to rapid and competitive business environment changes, and describe the implementation of the dynamic capabilities framework at Shoeka to enter the international market. Using a descriptive qualitative approach, this study explains how the three main pillars in the dynamic capabilities framework, namely sensing, seizing, and transforming, are operationalized in the MSME. Data were analyzed using the interactive model developed by Miles and Huberman. This study uncovers that MSMEs within the fashion products sector must develop robust sensing, seizing, and transforming capabilities to navigate the volatility of consumer preferences. In the context of internationalization, a systematic analysis of global market trends is essential and this enables firms to capture emerging opportunities by strategically reconfiguring organizational resources to align with international demand.

Keywords: Dynamic Capabilities, MSME, International Market

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INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are not just secondary business units, but rather the pillar of the national economy, providing essential employment opportunities and maintaining domestic market stability amidst global uncertainty. As a driver of the national economy, the MSME sector plays an important and strategic role in the structure of Indonesia's economy (Sholehuddin & Sudarmiatin, 2024). MSMEs in Indonesia plays a very important role as economic support (Fitriati et al., 2020). In Indonesia, MSMEs provide the foundation of a populist economic system that strives to lower unemployment, poverty, and inequality (Susiang, 2024). MSMEs, which are the backbone of the economy in many countries including Indonesia, often face difficulties in maintaining their competitiveness amidst the pressures of a changing business environment (Efrina et al., 2024).

Today, almost every firm, large or small, faces international marketing issues (Kotler & Armstrong, 2018). The ability of MSMEs to survive in the era of digital disruption depends on dynamic capabilities (Riyanto & Alfiansyah, 2025). Dynamic capabilities theory was derived from Reseource-Based View theory and compensated for that theory's shortcomings when it came to explaining sustainable competitive advantage and superior performance in a dynamic environment (Bleady et al., 2018). Teece (2007) significantly expanded dynamic capabilities theory by defining the specific micro-foundations underlying sensing (identifying opportunities), seizing (mobilizing resources), and transforming (reconfiguring assets for continuous renewal). The dynamic capabilities framework analyzes the sources and methods of wealth creation and capture by private enterprise firms operating in environments of rapid technological change (Teece et al., 1997). The functionality of dynamic capabilities can be duplicated across firms, their value for competitive advantage lies in the resource configurations that they create, not in the capabilities themselves (Eisenhardt & Martin, 2000).

There are many studies on the empowerment of MSMEs in order to achieve competitive advantage (Agus et al., 2025). This competitive advantage is manifested in a set of characteristics that distinguish an MSME from its competitors and give it a unique and superior position in the market (Agus et al., 2025). A distinctive capability is an MSME's unique valuable operational or dynamic capability, which arises from attributes that other MSMEs do not share (Arraya, 2025). Dynamic capabilities emerge as the linchpin for firms aiming to harness adaptability and competitiveness (Mishra & Kiran, 2025). MSMEs consistently exhibit dynamic capabilities, particularly in the stages of

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sensing and seizing opportunities, however they frequently encounter challenges when striving to advance to a transformational stage (Mariani et al., 2024).

To survive, MSMEs must possess dynamic capabilities that include adaptability, the ability to absorb new technologies, and innovative capabilities (Riyanto & Alfiansyah, 2025). Dynamic capabilities are an important competency for MSMEs in dealing with the rapidly changing business environment (Thamrin et al., 2025). Dynamic capabilities can drive MSME business performance (Simanjuntak & Pasaribu, 2023). The objectives of this study are to describe the implementation of the dynamic capabilities framework at Shoeka through sensing, seizing, and transforming element, and describe the implementation of the dynamic capabilities framework at Shoeka to enter the international market.

Problem Formulation

Based on this background, the research problems are formulated as follow: (1) How does Shoeka implement the sensing element? (2) How does Shoeka implement the seizing element? (3) How does Shoeka implement the transforming element (4) How can the application of the dynamic capabilities framework enable Shoeka to identify opportunities for international market entry?

LITERATURE REVIEW

Dynamic Capabilities

The dynamic capabilities framework analyzes the sources and methods of wealth creation and capture by private enterprise firms operating in environments of rapid technological change (Teece et al., 1997). The microfoundations of dynamic capabilities, the distinct skills, processes, procedures, organizational structures, decision rules, and disciplines which undergird enterprise level sensing, seizing, and reconfiguring capacities are difficult to develop and deploy (Teece, 2007). Dynamic capabilities are best conceptualized as tools that manipulate resource configurations (Eisenhardt & Martin, 2000). Dynamic capabilities help companies cope with and benefit from environmental dynamism (Shu & Srimuang, 2026). Teece (2007) argues that dynamic capabilities specifically the ability to sense and seize opportunities while transforming assets are crucial for a company to exploit market shifts timely and reconfigure resources to remain aligned with a changing environment. Sensing refers to the ability to detect new opportunities through market scanning, customer needs identification, and technology observation (Agus et.al., 2025). Seizing involves mobilizing and inspiring organizations to

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develop a readiness to take the opportunities and reduce risk (Mariani et al., 2024). Transformation is the ability to update business models, strategies, and operations to remain relevant (Agus et al., 2025).

Micro, Small, and Medium Enterprises (MSMEs)

Micro, Small, and Medium Enterprises (MSMEs) are different from big businesses in a few ways, and those differences can vary from country to country and culture to culture (Tarihoran et al., 2023). According to Government Regulation Number 7 of 2021, MSMEs are defined based on two primary criteria: business capital (for new businesses) and annual sales results (for established businesses) (Government Regulation Number 7 of 2021). In Indonesia, MSMEs play a crucial role in creating jobs, providing income for the poor, distributing income, and alleviating poverty (Sholehuddin & Sudarmiatin, 2024). MSMEs have contributed to the formation of the Gross Domestic Product (GDP) and the MSMEs sector as a source of foreign exchange through the export of various types of products from MSMEs (Fitriati et al., 2020).

International Marketing

International marketing is the performance of business activities designed to plan, price, promote, and direct the flow of a company's goods and services to consumers or users in more than one nation for a profit (Cateora et al., 2016). Meanwhile, according to AMA (American Marketing Association) international marketing is the multinational process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives (Onkvisit & Shaw, 2007). A company faces six major decisions in international marketing, namely looking at the global marketing environment, deciding whether to go global, deciding which markets to enter, deciding how to enter the market, deciding on the global marketing program, and deciding on the global marketing organization (Kotler & Armstrong, 2018).

METHODOLOGY

This research adopts a qualitative method, prioritizing descriptive, non-numerical data over quantitative metrics. This approach provides a systematic and objective account of the event by gathering, verifying, and validating evidence to support the final findings. The primary data consists of narrative insights gathered through interviews with the head of R&D and marketing of Shoeka. Rigorous procedures and data collection tools

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are the foundation of valid research results. Methodological approaches in qualitative research commonly utilize observation, interviews, and existing documentation as primary data sources. According to Miles & Huberman (1994), components of data analysis consist of three steps: data reduction, data displays, and conclusion drawing or verification.

This research uses a descriptive qualitative approach with a single case study strategy in a MSME that produce footwears, bags, and wallets from high-quality genuine leather produced locally, originating from Malang City, East Java, Indonesia, namely Shoeka. The choice of this method is based on the need to explore in depth how the business unit integrates, builds, and reconfigures internal and external competencies in the face of rapid environmental change. The use of the Dynamic Capability Framework as a theoretical foundation requires contextual understanding, which can only be achieved through direct interaction with MSME. Primary data were collected through in-depth semi-structured interviews. Key informants were identified through purposive sampling, involving the heads of R&D and marketing who have a role in decision-making. The interview guide was designed to explore three main dimensions of dynamic capabilities, namely sensing (identifying opportunities and threats), seizing (mobilizing resources to seize opportunities), and transforming (reconfiguring assets and the organization). Data analysis was conducted in a circular manner through the stages of data reduction, narrative data presentation, and drawing conclusions to identify strategic adaptation patterns undertaken by Shoeka in maintaining its competitive advantage.

RESULTS AND DISCUSSION

Shoeka is one of the MSMEs based in Malang, East Java, specializing in genuine leather fashion products. The brand distinguishes itself through a commitment to handcrafted excellence, utilizing locally sourced Indonesian raw materials. While Shoeka's product line, which includes footwear, bags, and accessories primarily targets Millennial and Generation Z women, it also offers a dedicated range for men. Since its inception in 2012 as a custom-order shoemaker, the company has scaled into mass production while maintaining its bespoke roots. In 2019, Shoeka solidified its brand identity by adopting a timeless vintage concept, which remains its core tagline today.

The Implementation of the Sensing Element at Shoeka

Within the dynamic capabilities framework, sensing is the first and crucial step for companies to survive in a rapidly changing environment. Sensing refers to the ability to

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detect new opportunities through market scanning, customer needs identification, and technology observation (Agus et al., 2025). It's not simply about collecting data, but rather a strategic interpretation process to understand the company's direction. Applying sensing in the context of a leather product manufacturing business requires sensitivity to changes in customer preferences and functionality. Sensing activities require business actors to actively scan market signals. At Shoeka, sensing activities are carried out by optimizing the role of the R&D (Research and Development) team. Marketing and R&D competencies have a positive influence on innovation performance, which in turn increases sustainable competitive advantage (Thamrin et al., 2025).

Shoeka recognizes the changing trends in customer preferences, especially among Generation Z. Leather products are generally available in earth tones such as brown, cognac, black, taupe, and tan. Based on observations by the R&D team, it was found that Generation Z does not want to look old by wearing leather products in these colors. They do not dislike leather products, but simply dislike colors that give the impression of looking older than their age. In this case, they have a preference for colorful products. It was also found that for bag products, Generation Z prefers unstructured bags, but rather loose-fitting bags whose shape adapts to the contents of what is inside. In contrast to the millennial generation who prefers structured bags. In terms of weight, Generation Z prefers bags that is not heavy in term of weight. This is a challenge for Shoeka because products made from leather are synonymous with their heavy weight. In footwear products, customers in the past prioritized sturdiness over comfort. Today, customers prioritize the opposite. However, because the raw material comes from cow leather, the products still have quite long durability.

Many companies fail not because they don't see change, but because they have cognitive biases, organizational filtering that prevents important information from reaching decision makers, and a disregard for long-term goals. At Shoeka, these issues are avoided because they pay attention to customer needs, such as the weight of their bags. They also interact directly with in-store customers and custom-order customers about their expectations for leather product features.

The Implementation of the Seizing Element at Shoeka

Seizing is a company's ability to mobilize resources to seize identified opportunities. Mariani et al. (2024) stated that seizing involves mobilizing and inspiring organizations to develop a readiness to take the opportunities and reduce risk. It involves making quick strategic decisions, investing in new technologies or markets, and creating

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the right business model. Dynamic capabilities enable the recognition and seizing of these opportunities, allowing for frequent adjustments in operating routines (Mishra & Kiran, 2025). Many businesses fail because they fail to act or are too slow in allocating resources. If sensing is about seeing opportunities, seizing is about executing and winning those opportunities.

Shoeka recognized Generation Z's color preference for leather products and then capitalized on this opportunity by creating an entire product line in attractive and vibrant colors such as yellow, orange, pink, blue, purple, maroon, and a wider variety of other colors than just brown, cognac, black, taupe, and tan. In its footwear product line, in response to customer preferences prioritizing comfort, Shoeka seized the opportunity by providing leather products with a supple texture. Shoeka also responded quickly to the loose-fitting bag trend without losing market momentum by creating a line of loose-fitting bags favored by young people. They also seized the opportunity by producing bags and footwear with floral and batik motifs.

Shoeka is an agile MSME, constantly adapting to market shifts. This is evidenced by their courage to break away from their timeless vintage concept by embracing natural colors. With this openness and adaptability, they can quickly respond to change. Seizing is the link between knowing and doing. Without this ability, companies will simply be spectators as their industry changes. Shoeka's seizing doesn't mean abandoning quality, but rather adapting craftsmanship to current market needs. Shoeka doesn't just create products from leather, it also adapts the value proposition. Seizing requires courage and determination to allocate capital for new tools or skills, for instance, investing in UV printing machines. Furthermore, Shoeka has also built a social media platform and launched live shopping on e-commerce.

The Implementation of the Transforming Element at Shoeka

Transforming, often referred to as reconfiguring, is the third and most crucial stage after a company has successfully sensed and seized. Reconfiguration activities could improve technology innovation (Zhou et al., 2017). If sensing is about seeing the future and seizing is about seizing opportunities, then transforming is about structural change to remain relevant. Transformation is the ability to update business models, strategies, and operations to remain relevant (Agus et al., 2025). The goal of transforming is to avoid the success trap. An enterprise’s ability to man age competitor threats and to reconfigure itself is dependent on its investment activity, which is in turn dependent on its ability to sense an opportunity (Teece, 2007). Transforming tends to be difficult due to the

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tendency to follow old patterns, which leads to fear of failure after transformation. Employees may also experience fear of role changes.

At Shoeka, the biggest challenge when allocating capital and manpower for new ideas was brainstorming with the production department, which in this case involved local artisans. However, this challenge was still considered moderate level. The leather goods industry is traditional and craft-based, but highly susceptible to changing fashion trends. For example, Generation Z's tastes differ from millennials, who prefer colourful leather products and have patterns. Shoeka transformed itself by reconfiguring its equipment and human resources. They invested in a UV printing machine that allows it to print patterns on leather. To capitalize on customer preferences, it designed floral and batik motifs on leather, which are then further processed into footwear and bags. This requires adaptability from its employees in designing these motifs. Shoeka also created a shoe line with glitter variations, which required brainstorming from its artisans to translate ideas into production.

The ability to transform also lies in employees' adaptive abilities to keep up with developments in the digital era. Shoeka also has a presence on social media and e-commerce platforms through live shopping. Without a social media presence, products that appeal to Generation Z, such as colorful, patterned bags, footwear, wallets, and accessories, as well as loose-fitting bags, obtained after Shoeka implemented sensing and seizing elements, would not have reached target customers.

Implementing the Dynamic Capabilities Framework at Shoeka to Facilitate International Market Entry

Shoeka has been operating since 2012 and has demonstrated a stable national market. However, as an MSME producing handmade fashion products, this has become a unique attraction for international customers. The superiority of its products, which are handmade, authentic, and embody local wisdom, has made them well-received in the international market. Currently, Shoeka has internationalized through individual exports. It has exported to Malaysia, Dubai, and the United States. Most of its international customers are from Malaysia. This is due to the ease of access to information by social media. Translation features on social media facilitate international customers' understanding of information shared on social media and facilitate their ordering.

Shoeka has an outlet located in Malang City. Malang's proximity to international tourist attractions such as Mount Bromo and the Tumpak Sewu waterfall makes it a popular destination for international tourists. By 2025, the average number of international

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tourist visits to Malang City will be 7,306 (Dinas Kominfo Kota Malang, 2025). The large number of tourists visiting Malang has presented an opportunity for Shoeka to open another avenue for international business expansion. Shoeka frequently receives visits from international customers. These customers appreciate Shoeka's handmade concept. Thus far, woven shoes are the most popular products among international tourists.

The application of the dynamic capabilities framework in internationalization efforts is carried out through the application of sensing, seizing, and transforming elements. Sensing is carried out by identifying the needs and tastes of international customers. Shoeka observed that international customers who come directly to Shoeka outlets do not have much time and they make purchases based on what is currently available on the display shelves. In addition, it was also observed that international customers prefer footwear products, especially woven shoes. Woven shoes highlight a strong handmade impression, reflect strong craftsmanship, and are full of local wisdom. Shoeka implemented the seizing element by providing ready-made shoes from size 35 to size 43. The diverse size options make it easier for international customers to find the size they need. This proves that Shoeka is able to seize emerging opportunities. Shoeka also provides woven variant models on their product displays as a form of seizing after being able to sense the preferences of international customers. In addition, Shoeka also actively participates in prestigious handicraft exhibitions that allow visits from international customers. The transforming element is carried out by reconfiguring their assets, namely related to resources. With the presence of international guests, outlet employees are required to have English language skills. This also demonstrates the adaptive capabilities of its employees. The reconfiguration also lies on investment in UV printing machines. These machines allow Shoeka to create batik motif which is rich in local wisdom and preferred by international customers.

CONCLUSION

An analysis based on the dynamic capabilities framework reveals that Shoeka, a MSME specializing in leather fashion, effectively employs sensing, seizing, and transforming strategies to maintain competitiveness. In the domestic leather industry, MSMEs often adopt a personal approach to navigate volatile trend cycles. Shoeka demonstrated sensing proficiency by identifying shifts in consumer preference through gathering feedback from in-store interactions and monitoring of social media trend. Moving beyond identification, the firm successfully seized these opportunities by executing product launches aligned with the aesthetic preferences of its target

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demographic. This agile decision-making process allowed the firm to capitalize on market momentum. Finally, Shoeka exhibited transformational capability by reconfiguring its internal assets specifically its technological infrastructure and human capital to facilitate the production of customized product lines that met evolving customer demands.

The transition into international markets necessitates a heightened degree of operational standardization. In terms of sensing capabilities, Shoeka shifted its strategic focus toward global aesthetic preferences, identifying that international consumers derive significant value from the artisanal quality and cultural authenticity of the brand, specifically through the integration of Indonesian *batik* motifs. To effectively seize these global opportunities, the firm adopted a multi-channel market entry strategy, combining participation in international trade exhibitions with a robust digital presence across e-commerce and social media platforms. Furthermore, Shoeka executed a transformational strategy centered on human capital. The firm prioritized the development of adaptive competencies within its workforce to navigate the complexities of internationalization. In Shoeka's strategic hierarchy, employee adaptability skill is regarded as a critical resource that holds greater long-term value than fixed physical or financial capital.

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