

Designing a Digital Marketing Model for the Internationalization of Small and Medium-Sized Dairy Enterprises

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ABSTRACT

The purpose of this study is to design a digital marketing model aimed at the internationalization of small and medium-sized dairy enterprises. Based on its objectives, this research is classified as applied-developmental. Employing a qualitative approach and utilizing the thematic analysis technique, the study seeks to propose the aforementioned model. The participant population in the qualitative phase consists of theoretical experts and practical experts. A combination of purposive and snowball sampling methods was used for participant selection. The sample size in the qualitative phase was determined based on achieving theoretical saturation, meaning interviews with dairy industry experts continued until theoretical saturation was reached, which occurred after conducting semi-structured interviews with 16 experts. Data collection in the qualitative phase was carried out through semi-structured interviews. To ensure the reliability of the qualitative phase and confirm theoretical saturation, the study employed the inter-rater agreement correlation matrix test and a dual-coder diagram. The model design and identification of primary and secondary themes were conducted using the Maxqda2020 software. The findings indicate the identification of six main themes within the digital marketing model for the internationalization of small and medium-sized dairy enterprises, including: analysis and understanding of international markets (5 sub-themes), establishing a strong digital presence (3 sub-themes), collaboration with international business partners (5 sub-themes), compliance with international laws and standards (5 sub-themes), adoption of innovative international digital marketing models (6 sub-themes), and building a global brand (2 sub-themes).

KEYWORDS: Digital Marketing, Internationalization, Small and Medium Enterprises, Dairy Industry

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1. Introduction

The widespread growth of technology and increased access to the internet have paved the way for a transition to digital marketing. Evidence suggests that digital marketing is gradually replacing traditional marketing, indicating that its impact on customers' lives has become increasingly significant. This is a reality that contemporary businesses must acknowledge and embrace by adopting digital marketing strategies (Rahmani et al., 2023). Empirical studies demonstrate that digital marketing capability is a key factor in enhancing firm performance. Digital marketing capabilities are defined as the process of leveraging an organization's knowledge, skills, and resources to create added value for goods and services, meet competitive demands, and address market-related needs using digital tools (Asadazar, 2023). The use of technology-driven tools enhances marketing activities and enables two-way interaction with customers anytime and anywhere. This facilitates access to new markets, increases market share, and fosters customer engagement. These characteristics have positioned digital marketing as the dominant paradigm for marketing activities in the current decade (Jadhao et al., 2023).

Industries and companies utilize digital marketing not only for domestic marketing activities within their geographical boundaries but also as an effective model for cross-border operations and exports (Zahoor & Liu, 2023). Digital marketing enhances a company's ability to explore and exploit opportunities in global markets, thereby strengthening its export capabilities. Digital capabilities are essential for successful export performance, and leading companies strive to expand their markets in other countries through digital marketing activities. It appears that leveraging digital marketing is crucial for improving export performance, which in turn enhances a company's global competitive advantage and opens new market opportunities (Jahandideh & Bahramsadeh, 2023).

Internationalization is one of the strategies through which companies can engage in global markets and reap their benefits. At a minimum, internationalization facilitates the transfer of advanced technology across borders. It reflects the interests of the home country and the enthusiasm of decision-makers (entrepreneurs) to operate based on opportunities in foreign markets (Khaerani et al., 2023). For small and medium-sized enterprises (SMEs), participation in international markets offers numerous opportunities, including access to larger markets, economies of scale, technological advantages, technical upgrades, risk reduction, and access to financial resources. A significant portion of many companies' sales and profits is derived from marketing operations in foreign markets. International markets contribute to improved production capacity, greater profits, and higher returns on investment for companies. Internationalization is a process that increases engagement in international operations, leading to the establishment of global businesses (Bulathgoda & Fernando, 2023).

Several factors influence entry into international markets and facilitate this process, including organizational, environmental, and managerial factors. However, there remains a need for sufficient knowledge regarding the internationalization of SMEs in developing countries such as Iran (Amini & Fattahi, 2018). Among the industries where marketing strategies for export development can be a focal point is the dairy industry. Comparative analyses of European Union member states indicate that both countries with extensive agricultural sectors and industrialized nations have heavily invested in exporting dairy products. Evidence suggests that marketing is a fundamental component of strategic planning for countries aiming to develop their dairy product exports (Klapkiv et al., 2023). The dairy industry is a significant and substantial sector globally and in Iran, with dairy products being essential consumer goods in household baskets. By

employing modern marketing strategies, significant progress can be made in developing this industry. In other words, designing and implementing new marketing models can enhance success in this sector (Kazemi et al., 2022). One such modern marketing strategy is digital marketing, which can influence customer loyalty in the dairy industry. Dairy businesses in Iran utilize social media marketing as a means to connect with customers, gain insights into their preferences and characteristics, and provide services in an engaging technological environment (Aminian et al., 2022).

A review of the research background in Iran indicates that fragmented studies have been conducted in this domain. For instance, studies have explored the role of digital marketing in export development (Jahandideh et al., 2023), the role of marketing in the dairy industry (Kazemi et al., 2022; Ahmadi-Daniali et al., 2022), the role of digital marketing in the dairy industry (Mousavi-Fard & Hassani, 2022), and the development of dairy industry exports (Akbari et al., 2016; Hemmati et al., 2020). However, it appears that a comprehensive study focusing on export development through digital marketing in the dairy industry has not been a central focus of domestic researchers, with existing studies addressing these themes in isolation. What has been overlooked by researchers is the development of an integrated and practical digital marketing model for the internationalization of SMEs active in Iran's dairy industry. Given this research gap, the present study aims to design a digital marketing model for the internationalization of small and medium-sized dairy enterprises. Therefore, this research seeks to address the question: *What is the digital marketing model for the internationalization of small and medium-sized dairy enterprises in Mazandaran Province?*

2. Theoretical Foundations and Research Background

According to the American Marketing Association (AMA), digital marketing is defined as activities and processes facilitated by digital technologies to create, communicate, and deliver value to customers and other stakeholders (Ryan, 2021). It encompasses all tools and activities used to market products and services on digital platforms (web, internet, mobile, or other digital tools). Digital marketing involves achieving marketing objectives through methods and tools of the digital technology realm. In this approach, all available digital channels and capacities are utilized to deliver information to customers or consumers. The use of digital tools for product introduction, customer acquisition, branding, and sales is referred to as digital marketing. In other words, business owners employ digital marketing tools to introduce their products to customers and strive to increase sales (Deiss & Henneberry, 2020).

A small and medium-sized enterprise (SME) is defined as a business with a workforce below a certain threshold, which varies across countries and economies but is often set at 250 employees in many societies, including the European Union. The term SME stands for Small and Medium-sized Enterprises, which holds significant importance in the literature on organization and management. When referring to such companies, the focus is often on businesses established through entrepreneurship, including spin-offs, startups, companies in science and technology parks, knowledge-based firms, and enterprises operating in industrial estates (Amini & Fattahi, 2018).

Today, SMEs are increasingly compelled to pursue growth beyond their national markets. The growing digitization of the global economy provides extensive opportunities for internationalization, positioning these firms on the path to global expansion. Internationalization

and the expansion of operations into global markets are among the most critical strategies for achieving success for these businesses (Zia et al., 2021).

Zarei and Mohammadkhani (2024) conducted a study titled "A Model for Enhancing Digital Marketing Capabilities with an Emphasis on Indicators of Digital Marketing Utilization in Industrial Companies." They stated that the convergence of information technology, media, and communications has altered consumer behavior in terms of searching, acquiring, processing, and responding to company information or services. A model for enhancing marketing capabilities with a focus on digital marketing indicators was designed for industrial firms. Darili et al. (2024) investigated the role of digital marketing in developing dynamic capabilities in the automotive industry, demonstrating that digital platforms significantly influence digital integration, environmental characteristics, and customer behavioral patterns. Additionally, the results indicated that digital integration has a significant impact on value creation. Jahandideh et al. (2023) conducted a study titled "Investigating the Impact of Digital Capabilities on Export Performance." Their findings showed that digital capabilities significantly affect export performance through the mediating roles of exploration, exploitation, supply chain agility, operational agility, and marketing agility. Consequently, an increase in digital capabilities improved cement export performance, with exploration, exploitation, and agility playing significant roles. Rahmani et al. (2023) conducted a study titled "Designing a Localized Digital Marketing Model for Small Businesses." Through qualitative and quantitative data analysis, they identified key digital marketing indicators, including customer choice, customer retention, service provision based on customer needs, effective customer relationships, and value creation. Competitiveness was identified as the most significant intervening factor, while economic development and improved service quality were recognized as the primary outcome categories. Javid et al. (2023) conducted a study titled "Assessing the Quality of Customer Relationship Management for Developing Digital Marketing Strategies." The results indicated that variables such as infrastructure, organizational environment, customer orientation, human resources, relationship management, service quality, management and planning, strategic management, marketing, and performance were in a favorable state at Shahar Bank.

Raja (2023) conducted a study on digital marketing in West Bengal tourism. This case study described the tourism background, scenarios, prominent destinations, customer expectations, and professional team findings, encouraging readers to create a web persona for the target audience and map the customer journey. Jadhao et al. (2023) conducted a systematic literature review titled "Digital Marketing and Its Impact on Small and Medium Enterprises." The study provided a theoretical analysis of the various benefits SMEs gain from digital marketing across different capacities, helping organizations enhance their productivity. It presented a mental map of the impact of SMEs on their various functions in rural and urban areas. Taha et al. (2021) conducted a systematic mapping study titled "Digital Marketing and Small and Medium Enterprises." The results showed an increase in the adoption of digital marketing by SMEs over the past three years, particularly in developed and developing countries. Quirós-Gómez and Erk-Gutiérrez (2020) conducted a study titled "Traditional and Digital Marketing Tools Used by Large Companies in Developing Countries and Their Relationship with Export Performance (Costa Rica)." The analysis concluded that an increasing number of companies are managing digital marketing tools within their organizations due to their critical importance in achieving objectives. Pakparvar et al. (2020) conducted a study titled "Smart Digital Marketing Model for Developing High-Tech Exports in Central Asia and the Caucasus." The study identified ten components, including smart digital marketing tools, smart consumers, smart analytics, smart concepts, smart

applications, smart communications, smart commerce, smart partnerships in knowledge production, smart transactions, and security.

3. Research Methodology

The present study is exploratory in nature and employs qualitative data. The objective of this research is to propose a digital marketing model for the internationalization of small and medium-sized dairy enterprises. The participant population in the qualitative phase consists of theoretical experts (distinguished faculty members in management and marketing from universities in Mazandaran Province) and practical experts (managers and specialists from the Mazandaran Food and Pharmaceutical Industries Association, the Food and Drug Administration, the Chamber of Commerce, the Food Division of the Ministry of Industry and Mines, the Directorate General of Veterinary Services, and the Deputy for Development and Commerce of the Agricultural Jihad Organization in Mazandaran Province). The criteria for selecting theoretical experts included faculty members with a doctoral degree, specializing in marketing, and at least 10 years of academic experience. For practical experts, the criteria included a minimum of 10 years of relevant work experience and at least a postgraduate degree. A combination of purposive and snowball sampling methods was used simultaneously for participant selection. The sample size in the qualitative phase was determined based on achieving theoretical saturation, meaning interviews with dairy industry experts continued until theoretical saturation was reached, which occurred after conducting semi-structured interviews with 16 experts and thought leaders.

In this study, the thematic analysis technique was employed to develop and validate a model for "proposing a digital marketing model for the internationalization of small and medium-sized dairy enterprises." To ensure construct validity in the qualitative research, the method of participant checking was utilized. Additionally, searches for negative cases and alternative explanations were conducted. Efforts were made to select interviewees with diverse experiences and perspectives to avoid bias stemming from personal inclinations. To achieve internal validity, after coding, categorizing, and analyzing qualitative data, an empirically derived model was developed and compared with the theoretically predicted model based on theoretical themes. In qualitative research, since participants are not representative of the population, generalizing results to the broader population is not feasible; thus, external validity cannot be claimed in this study. To ensure the reliability of the qualitative phase and confirm theoretical saturation, the inter-rater agreement correlation matrix test and a dual-coder diagram were employed, which will be further elaborated below. Additionally, the analysis of results was conducted using the Maxqda 2020 qualitative analysis software.

4. Findings

This section addresses the analysis of collected data and the research findings. The data collection tool consisted of semi-structured interview files, and the results were analyzed using the Maxqda 2020 qualitative analysis software. Data analysis was conducted based on 16 interview files. The analysis process involved three stages: open coding, sub-theme coding, and main theme coding, through which the main and sub-themes were extracted. These three stages are detailed visually in Figure 1. Ultimately, a model titled "Digital Marketing for the

Internationalization of Small and Medium-Sized Dairy Enterprises" was developed for this study. The coding stages are outlined as follows:

1. **Open Coding:** In this stage, interview files were collected and classified by the researcher. It is noteworthy that 16 interview files were collected and coded in this study.
2. **Sub-Themes:** Sub-theme coding was performed by assigning a code to each paragraph or section of the text as the researcher reviewed it. At this stage, multiple codes could be assigned to a single section or paragraph of the text.
3. **Main Themes:** In this stage, the extracted codes were displayed in the Code System window, allowing for categorization and consolidation of codes. This window represents the selective coding (main themes), where codes were used to categorize, organize, and structure the data for diagramming and classification.

The qualitative findings revealed the identification of six main themes: analysis and understanding of international markets, establishing a strong digital presence, collaboration with international business partners, compliance with international laws and standards, adoption of innovative international digital marketing models, and building a global brand.

Thus, the thematic network of the digital marketing model for the internationalization of small and medium-sized dairy enterprises is presented in Figure 1.



Figure 1: Thematic Network of the Digital Marketing Model for the Internationalization of Small and Medium-Sized Dairy Enterprises

One of the indicators of reliability in qualitative research is the evaluation of two or more documents in terms of their reference to a specific indicator. The Maxqda2020 software is equipped with this capability. The reliability coefficient can be calculated using one or more tests, and these tests can be applied at a single point in time or over multiple instances (Mohammadbeigi et al., 2014).

For each of the selected themes in the present study, the level of agreement among interviewees is presented in Table 2, with an acceptable threshold of over 60%. Specifically, the intersection of the row and column for each interviewee with themselves naturally yields a value of 1. The agreement between the column of a given interviewee and other interviewees should then be examined. For example, Interviewee 1 and Interviewee 2 achieved a value of 0.70 (70%) for the selected theme. In interpreting these two differing values, it can be stated that Interviewee 1 and Interviewee 2 share a 70% overlap in their views on the selected theme. Given that the level of agreement among interviewees exceeds 60%, it can be concluded that theoretical saturation was achieved after the twelfth interview.

Table 1: Correlation Matrix of Interviewees for Themes

Interviewees	Res01	Res02	Res03	Res04	Res05	Res06	Res07	Res08	Res09	Res10	Res11	Res12	Res13	Res14	Res15	Res16
Res01	1.00	0.70	0.60	0.60	0.60	0.68	0.60	0.68	0.60	0.60	0.67	0.69	0.61	0.61	0.61	0.66
Res02	0.70	1.00	0.63	0.62	0.65	0.63	0.68	0.60	0.61	0.68	0.69	0.62	0.63	0.63	0.62	0.65
Res03	0.60	0.63	1.00	0.65	0.66	0.63	0.63	0.67	0.60	0.64	0.65	0.62	0.63	0.68	0.62	0.67
Res04	0.60	0.62	0.65	1.00	0.61	0.63	0.63	0.60	0.60	0.67	0.65	0.64	0.66	0.69	0.68	0.71
Res05	0.60	0.65	0.66	0.61	1.00	0.62	0.61	0.66	0.65	0.68	0.70	0.68	0.76	0.68	0.68	0.69
Res06	0.68	0.63	0.63	0.63	0.62	1.00	0.61	0.65	0.60	0.67	0.68	0.64	0.61	0.61	0.64	0.60
Res07	0.60	0.68	0.63	0.63	0.61	0.61	1.00	0.65	0.65	0.60	0.68	0.65	0.66	0.68	0.68	0.60
Res08	0.68	0.60	0.67	0.60	0.66	0.65	0.65	1.00	0.67	0.67	0.68	0.67	0.63	0.64	0.64	0.66
Res09	0.60	0.61	0.60	0.60	0.65	0.60	0.65	0.67	1.00	0.61	0.68	0.68	0.64	0.60	0.65	0.61
Res10	0.60	0.68	0.64	0.67	0.68	0.67	0.60	0.67	0.61	1.00	0.61	0.68	0.66	0.69	0.65	0.60
Res11	0.57	0.69	0.65	0.65	0.70	0.68	0.68	0.68	0.68	0.61	1.00	0.61	0.64	0.65	0.64	0.64
Res12	0.69	0.62	0.62	0.64	0.68	0.64	0.65	0.67	0.68	0.68	0.61	1.00	0.61	0.67	0.66	0.66
Res13	0.61	0.63	0.63	0.66	0.76	0.61	0.66	0.63	0.64	0.66	0.64	0.51	1.00	0.71	0.60	0.68
Res14	0.61	0.63	0.68	0.69	0.68	0.61	0.68	0.64	0.60	0.69	0.65	0.67	0.71	1.00	0.67	0.91
Res15	0.61	0.62	0.62	0.68	0.68	0.64	0.68	0.64	0.65	0.65	0.64	0.66	0.60	0.67	1.00	0.60
Res16	0.66	0.65	0.67	0.71	0.69	0.60	0.60	0.66	0.61	0.60	0.64	0.66	0.68	0.91	0.60	1.00

To ensure reliability and theoretical saturation, the Two Cases Model diagram was utilized. Additionally, a report of the extracted codes for two files, Respon16 and Respon01, was provided. Based on the findings of the Two Cases Model diagram, drawn for Interviewees 1 and 16, the codes positioned in the center and connected by bidirectional arrows represent codes shared between these two interviewees, indicating that both referred to these codes. Codes located on the right side are those mentioned solely by Interviewee 16 and not by Interviewee 1, and vice versa for Interviewee 1. Furthermore, each arrow is accompanied by a value reported by the software, indicating the frequency of that code among the coded segments. Since the agreement between codes for the two interviewees exceeds the number of non-overlapping codes, the reliability and theoretical saturation are confirmed.

In this study, six main themes were identified within the digital marketing model for the internationalization of small and medium-sized dairy enterprises. These include: analysis and understanding of international markets, establishing a strong digital presence, collaboration with international business partners, compliance with international laws and standards, adoption of innovative international digital marketing models, and building a global brand.

Based on the results, the sub-themes for the first main theme (analysis and understanding of international markets) consist of five sub-themes: identifying and prioritizing global target markets, understanding the behavior and preferences of international customers, analyzing competition in international markets, identifying international market demand and trends, and adapting products to local needs.

The sub-themes for the second main theme (establishing a strong digital presence) comprise three sub-themes: creating a professional and multilingual website, engaging in global social media platforms, and targeted digital advertising.

The sub-themes for the third main theme (collaboration with international business partners) include five sub-themes: accessing new international markets, participating in international trade exhibitions and events, reducing costs and risks, leveraging partners' knowledge and experience, and increasing brand awareness.

The sub-themes for the fourth main theme (compliance with international laws and standards) consist of five sub-themes: transparent communication regarding compliance with international standards, analyzing legal requirements of target international markets, adapting packaging and labeling, collaborating with international standardization organizations, and utilizing digital tools to facilitate compliance.

The sub-themes for the fifth main theme (adoption of innovative international digital marketing models) include six sub-themes: influencer marketing, sharing-based marketing, experiential marketing, social marketing, sustainability-based marketing, and digital social marketing.

The sub-themes for the sixth main theme (building a global brand) consist of two sub-themes: designing a global brand identity and emphasizing brand trust and credibility.

One of the key tools in the Maxqda software is the Code Cloud tool. The output of the Code Cloud tool, based on 16 coded files, indicates that among the extracted codes, the highest frequencies are related to multicultural visual identity, receiving feedback from international customers, enabling direct shipping to international customers, and highlighting the characteristics of Iranian authenticity. In the hierarchy, enabling direct shipping to international customers forms the focal point, multicultural visual identity is at the apex, and highlighting the characteristics of Iranian authenticity lies at the base of the digital marketing model for the internationalization of small and medium-sized dairy enterprises.

5. Conclusion and Discussion

Based on the results, the main themes of the digital marketing model for the internationalization of small and medium-sized dairy enterprises comprise six primary themes: analysis and understanding of international markets, establishing a strong digital presence, collaboration with international business partners, compliance with international laws and standards, adoption of innovative international digital marketing models, and building a global brand.

The sub-themes identified include identifying and prioritizing global target markets, understanding the behavior and preferences of international customers, analyzing competition in

international markets, identifying international market demand and trends, and adapting products to local needs. These findings are somewhat consistent with the results of studies by Khaerani et al. (2023), Rahmani et al. (2023), Amini & Fattahi (2018), Jadhao et al. (2023), Yousefi & Ghazizadeh (2019), Jahandideh & Bahramsadeh (2023), Behzadnia & Sanoubar (2019), Mesibi Amiddabadi et al. (2023), and Yazdanfar et al. (2019). In explaining these findings, it can be stated that analyzing and understanding international markets plays a fundamental role in the internationalization of small and medium-sized dairy enterprises through digital marketing, as this process aids in identifying opportunities and mitigating challenges associated with entering global markets (Khaerani et al., 2023). Companies can utilize digital marketing tools such as Google Analytics, social media analytics, and keyword research to identify demand and potential in target markets. This analysis enables companies to focus their limited resources on markets with the highest return on investment. Digital marketing, through consumer data analysis, can identify target customer behavioral patterns and provide personalized strategies (Jadhao et al., 2023).

The sub-themes reported include creating a professional and multilingual website, engaging in global social media platforms, and targeted digital advertising. These findings align with the results of studies by Klapkiv et al. (2023), Kazemi et al. (2022), Bulathgoda & Fernando (2023), and Asgarnezhadnouri et al. (2020). In explaining these findings, it can be noted that a strong digital presence in digital marketing is a key factor for the internationalization of small and medium-sized dairy enterprises. This presence enables companies to access global markets, establish more effective communication with international customers, and strengthen their brand in the digital space (Ikramov et al., 2021).

The sub-themes identified include accessing new international markets, participating in international trade exhibitions and events, reducing costs and risks, leveraging partners' knowledge and experience, and increasing brand awareness. These findings are consistent with the results of studies by Ikramov et al. (2021), Kumar et al. (2022), Jahandideh et al. (2023), and Asadazar (2023). In explaining these findings, it can be stated that collaboration with international business partners in digital marketing can accelerate the internationalization process for small and medium-sized dairy enterprises by reducing costs, increasing access to new markets, and leveraging partners' knowledge and resources. Local business partners in target countries can act as intermediaries for market entry, as they are typically familiar with local consumer behavior and preferences, assisting dairy companies in identifying customer needs and adapting products. Through shared digital platforms, such as online marketplaces, products can be directly offered to international customers (Munir et al., 2023).

The sub-themes reported include transparent communication regarding compliance with international standards, analyzing legal requirements of target international markets, adapting packaging and labeling, collaborating with international standardization organizations, and utilizing digital tools to facilitate compliance. These findings align with the results of studies by Pakparvar et al. (2020), Rahmani et al. (2023), Zahoor & Liu (2023), Kazemi et al. (2022), and Kavici et al. (2023). In explaining these findings, it can be noted that compliance with international laws and standards in digital marketing is a critical factor in the internationalization of small and medium-sized dairy enterprises. This compliance not only enables companies to legally enter new markets but also builds trust among consumers and business partners (Quirós-Gómez & Erk-Gutiérrez, 2020).

The sub-themes identified include influencer marketing, sharing-based marketing, experiential marketing, social marketing, sustainability-based marketing, and digital social marketing. These

findings are consistent with the results of studies by Merlino et al. (2022), Javid et al. (2023), Asadazar (2023), Aminian et al. (2021), and Munir et al. (2023). In explaining these findings, it can be stated that the adoption of innovative international digital marketing models can significantly impact the internationalization of small and medium-sized dairy enterprises. These models, leveraging modern technologies and creative strategies, enable companies to enter global markets with lower costs and greater effectiveness. Innovative digital marketing models, such as influencer marketing and digital social marketing, allow companies to introduce their products to global customers without the need for extensive infrastructure. Digital tools like Google Ads and social media advertising campaigns provide direct access to target customers across various geographical regions (Jadhao et al., 2023).

The sub-themes reported include designing a global brand identity and emphasizing brand trust and credibility. These findings align with the results of studies by Raja (2023), Amini & Fattahi (2018), Jadhao et al. (2023), Taha et al. (2021), and Quirós-Gómez & Erk-Gutiérrez (2020). In explaining these findings, it can be stated that building a global brand through digital marketing plays a significant role in the internationalization of small and medium-sized dairy enterprises, as a strong and recognized brand not only attracts international customers but also enhances the company's trust and credibility in global markets (Khaerani et al., 2023). A strong global brand reflects a company's commitment to quality and international standards. Through digital marketing, companies can easily showcase their certifications, achievements, and track record to global customers. Consumer trust in recognized brands increases their willingness to purchase new products (Venkatrayulu et al., 2023).

Based on the results derived from the themes and related indicators, the following recommendations are proposed to facilitate the internationalization of small and medium-sized dairy enterprises through innovative international digital marketing models:

Influencer Marketing: Collaborate with food and lifestyle influencers in target markets who have strong connections with local audiences. Send dairy product samples to influencers for reviews and sharing experiences on social media platforms. Engage influencers associated with healthy nutrition, fitness, and sustainable lifestyles to attract target demographics.

Digital Social Marketing: Design digital campaigns focusing on social responsibility and environmental sustainability (e.g., biodegradable packaging or organic products). Utilize platforms such as Instagram, TikTok, and LinkedIn to connect with international customers and showcase commitment to social values. Partner with environmental organizations to enhance brand awareness in target markets.

Experiential Marketing: Create digital experiences, such as showcasing the dairy product production process through virtual reality (VR) or augmented reality (AR). Develop online games or competitions related to dairy products to engage audiences. Host live online events to educate audiences on using dairy products in various cuisines.

Focus on Multichannel Advertising: Integrate online stores, social media, and the company website to create a cohesive customer experience. Leverage Google Ads, email marketing, and social media platforms to strengthen digital presence.

Utilization of Innovative Digital Technologies: Provide transparent information about the dairy product supply chain to customers using blockchain technology. Employ automation tools such as HubSpot or Mailchimp to execute marketing campaigns automatically.

Establishing Digital Collaborations with International Partners: Launch joint campaigns by collaborating with local companies and distributors for co-branded digital marketing initiatives.

Participate in online events, webinars, and international digital networks to establish new partnerships.

These recommendations will assist small and medium-sized dairy enterprises in establishing a stronger digital presence in international markets, executing targeted and effective campaigns, attracting new customers, and building a global brand. By leveraging modern technologies and innovative strategies, these approaches can enhance marketing effectiveness, reduce costs, and accelerate the internationalization process, leading to greater success for dairy companies.

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ETHICAL CONSIDERATION

Authenticity of the texts, honesty and fidelity has been observed.

CONFLICT OF INTEREST

Author/s confirmed no conflict of interest.