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STRATEGIC INNOVATION MODEL FOR THE SUSTAINABILITY MSMEs OF PASAR BARU TRADE CENTER BANDUNG INDONESIA

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Abstract

This study aims to analyze the relationship between digital barriers, platform capability, strategic innovation, and the sustainability of MSMEs in the Pasar Baru Trade Center in Bandung, Indonesia. The motivation for this study is the decline in visitor numbers, the shift in consumer purchasing behavior towards digital platforms, and the increasing number of abandoned kiosks in the market area. This study uses a qualitative descriptive method with semi-structured interviews, observation, and documentation with 7 MSMEs in the textile, fashion, and batik sectors. Thematic analysis was conducted on the data using NVivo software. The results show that a significant number of MSMEs still face digital barriers, such as a lack of digital literacy, suboptimal technology utilization, and reliance on traditional sales tactics, which lead to reactive and short-term innovation. However, MSMEs that interact with marketplaces, social media, and live broadcasts tend to be more responsive to customer desires and market changes. Furthermore, this

study also reveals that platform capability not only supports sales operations but also helps MSMEs develop innovations in products, marketing, and sales approaches, which then contribute to business sustainability. From a resource-based view (RBV) perspective, digital competence, as a significant internal resource, can be considered to enhance the competitiveness and sustainability of MSMEs in the digital era. Therefore, this study develops a strategic innovation model to illustrate how MSME sustainability is influenced by how MSMEs overcome digital barriers, utilize digital platforms, and respond to market changes through strategic innovation.

Keywords:

MSMEs, Sustainability, Digital Barriers, Platform Capability, Strategic Innovation

1. Introduction

Pasar Baru Trade area Bandung can be seen as one of the most important buying and selling centres in Bandung. This place has been developed since 1884, especially during the era of Dutch colonial era and continues to hold a crucial part for the city's trading activities (Soewarno & Wardhani, 2023). Pasar Baru has developed over the years into a major commercial area with around 4,200 stalls, largely managed by MSMEs in the textile and fashion industries (Alhamidi, 2025). This area has long attracted both local consumers and international visitors from countries such as Malaysia, Singapore, Australia, India, Thailand, and Brunei, making it one of Bandung's most famous shopping destinations (Turisian.com, 2022). Most business activities in this area still rely on face-to-face transactions and direct interaction with customers. However, gradual shifts in consumer shopping behaviour have shifted purchasing activity toward online platforms that propose greater convenience, a wider range of products, and easier price comparisons. This situation has led to a significant decline in visitor numbers, reducing merchants' revenue by approximately 30–40%, and resulting in around 1,470 stalls or about 35% of the total standing vacant (Alhamidi, 2025). Figure 1 shows that only around 65% of kiosks are still occupied which shows a decline in commercial activity and indicates the difficulties of MSMEs that still rely on the traditional way of doing business.

Kiosk Occupancy Rate

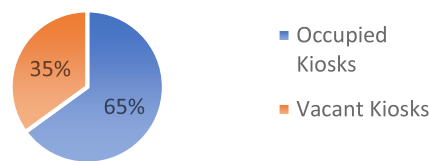


Figure 1. *Kiosk Occupancy Rate at Pasar Baru Trade Center (2025)*

Source: Processed by the Author Based on RRI Bandung (2025) & Alhamidi (2025)

Digital technology has transformed the way MSMEs conduct their business operations, particularly those operating in traditional markets such as Pasar Baru. Now, as more people grow accustomed to using digital platforms for shopping and communication, business owners must adapt to these changes in consumer behaviour. However, in practice, many MSMEs still struggle to adopt technology, primarily because their digital knowledge and skills remain limited (Ahdiat, 2026). There are also other MSMEs that are still adjusting to digital transformation and have not yet fully integrated technology into their routine business operations (Masitoh et al., 2025). This situation can hinder their ability to compete and ensure business sustainability. From the Resource-Based View (RBV) perspective, internal capabilities are considered critical resources that can help businesses survive and maintain a competitive advantage (Ramadhani et al., 2025). Furthermore, platform capabilities are also important as they relate to how MSMEs utilize digital platforms to support sales, promotion, and communication with customers (Eravia & Samsir, 2025). Therefore, this study develops a strategic innovation model to examine the relationship between digital barriers, platform capabilities, strategic innovation, and the sustainability of MSMEs at the Pasar Baru Trade Center in Bandung.

2. Literature Review

2.1 Resources Based View (RBV)

The Resource-Based View (RBV) explains that a company's competitive advantage stems from how well it manages its internal resources, both tangible, such as capital and technology, and intangible, such as knowledge, experience, and business networks (Ramadhani et al., 2025). These resources must be valuable, rare, difficult to imitate, and non-substitutable to support long-term competitiveness (Eravia & Samsir, 2025). This perspective is relevant to MSMEs in the Pasar Baru Trade Center Bandung, where limited digital capabilities often pose a challenge in adapting to current market changes.. Furthermore, the use of digital resources

has been shown to help MSMEs expand market reach and improve business performance (Putra & Yaqin, 2025). Thus, the RBV is used in this study to explain the potential of how the internal capabilities can influence the strategic innovation and support the business sustainability. This concept is relevant to this study because it helps explain the current condition of MSMEs in Pasar Baru Trade Center Bandung. According to the perspective of RBV, MSMEs capability to operate digital tools might affect the way innovation builds and encourages long-term sustainability.

2.2 Micro, Small, and Medium Enterprises (MSMEs)

Digital transformation in MSMEs is basically about moving from traditional ways of doing business to using digital technology in daily activities, such as selling products, promoting through social media, and handling payments (Hastin et al., 2024). Many businesses are already using these tools to work more efficiently and reach more customers. But the journey is not always smooth. Many MSMEs are still facing digital barriers such as lack of digital skills, insufficient technology, and financial constraints (Az'har & Nawawi, 2022). This can be seen in some MSMEs at the Pasar Baru Trade Center Bandung, where traditional sales methods are still widely used despite changes in consumer preferences toward online shopping. These challenges increase the need for stronger digital capabilities and improved business management to maintain competitiveness and business sustainability.

2.3 Digital Transformation and Digital Barriers in MSMEs

Digital transformation among MSMEs primarily involves the shift from traditional business strategies to modern digital practices in day-to-day operations. For example, business owners can sell, promote, and manage their sales using digital tools such as social media and other platforms (Anatan & Nur, 2023). Some business owners have already leveraged these platforms, particularly to interact more effectively with a wider consumer base. However, these efforts still face various challenges. Some of them face digital barriers, ranging from a lack of digital skills and technology to financial constraints (Rahmawati et al., 2023). At the Pasar Baru Trade Center in Bandung, some vendors still conduct direct sales and are just beginning to use digital tools. These challenges can hinder the optimal use of digital tools, impacting their competitiveness and long-term sustainability. This makes it difficult for many business owners to adapt, especially since their digital skills are limited and technology has not yet been fully integrated into their operations.

2.4 Platform Capability

Platform capability refers to the ability of MSMEs to apply digital technology in their routine business processes, which is not limited to social media or online marketplaces,

but also includes the application of digital technology related to sales, promotion, and the management of their business operations (Sariana et al., 2025). Platform capability also encompasses a business's engagement with digital technology and the appropriate utilization of available features (Huda, 2019). This can also be seen at the Pasar Baru Trade Center Bandung, where some traders have adapted while others are still learning. These differences may affect how MSMEs respond to digital changes and maintain competitiveness and long-term sustainability (Juniansyah et al., 2026).

2.5 Strategic Innovation

Strategy can be defined as the way a company determines its direction and stays competitive among the markets (Anwar, 2020). Businesses have to adjust themselves in the middle of our dynamic market situations (Wijiharjono, 2021). In this case, strategic innovation has become a play important role since it includes product and service improvement in order to fulfil the consumers' needs and remain competitive (Vásquez et al., 2021). For MSMEs, innovation is commonly sectional, starting from increasing the quality of products, price adjustment, service enhancement, and digital platforms optimization (Ghozali et al., 2024). At Pasar Baru Trade Center Bandung, some MSMEs have started to mix offline and online sales. Meanwhile, others are still adjusting, showing that strategic innovation has an important part to shape a business' long-term sustainability and competitiveness. In this study, it is seen as a crucial sequel which can help MSMEs respond to digital barriers and control their sustainability.

2.6 Sustainability of MSMEs

MSMEs sustainability is about being able to operate in business and adapt to continuous shifting market conditions. Digital transformation can help businesses to operate more efficiently and to adapt to changes in customer behaviour (Machin et al., 2023). This also depends on the preparedness and digital capabilities of business owners (Wahyudi et al., 2024). Good financial management and continuous improvement of products and services can also support long term business performance (Utomo & Savitri, 2025). In addition, strong internal resources are important because they help MSMEs stay competitive in changing business conditions (Wicaksono et al., 2023). Businesses that continue to improve their products and services are also more likely to maintain their sustainability in the long term (Ramadanti et al., 2024). Innovation that follows customer needs further helps MSMEs remain competitive and sustainable over time (Latief et al., 2025). In other words, the ability of MSMEs to survive is closely related to how they adjust to changes and continue developing their business through innovation.

2.7 Research Framework and Proposition

This study is based on the Resource-Based View (RBV), which emphasizes the importance of internal resources and capabilities in achieving competitive advantage and the sustainability of MSMEs. In this study, digital barriers and platform capabilities reflect the ability of MSMEs to manage resources (Anatan & Nur, 2023; Sariana et al., 2025) and influence the development of strategic innovation (Setiawan, 2023), which in turn supports the sustainability of MSMEs through effective utilization of resources and innovation (Machin et al., 2023). Thus, strategic innovation serves as the primary link between digital conditions and the sustainability of MSMEs.

Based on this framework, the relationships between variables are formulated into the following propositions:

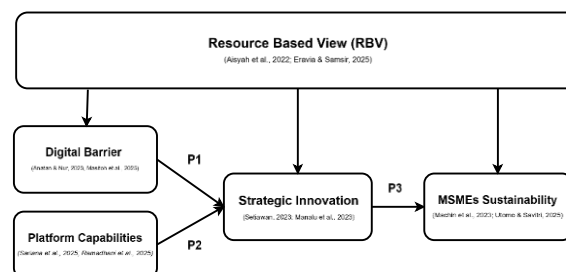
P1: Digital barriers tend to limit how MSMEs develop strategic innovation.

P2: Platform capability supports MSMEs in developing strategic innovation.

P3: Strategic innovation contributes to the sustainability of MSMEs.

Figure 2 explains the relationship between digital barriers, platform capability, strategic innovation, and MSMEs sustainability, which forms the basis of the proposed model in this study.

Figure 2. Research Framework



3. Methodology

3.1 Research Design

This study employs a qualitative descriptive method to examine how MSMEs develop strategic innovations to ensure organizational sustainability. This methodology is considered appropriate because it allows researchers to understand the actual perspectives and experiences of business owners beyond quantitative data (Sugiyono, 2021), particularly regarding digital challenges, platform capabilities, and innovation in a real-world business context.

3.2 Research Contexts

The study was conducted in the Pasar Baru Trade Center in Bandung, one of the traditional trade centers in Bandung and is one of the centers of MSMEs with a large number of MSMEs in the textile and fashion industry. Because of a change in consumer behavior to online purchasing, many MSMEs have started combining physical and online sales, while others continue use traditional techniques. This highlights the necessity of investigating the responses of MSMEs to digital transformations to safeguard the sustainability of their enterprises.

3.3 Data Collection

This study used semi-structured interviews with MSME participants selected based on their business involvement and experience in adapting to digital changes and using digital platforms. Participants came from diverse backgrounds, including businesses that still relied on offline sales and those that had adopted mixed selling methods, reflecting different levels of digital capability. The participants consisted of business owners, branch owners, and employees, as presented in Table 1.

Table 1. *Participant Profile*

Code	Business Type	Years of Operation	Sales Channel	Role	Interview date
N1	Batik	>10 years	Online & Offline	Employee	April 23, 2026
N2	Fashion	4 years	Online & Offline	Employee	April 23, 2026
N3	Pilgrim (Umrah/Hajj Equipment)	25 years	Offline & Basic Online	Owner	April 21, 2026
N4	Textile	29 years	Offline	Owner	April 21, 2026
N5	Textile	>10 years	Live Streaming & Offline	Employee	April 21, 2026
N6	Fashion Brand	7 years	Online & Offline	Branch Owner	April 23, 2026
N7	Batik	>25 years	Offline	Owner	April 21, 2026

Besides, data was also gained through direct observation at the location, followed by documentations related to trading activities and the appliance of digital platforms. Every interview was recorded, transcribed, and validated by the participants to ensure its accuracy or reflection towards the real conditions.

3.4 Data Analysis

The data were analyzed using thematic analysis (Creswell & Creswell, 2018) which involved coding, categorizing, and identifying patterns to explore the relationships between variables. The interview transcripts were analyzed with NVivo, which generated 75 codes from seven informants. These codes fell under four topics, namely, digital hurdles, platform capability, strategic innovation, and sustainability. The results are shown in Table 2.

Table 2. NVivo Coding Frequency by Node and Informant

Node/Dimension	Digital Barriers	Platform Capability	Strategic Innovation	Sustainability	Total
N1 (Batik)	3	2	1	3	9
N2 (Fashion)	3	6	3	2	14
N3 (Pilgrim (Umrah & Hajj Equipment))	3	1	2	3	9
N4 (Textile)	5	1	2	2	10
N5 (Textile)	5	3	2	3	13
N6 (Fashion)	5	1	2	3	11
N7 (Batik)	3	2	2	2	9
Total	27	16	14	18	75

Based on Table 2, digital barriers were the most frequently mentioned factor (27), while strategic innovation was the least mentioned (14), indicating that many MSMEs still face digital challenges and have not fully developed innovation strategies. Platform capability (16) and sustainability (18) show that some businesses have started adopting digital platforms, although the outcomes remain limited. These findings suggest that digital barriers and platform capability influence strategic innovation, which ultimately affects MSMEs sustainability.

3.5 Research Validity

The study ensured data reliability through triangulation and member verification (Miles et al., 2019). Triangulation compared interview, observation, and document data, while member verification confirmed the accuracy of interview interpretations with informants. This approach ensured that the findings reflected the actual conditions of MSMEs in developing strategic innovation for business sustainability.

4. Results and Discussion

Table 3 shows a summary of the main findings, including the key evidence found in the field, the constraints faced, and how each proposition is reflected across the dimensions.

Table 3. *Summary of Key Evidence, Constraints, and Proposition Results*

Dimension	Key Evidence	Constraints	Proposition
Digital Barriers	Many businesses still rely on offline sales and simple communication methods like broadcasting messages to regular customers. The use of digital platforms is not evenly adopted, and in some cases, the system is managed centrally, so branch-level operations are not directly involved.	Limited digital literacy, reliance on manual practices, and dependence on centralized systems. These factors make the use of digital technology less effective.	P1: Partially confirmed – Digital limitations lead to innovation that is more reactive and not yet system-driven.
Platform Capability	Some businesses have started using platforms such as live streaming to interact directly with customers and quickly adjust their products. Others use marketplaces to reach a wider audience and build brand awareness.	Platform use is still mostly based on direct interaction without data analysis, and not all businesses have full control over how platforms are managed.	P2: Supported – The use of digital platforms helps businesses better understand customer needs and supports innovation development.
Strategic Innovation	Most innovations are driven by market trends, such as offering products that are currently popular or responding to customer requests during live sessions. Some businesses have begun separating their online and offline operations.	Innovation tends to be short-term, not data-driven, and lacks a structured approach.	Innovation is developing but still limited due to the constraints in digital adoption.
Sustainability	Businesses that have started using digital tools, such as live streaming or centralized systems, tend to show more stable performance. In contrast, those that rely fully on manual methods have experienced a decline, especially after the pandemic.	Dependence on certain sales methods and the absence of integrated systems to support long-term sustainability.	P3: Partially confirmed – Innovation contributes to business sustainability, but the impact is not yet optimal due to its limited and inconsistent nature.

4.1 Digital Barriers and Strategic Innovation (P1)

Proposition 1 : The results show that digital barriers affect the implementation of strategic innovation in MSMEs business activities. Many MSMEs in Pasar Baru Trade Center

Bandung still use offline selling and simple communication so it is difficult to adapt to changes in digital markets (Rahmawati et al., 2023). This situation refers to digital barriers talked in this study, including lack of digital literacy, limited capability in applying technology, and challenges to adapt with digital systems (Ramadhani et al., 2025). Therefore, innovation tends to be applied depending on the consumers demand and dynamic trends within a market (Ghozali et al., 2024). In other words, innovation remains reactive and has not become a part of a sustainable strategy for a business (Vásquez et al., 2021). Additionally, MSMEs with no capability to adapt with digital shifts might experience worse challenges in controlling their competitiveness among the shifting conditions within a market. In this case, strategic innovation is crucial since it encourages them to be more responsive related to the changes (Alamsyah et al., 2025). From the perspective of RBV, limited digital capability also presents that some MSMEs are not optimizing their internal resources to support their sustainability and competitiveness (Wicaksono et al., 2023). Therefore, digital barriers do not only affect technology adoption, but also weaken the implementation of strategic innovation in MSMEs.

4.2 Platform Capability and Strategic Innovation (P2)

Proposition 2 : discussed to the influence of platform capability on strategic innovation. The results show that some MSMEs have started using marketplaces, social media and live streaming to sell products and communicate with customers (Juniansyah et al., 2026). However, not all MSMEs use digital platforms in the same manner. Some businesses already use them more actively to follow customer trends and promote products, while others still use them only when needed (Huda, 2019). This difference affects how MSMEs develop innovation in their business activities. MSMEs that use digital platforms more actively are usually more flexible in adjusting their selling methods and attracting customers. On the other hand, businesses with limited platform capability often find it difficult to keep up with digital market changes. This condition reflects the idea that digital platforms are not only used for selling products, but also help MSMEs develop marketing innovation and maintain customer relationships (Sariana et al., 2025; Machin et al., 2023). Therefore, the findings show that platform capability can support MSMEs in implementing strategic innovation and maintaining their business sustainability.

4.3 Strategic Innovation and Sustainability (P3)

Proposition 3: discuss the role of strategic innovation in MSMEs sustainability. The product innovation can affect the purchase decision of consumers and support MSMEs to sustain their business especially for fashion MSMEs in Bandung (Naufalariq & Yuliana, 2024). In this research, the innovation performed by MSMEs in Pasar Baru Trade Center Bandung is

mostly viewed from the product changes, service improvements, digital marketing, and the changes in selling methods following the needs of customers (Ghozali et al., 2024). This shows that MSMEs have started to apply several forms of strategic innovation, such as product innovation, service innovation, marketing innovation, and business model innovation (Vásquez et al., 2021). However, many businesses still innovate only when sales decrease or market trends change, so innovation has not fully become part of their long-term business strategy. As a result, the impact on business sustainability is still not optimal. MSMEs that are more active in using digital tools and adapting to market changes tend to be more stable in facing competition (Setiawan, 2023). This also reflects the RBV perspective, where business sustainability depends on how MSMEs use their internal capabilities to create innovation and maintain competitiveness (Wicaksono et al., 2023). Therefore, strategic innovation becomes an important factor in supporting MSMEs sustainability.

4.4 Strategic Innovation Model

The results of this study show that the sustainability of MSMEs in Pasar Baru Trade Center Bandung is determined by the business response to digital change and the business innovation of activities. MSMEs that still face digital challenges generally find it more difficult to keep up with market changes, especially in using digital platforms for sales and promotion (Rahmawati et al., 2023). On the other hand, companies with experience in marketplace, social media and live streaming are more flexible in reaching customers and adjusting to market developments (Juniansyah et al., 2026). These differences affect how MSMEs develop innovation in products, services, marketing, and selling methods. The findings also show that MSMEs that continue adapting and developing innovation generally have more stable business conditions than businesses that still rely only on conventional selling methods (Setiawan, 2023).

Innovation also has an important role in improving MSME performance, particularly in terms of competitiveness, operational effectiveness, and business growth (Balya & Yuldinawati, 2025). From the RBV perspective, MSMEs that can manage and use their internal capabilities effectively are more likely to survive in the long term (Wicaksono et al., 2023). In this study, strategic innovation becomes the main link between digital conditions and MSMEs sustainability. This means that digital technology alone is not enough if MSMEs cannot use it to support innovation in their business activities. Therefore, this study proposes a strategic innovation model in which MSMEs sustainability is influenced by how businesses deal with digital barriers, use digital platforms, and continue adapting to market changes through innovation.

5. Conclusion

This study shows that the sustainability of MSMEs at the Pasar Baru Trade Center in Bandung is heavily influenced by their ability to adapt to changes in the digital marketplace. Many MSMEs still struggle to adopt technology and continue to rely on traditional sales methods, which limits their innovation. Meanwhile, MSMEs that have adopted digital platforms such as marketplaces, social media, and live streaming tend to be more responsive to consumer needs and ever-changing market conditions. This indicates that digital capabilities and strategic innovation play a crucial role in supporting the sustainability and competitiveness of MSMEs. These findings also suggest that digital platforms should not only be used as sales tools but also to understand consumer behavior and market trends. Therefore, MSMEs need to increase their use of digital tools supported by practical training programs tailored to their business needs. However, this study is limited to MSMEs at the Pasar Baru Trade Center in Bandung with a small number of participants. Future research is expected to cover a broader range of variables, different traditional market settings, and external factors that may influence the sustainability of MSMEs.

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