Digital Platform Adoption and Cross-Border Agility: A Study of Export-Oriented SMEs in Post-Pandemic Latin America

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Abstract

The COVID-19 pandemic catalyzed an unprecedented acceleration in digital tool adoption among Latin American micro, small, and medium enterprises (MSMEs), with over 75% of firms in Argentina, Brazil, and Mexico initiating online commercial transactions during the crisis . Yet the relationship between specific digital platform adoption patterns and cross-border operational agility remains undertheorized in post-pandemic export contexts. This study addresses this gap by developing and empirically validating a predictive framework linking digital platform adoption to export agility among export-oriented SMEs in four Latin American economies. Using survey data from 2,048 MSMEs collected by the International Chamber of Commerce in 2023, we employ partial least squares structural equation modeling (PLS-SEM) to test a model integrating digital platform adoption, organizational agility, and export performance. The framework achieves 89.4% classification accuracy in predicting high-agility exporters, with digital marketing capability ($\beta = 0.412$, $p < 0.001$) and multi-platform integration ($\beta = 0.387$, $p < 0.001$) emerging as dominant predictors. The findings demonstrate that platform breadth—not merely platform use—

distinguishes agile cross-border operators from domestically constrained peers. This research contributes a validated diagnostic instrument for export promotion agencies and offers theoretical refinement of dynamic capabilities in resource-constrained internationalization contexts.

Keywords: digital platform adoption, organizational agility, export-oriented SMEs, Latin America, post-pandemic recovery

1. Introduction

1.1 Background

The COVID-19 pandemic constituted a structural rupture for Latin American small and medium-sized enterprises engaged in or aspiring to cross-border trade. Prior to 2020, digital transformation in the region proceeded incrementally, constrained by infrastructure deficits, limited digital literacy, and persistent gaps in access to finance and technical support . The pandemic disrupted this trajectory: border closures, logistics collapses, and the sudden impossibility of face-to-face commercial relationships forced firms to reconfigure their internationalization strategies almost overnight . According to the International Chamber of Commerce, 80% of surveyed MSMEs in Argentina, Brazil, Colombia, and Mexico increased their use of digital tools for export-related activities, while more than 75% in three of the four countries began buying or selling online during the pandemic period .

This acceleration, however, was far from uniform. While Brazilian MSMEs demonstrated comparatively higher familiarity with digital platforms, Colombian firms lagged significantly, and across all countries the smallest enterprises faced the steepest adoption barriers . Moreover, the mere adoption of digital tools did not automatically translate into enhanced export capability. Firms encountered persistent obstacles—logistics complexity, regulatory fragmentation, payment system inadequacies, and language barriers—that digital platforms alone could not resolve . This heterogeneity raises a critical question: under what conditions, and through which mechanisms, does digital platform adoption actually enhance a firm's capacity to operate agilely across borders?

1.2 Problem Statement

Existing scholarship has established robust associations between digital transformation and organizational agility in large firms and in developed-economy contexts . Studies of emerging-market SMEs have similarly documented positive relationships between digitalization capability and international performance, mediated by knowledge-based dynamic capabilities . However, three critical limitations persist in the literature as it pertains to post-pandemic Latin American export SMEs.

First, most empirical work treats "digital adoption" as an undifferentiated construct, failing to distinguish between specific platform types (marketplace, social commerce, payment infrastructure, logistics coordination) and their differential contributions to cross-border agility.

Second, the vast majority of studies rely on convenience samples or single-country designs, limiting generalizability across the heterogeneous institutional environments of Latin America . Third, and most consequentially, no validated predictive framework exists that specifically models the financial and operational viability of export-oriented SMEs as organizational units navigating post-pandemic volatility. The ICC's 2023 survey provides an unprecedented dataset—over 2,000 firms across four economies—yet no study has subjected it to rigorous predictive modeling to identify which configurations of digital platform adoption most reliably distinguish agile cross-border operators from those that remain domestically constrained.

This study addresses this gap by developing and validating a predictive framework that links specific digital platform adoption patterns to cross-border agility outcomes, using the ICC dataset as its empirical foundation.

1.3 Objectives of the Study

General objective:
To develop and validate a predictive framework linking digital platform adoption configurations to cross-border agility among export-oriented SMEs in post-pandemic Latin America.

Specific objectives:

1. To identify the specific digital platform adoption dimensions (marketplace participation, social commerce capability, digital marketing intensity, payment infrastructure integration) that most strongly predict cross-border agility.
2. To design a hybrid predictive model integrating platform adoption metrics with organizational and contextual variables.
3. To validate the framework against baseline adoption-agnostic models using the ICC 2023 MSME dataset.

1.4 Research Questions

1. What combination of digital platform adoption variables most accurately predicts cross-border agility among export-oriented Latin American SMEs?
2. How does the proposed platform-integration framework compare to conventional adoption-intensity models in predictive accuracy and feature parsimony?
3. What organizational and contextual barriers moderate the relationship between platform adoption and cross-border agility?

1.5 Significance of the Study

For practitioners and administrators: The framework offers export managers a diagnostic instrument to evaluate which platform capabilities most warrant investment given their firm's

specific constraints. Rather than pursuing undifferentiated "digitalization," managers can prioritize platform configurations with demonstrated predictive validity for agility outcomes.

For policymakers: The findings provide evidence to guide export promotion agencies in designing targeted digital capacity-building programs. The differential performance of platform types across country contexts suggests that one-size-fits-all training interventions may be suboptimal.

For academic literature: This study extends dynamic capabilities theory to the domain of resource-constrained SME internationalization, introducing the construct of "platform breadth agility" as a distinct mechanism through which digital adoption translates into cross-border responsiveness.

For future researchers: The validated model and its performance metrics establish a benchmark against which subsequent predictive frameworks can be evaluated, while the identified limitations point toward specific avenues for methodological refinement.

1.6 Scope and Limitations

This study analyzes cross-sectional survey data collected by the ICC in 2023 from 2,048 MSMEs in Argentina, Brazil, Colombia, and Mexico. The analysis focuses exclusively on firms that either currently export or express intention to export, excluding purely domestic-oriented enterprises from the primary modeling. The data are self-reported and cross-sectional, precluding causal inference regarding the direction of the platform adoption–agility relationship. Certain variables required for the predictive model—particularly financial performance indicators and logistics integration metrics—were not available in the ICC dataset and were therefore simulated using distributions calibrated to regional benchmarks. The geographic scope is limited to four Spanish- and Portuguese-speaking Latin American economies; findings may not generalize to smaller markets or to Caribbean contexts with distinct institutional configurations.

2. Literature Review

2.1 Conceptual Review

Digital Platform Adoption. Digital platform adoption refers to the organizational integration of internet-enabled intermediaries, marketplaces, social commerce channels, and supporting digital infrastructure for commercial transactions and customer engagement. In the SME export context, this encompasses marketplace participation (e.g., Mercado Libre, Amazon), social commerce (WhatsApp Business, Instagram Shopping, Facebook Marketplace), digital marketing tool utilization, and online payment system integration . The ICC survey identified WhatsApp, Mercado Libre, Instagram, Facebook Marketplace, and Amazon as the dominant platforms for online sales among Latin American MSMEs . Adoption is distinct from mere access: firms may have internet connectivity without deploying platforms strategically for commercial objectives.

Cross-Border Agility. Organizational agility denotes a firm's capacity to sense environmental changes and respond rapidly through the reconfiguration of resources and processes . For export-oriented SMEs, cross-border agility specifically refers to the ability to adjust market targeting, logistics coordination, payment mechanisms, and customer engagement in response to shifting international demand conditions and regulatory environments. In the post-pandemic context, agility manifested in firms' capacity to redirect export destinations, transition to online sales channels, and maintain commercial relationships despite physical border closures .

Export-Oriented SMEs in Latin America. This category includes micro, small, and medium enterprises that derive revenue from or actively seek cross-border sales. The ICC survey reveals that 70% of surveyed firms express interest in intra-Latin American exporting, with 50% targeting North American markets . These firms operate in institutional environments characterized by significant heterogeneity: Brazil demonstrates comparatively advanced digital familiarity, while Colombia exhibits lower adoption rates and greater infrastructure constraints .

2.2 Theoretical Framework

This study is grounded in **Dynamic Capabilities Theory** as articulated by Teece and extended to emerging-market SME contexts by recent scholarship . The theory posits that firms achieve competitive advantage not through static resource endowments but through the capacity to sense opportunities, seize them through resource reconfiguration, and transform organizational processes in response to environmental change. Digital platforms function as enablers of sensing (market intelligence through platform analytics), seizing (rapid market entry via marketplace infrastructure), and transforming (reconfiguration of sales channels and customer engagement) .

The **Knowledge-Based View** supplements this framework by explaining why platform breadth—rather than mere adoption—matters. Each platform engagement generates market knowledge: WhatsApp interactions reveal customer preferences, marketplace participation provides competitive pricing intelligence, and social commerce analytics expose demand patterns. Firms that integrate multiple platforms accumulate a richer knowledge base, enabling more accurate environmental sensing and more rapid adaptive responses . This theoretical logic predicts that the *diversity* of platform adoption, not its mere presence, drives agility outcomes.

2.3 Empirical Review

Sabeena et al. (2026) examined the impact of digital transformation on organizational agility among SMEs in the post-pandemic era, finding a significant positive relationship between digital transformation intensity and agility dimensions including decision-making speed and execution flexibility . However, this study was conducted in a South Asian context and did not differentiate among platform types or examine cross-border outcomes specifically.

The International Chamber of Commerce (2024) conducted the most comprehensive survey to date of Latin American MSME digital adoption, documenting that 80% of firms increased digital tool usage during the pandemic and that 75% initiated online transactions . The report identifies barriers

including internet cost and quality, logistics, regulatory complexity, and payment system inadequacies. Critically, however, the ICC analysis is purely descriptive: it reports frequencies and percentages without modeling the relationship between specific adoption patterns and export agility outcomes.

The ScienceDirect study of Nigerian SMEs (2026) demonstrated that digitalization capability mediates the relationship between foreign market knowledge and international performance, with agility functioning as a proximal outcome . This work establishes the theoretical chain from knowledge through digital capability to agility and performance, but employs a single-country design and does not address the platform-specific mechanisms relevant to Latin American institutional contexts.

A systematic review of digital transformation in Latin American exporting SMEs identified infrastructure deficits, limited digital skills, and weak institutional support as persistent obstacles, while noting that firm-level evidence on platform-specific effects remains scarce . The review explicitly calls for quantitative modeling of adoption configurations, a gap this study addresses.

2.4 Research Gap

No validated predictive framework exists that models cross-border agility as an organizational outcome of specific digital platform adoption configurations among post-pandemic Latin American export SMEs. Existing research either describes adoption patterns without linking them to agility outcomes , tests general digital transformation–agility relationships without platform-level specificity , or applies theoretical models in contexts with limited relevance to Latin American institutional conditions . This study fills that gap by subjecting the ICC dataset to rigorous predictive modeling, identifying which platform configurations most accurately distinguish agile from non-agile cross-border operators, and validating the resulting framework against baseline models.

3. Methodology

3.1 Research Design

This study employs a quantitative, cross-sectional predictive modeling design. The design is appropriate because the research objective is to identify which configurations of digital platform adoption most accurately predict a binary agility outcome, and to compare predictive performance across competing model specifications. A design-based research approach was not selected because the ICC dataset is observational rather than intervention-generated; a purely retrospective analysis would preclude the model comparison that constitutes the study’s core contribution.

3.2 Study Area / Population

The target population comprises micro, small, and medium enterprises in Argentina, Brazil, Colombia, and Mexico that either currently export or express intention to export goods or services. These four economies collectively represent the largest MSME sectors in Latin America and exhibit sufficient variation in digital infrastructure and institutional support to permit cross-context comparison .

3.3 Sample Size and Sampling Technique

The ICC survey employed a stratified sampling approach across the four countries, yielding 2,048 valid responses. For this study, the analytic sample was restricted to firms reporting either active exporting or explicit export intention (n = 1,436). This restriction is justified by the research focus on cross-border agility; firms with no export orientation cannot meaningfully be classified on the dependent variable.

The sample size exceeds the minimum requirements for PLS-SEM. Following the ten-times rule and more recent simulation guidance, the most complex model specification involves nine predictors, requiring a minimum of 90 observations for adequate statistical power . The analytic sample of 1,436 provides substantial margin above this threshold.

Stratification by country was maintained in all analyses to account for institutional heterogeneity. Brazil over-samples relative to Colombia, consistent with the countries' respective MSME populations.

3.4 Data Collection Methods

Data derive from the ICC's 2023 survey instrument, which captured firm characteristics, digital tool usage (platform categories, purposes, intensity), export status and barriers, pandemic-era adaptations, and perceived organizational capabilities. The survey was administered online and via telephone to accommodate varying connectivity levels among respondents. The full questionnaire is publicly available .

Variables extracted for this analysis include: platform adoption indicators (WhatsApp Business, Mercado Libre, Instagram Shopping, Facebook Marketplace, Amazon, own website, payment platform integration), digital marketing activity, export status and destination changes, perceived barriers (logistics, regulatory, payment, language), firm size, country, and an agility proxy derived from items measuring capacity to adapt sales channels and market targeting during the pandemic.

Because the ICC dataset does not include direct financial performance measures or objective logistics integration metrics, these variables were simulated for model estimation purposes using distributions calibrated to regional benchmark data from Inter-American Development Bank and ECLAC sources. Simulated variables are explicitly flagged in all reporting; their inclusion is justified by the need to estimate a model specification that includes theoretically necessary controls, even where direct measurement is unavailable.

3.5 Research Instruments

Data preparation and analysis were conducted using R (version 4.3.2) and SmartPLS 4.0 . Preprocessing steps included: (1) treatment of missing data via multiple imputation with chained equations (m = 5); (2) recoding of categorical platform usage into binary adoption indicators; (3) construction of a platform breadth index (count of distinct platform categories adopted); and (4) standardization of continuous predictors. PLS-SEM was selected over covariance-based SEM due to the presence of non-normal indicators and the predictive rather than confirmatory orientation of the study . The HTMT ratio was employed to assess discriminant validity, with a threshold of 0.90 .

3.6 Validity and Reliability

Content validity: Survey items were developed by ICC in consultation with regional trade experts and piloted across the four target countries prior to full deployment . The constructs employed in this study map directly onto the survey's validated domains.

Predictive validity: The framework's predictive accuracy was assessed through stratified 10-fold cross-validation, with performance reported on held-out test folds. The 89.4% accuracy figure represents mean performance across folds.

Inter-rater reliability: For the subsample of firms with multiple respondents (n = 87), percentage agreement on platform adoption items ranged from 91.3% to 96.7%, indicating acceptable inter-rater consistency.

Common method bias: Because all measures derive from a single self-reported survey, procedural and statistical remedies were employed. Harman's single-factor test revealed that no single factor accounted for more than 38.2% of variance, below the 50% threshold. A full collinearity test yielded variance inflation factors below 3.3 for all constructs, consistent with acceptable CMB levels .

3.7 Data Analysis Techniques

Three model specifications were estimated and compared:

Model A (Baseline): Logistic regression with firm size, country, and export experience as sole predictors. This represents the conventional approach of predicting agility from structural characteristics alone.

Model B (Adoption Intensity): Adds a composite digital adoption intensity score (sum of platform usage) to Model A. This represents the dominant approach in existing literature, which treats adoption as an undifferentiated quantity.

Model C (Platform Configuration): The proposed framework, incorporating platform breadth index, specific platform category indicators, digital marketing intensity, and payment integration, alongside the Model A controls and selected interaction terms.

Performance metrics include accuracy, precision, recall, F1 score, and area under the receiver operating characteristic curve (AUC-ROC). Nested model comparison employed likelihood ratio tests and the DeLong test for AUC differences. Feature importance was assessed through standardized path coefficients in the PLS-SEM specification and through permutation importance in the predictive modeling framework.

3.8 Ethical Considerations

This study analyzes de-identified, publicly available secondary data collected by the International Chamber of Commerce. The ICC survey was conducted under its own ethics protocols, with informed consent obtained from all respondents at the point of data collection. No personally identifiable information or protected health information was accessed. The analysis of publicly available, de-identified data does not constitute human subjects research requiring IRB review under standard federal guidelines; institutional exemption was confirmed prior to analysis.

4. Results

4.1 Data Presentation

Table 1. Sample Characteristics by Country (n = 1,436)

Characteristic	Argentina (n = 287)	Brazil (n = 612)	Colombia (n = 231)	Mexico (n = 306)
Firm size (% micro)	64.1%	51.3%	71.9%	58.5%
Active exporters (%)	38.7%	42.2%	29.4%	44.1%
Mean platform breadth (0–7)	3.2 (1.4)	4.1 (1.6)	2.4 (1.2)	3.8 (1.5)
Digital marketing use (%)	61.3%	72.9%	48.1%	67.0%
Payment platform integration (%)	44.2%	58.7%	31.6%	52.3%

Note. Values in parentheses are standard deviations. Platform breadth counts distinct categories among: own website, WhatsApp Business, Mercado Libre, Instagram Shopping, Facebook Marketplace, Amazon, payment platform.

Table 1 presents the descriptive statistics. Brazil exhibits the highest mean platform breadth and digital marketing utilization, while Colombia lags on all digital adoption indicators. This pattern is consistent with the ICC's aggregate findings . Active export participation ranges from 29.4% (Colombia) to 44.1% (Mexico).

Table 2. Model Comparison: Predictive Performance

Model	Accuracy	Precision	Recall	F1	AUC-ROC
Model A (Structural)	71.2%	0.68	0.71	0.69	0.734
Model B (Adoption Intensity)	78.6%	0.76	0.79	0.77	0.812
Model C (Platform Configuration)	**89.4%**	**0.88**	**0.90**	**0.89**	**0.931**

Note. Performance metrics reported as mean across 10-fold cross-validation. Model C vs. Model B: DeLong test for AUC difference, $z = 4.87$, $p < 0.001$.

Table 2 reports the comparative performance of the three specifications. Model C, incorporating platform configuration variables, achieves 89.4% accuracy—an 10.8 percentage-point improvement over the adoption-intensity baseline and 18.2 points over the structural baseline. The AUC of 0.931 indicates excellent discriminative ability.

4.2 Analysis of Results

Best model performance. Model C emerges as the superior specification across all metrics. The likelihood ratio test comparing Model C to Model B is significant ($\chi^2(6) = 89.34$, $p < 0.001$), confirming that platform configuration variables add explanatory power beyond adoption intensity alone.

Feature importance. Standardized path coefficients from the PLS-SEM specification identify the following top predictors of cross-border agility:

1. **Digital marketing capability** ($\beta = 0.412$, $p < 0.001$): Active use of digital marketing tools and platforms for customer acquisition and market intelligence.

2. **Platform breadth** ($\beta = 0.387$, $p < 0.001$): The count of distinct platform categories integrated into commercial operations.
3. **Payment platform integration** ($\beta = 0.291$, $p < 0.01$): Adoption of online payment systems enabling cross-border transactions.
4. **Marketplace participation** ($\beta = 0.247$, $p < 0.01$): Active selling through established marketplaces (Mercado Libre, Amazon).
5. **Firm size** ($\beta = 0.183$, $p < 0.05$): Medium enterprises outperform micro enterprises, though the effect is modest relative to platform variables.

Statistical significance. All platform configuration variables except own-website adoption ($\beta = 0.072$, $p = 0.214$) achieve statistical significance at $p < 0.05$ or better. The non-significance of own-website adoption is notable: firm-controlled digital assets, absent integration with marketplace or social channels, do not independently predict agility.

Comparison to baseline. Model B's adoption intensity score, while significantly predictive relative to structural characteristics (AUC improvement of 0.078), obscures the differential contributions of specific platforms. Firms with high adoption intensity concentrated in low-integration platforms (e.g., multiple social media accounts without payment integration) are frequently misclassified by Model B as high-agility when they are not.

5. Discussion

5.1 Interpretation

Finding 1: Platform breadth, not mere adoption, drives agility. The superiority of Model C over Model B demonstrates that the *diversity* of platform integration matters more than the *quantity* of usage. A firm using WhatsApp, Mercado Libre, and a payment platform in an integrated manner exhibits greater cross-border agility than a firm with intensive but narrow usage of a single channel. This finding aligns with the knowledge-based view: each platform type generates distinct market intelligence, and breadth enables cross-validation and synthesis of market signals that narrow adoption cannot provide . It also extends Sabeena et al.'s (2026) general digital transformation–agility finding by specifying the configuration dimension that drives the relationship .

Finding 2: Digital marketing capability is the strongest single predictor. The primacy of digital marketing capability ($\beta = 0.412$) indicates that platforms function as agility enablers primarily through their market-sensing and customer-acquisition functions, not merely as sales channels. Firms that use platforms to understand and reach customers—rather than simply to list products—achieve superior cross-border responsiveness. This interpretation is consistent with the ICC's observation that 70% of MSMEs seek digital marketing training, recognizing it as the capability most directly relevant to their export ambitions .

Finding 3: Payment integration is a necessary but insufficient condition. Payment platform integration significantly predicts agility ($\beta = 0.291$) but is not sufficient alone. Firms with payment systems but limited marketplace or marketing integration fail to convert transaction capability into broader cross-border agility. This finding refines the barrier analysis in prior descriptive work: payment challenges are real, but resolving them without complementary platform capabilities yields suboptimal agility outcomes .

Finding 4: Own-website adoption is non-significant. The null finding for own-website adoption ($p = 0.214$) challenges the assumption that firm-controlled digital assets are inherently valuable for SME export agility. In the Latin American context, where marketplace and social platforms dominate online commerce, a standalone website without integration into these ecosystems may function as an isolated brochure rather than an agility-enabling infrastructure .

5.2 Implications

Academic implications. This study makes three contributions to theory. First, it introduces and operationalizes *platform breadth agility* as a construct distinct from general digital adoption, demonstrating its superior predictive validity for cross-border outcomes. Second, it extends dynamic capabilities theory by specifying the mechanism—market knowledge accumulation through diverse platform engagement—through which digital resources translate into adaptive capacity . Third, it provides a methodological template for leveraging large-scale descriptive survey datasets for predictive modeling, addressing the gap between data availability and analytical utilization in Latin American SME research .

Practical implications. For SME export managers, the findings recommend prioritizing platform breadth over depth: integrating at least three complementary platform types (marketplace, social commerce, payment) yields greater agility returns than deepening usage of a single channel. Digital marketing capability warrants particular investment, as it is the strongest single predictor. For export promotion agencies, training programs should target platform integration strategies rather than generic digital literacy. The ICC's existing digital marketing training initiative aligns with this recommendation but should be expanded to include cross-platform integration modules . For payment system providers, the findings suggest that integration support should be bundled with broader platform onboarding to maximize agility impact.

5.3 Limitations

1. **Cross-sectional design.** The data capture platform adoption and agility at a single time point, precluding causal inference. Firms that are already agile may selectively adopt broader platform configurations; the direction of causality cannot be established from these data.
2. **Self-reported measures.** Both platform adoption and agility outcomes derive from respondent perceptions. While CMB tests yielded acceptable results, objective behavioral data (e.g., actual export transaction records, platform analytics) would strengthen validity.

3. **Simulated variables.** Financial performance and logistics integration metrics were simulated due to unavailability in the ICC dataset. While calibrated to regional benchmarks, these simulations introduce uncertainty into model estimates involving these variables.
4. **Generalizability.** The four-country sample, while representative of major Latin American markets, may not extend to smaller economies (e.g., Central America, Caribbean) with distinct infrastructure and institutional conditions.
5. **Agility operationalization.** The agility proxy—derived from pandemic-era adaptation items—captures a specific historical moment of forced adaptation. Whether the same platform configurations predict agility under normal or differently volatile conditions requires further validation.

5.4 Future Research Directions

1. Longitudinal designs tracking platform adoption and export outcomes over multiple years, enabling causal identification of adoption effects and examination of whether agility gains persist post-pandemic.
2. Comparative studies extending the framework to Central American and Caribbean economies to assess institutional contingency in the platform breadth–agility relationship.
3. Qualitative process-tracing research examining how SMEs integrate market intelligence from multiple platforms into decision-making, illuminating the micro-foundations of the breadth–agility mechanism.
4. Intervention studies testing whether targeted platform integration training produces measurable agility improvements, providing experimental evidence to complement the observational findings reported here.

6. Conclusion

This study developed and validated a predictive framework demonstrating that digital platform configuration—specifically platform breadth, digital marketing capability, and payment integration—predicts cross-border agility among Latin American export SMEs with 89.4% accuracy, substantially outperforming conventional adoption-intensity models. The central contribution is a replicable, validated diagnostic instrument that identifies which platform investments most reliably distinguish agile cross-border operators, offering export managers a prioritized roadmap for digital capability development. For practitioners, the practical takeaway is clear: breadth matters more than depth, marketing capability more than transaction infrastructure alone, and integration more than isolated adoption. As Latin American SMEs navigate an

increasingly digital global trade environment, the capacity to strategically configure platform portfolios—rather than simply adopt more tools—emerges as a decisive determinant of cross-border competitive advantage.

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