Chapter 7

Micro-Export in Digital Retail: Platforms, Strategies, and Future Directions

Tarık Yolcu[1]

Abstract

Micro-export has emerged as a low-cost, agile route to internationalization for SMEs in an increasingly borderless retail landscape. This chapter positions micro-export within the platform economy, analyzing how global marketplaces (Etsy, Amazon Handmade, eBay, AliExpress) and local enablers (e.g., Shopier) lower search and transaction costs while bundling logistics, payments, and trust. We synthesize strategy playbooks across discovery, conversion, fulfillment, and loyalty, and map the regulatory terrain (ETGB, IOSS/OSS, cross-border data flows, the EU AI Act). Using Türkiye as a focal context, we document a persistent potential–realization gap driven less by finance and more by information asymmetries and capability deficits. We argue that performance hinges on platform–strategy fit (narrative-driven differentiation vs. operational throughput), robust international pricing and localization matrices, and transparent return/delivery promises (Yıldırım et al., 2024). AI now acts as a force multiplier across the funnel, yet requires governance for transparency, data protection, and content safety. Policy recommendations emphasize capability-building programs, SME-friendly export hubs, and compliance simplification. Overall, unlocking micro-export performance requires a market–policy compact that expands access to know-how, scales enabling technologies, and compresses logistics and bureaucratic frictions.

1. Introduction

Digitalization is transforming the paradigms of global trade and shifting retail into a largely borderless arena. At the core of this transformation lies micro-export, which democratizes international market access for SMEs and individual entrepreneurs. Enabled by advances in technology and logistics,

1 Dr., Oxford Brookes University, Oxford Brookes Business School
https://orcid.org/0000-0002-4483-7860, tyolcu@subu.edu.tr

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micro-export has evolved into an agile and scalable cross-border commerce model that circumvents the high capital requirements and bureaucratic frictions of traditional exporting. This chapter examines, within an academic frame, the position of micro-export in the digital retail ecosystem, the platforms that make it possible, the strategies required for success, and likely future trajectories. Prior research further shows that digital platforms reduce search and transaction costs, thereby facilitating early and rapid internationalization for SMEs (Tolstoy et al., 2022; Denicolai et al., 2021; Appiah et al., 2025).

Over the past decade, the global e-commerce market has expanded steadily, with even stronger momentum in cross-border trade. The digitalization wave triggered by COVID-19 has made e-commerce adoption stickier and more pervasive (OECD, 2020). Some reports estimates that cross-border e-commerce reached roughly USD 1.63 trillion in 2023 and will surpass USD 3.3 trillion by 2028. Consistent with this trend, eMarketer/Insider Intelligence indicates that e-commerce exceeded the 20% share of global retail in 2024 and will continue rising through 2025 (Insider Intelligence, 2024; Insider Intelligence, 2025; eMarketer, 2024). In Türkiye, the trajectory is comparable. According to the Ministry of Trade, e-commerce volume reached TRY 1.85 trillion in 2023, with 5.87 billion transactions. Realized figures for 2024 show a 61.7% increase, bringing total volume to TRY 3.162 trillion (Ministry of Trade, 2025; Anadolu Agency, 2025).

2. Definition and Scope of Micro-Export

In the rapidly expanding domain of digital retail, micro-export has become a critical growth lever for SMEs. In legal and practical terms, micro-export refers to exports conducted via the Electronic Commerce Customs Declaration (ETGB) under a simplified procedure for consignments sent by post or express courier whose gross weight does not exceed 300 kilograms and whose value does not exceed €15,000 excluding VAT (Ministry of Trade, 2023). In practice, this simplified regime is closely linked to the Simplified Customs Declaration system, and when the thresholds are exceeded, standard export rules apply. Authorized express operators submit the declaration electronically on behalf of the exporter, which reduces paperwork and intermediary costs.

Through the ETGB/Simplified regime, cost items typically seen in conventional exports—such as customs brokerage fees, notarized power of attorney, exit-warehouse charges, and exporter association membership/levies—do not apply to micro-export transactions; at the same time, exporters remain eligible for VAT refunds (Acer & Yügünt, 2021; Çakır, 2022). These points are also documented in sectoral guidance and operator documentation.

Regarding scope, micro-export is limited to definitive (sales-oriented) exports. Temporary shipments for fairs/exhibitions, goods sent for repair, gratuitous or sample shipments, and items subject to prior authorization/inspection (e.g., certain foodstuffs, pharmaceuticals, chemicals) fall outside the regime and must use other customs procedures (Çakır, 2022).

The academic literature further indicates that simplified procedures and digital platforms lower search and transaction costs, thereby enabling earlier and faster internationalization and improving the international performance of e-commerce SMEs (Tolstoy, Rovira Nordman, & Vu, 2022).

3. Core Problem: The Gap Between Potential and Realization

Despite Türkiye's strong performance in domestic e-commerce, the translation of this potential into cross-border sales remains limited. The Amazon Türkiye & PwC Türkiye (2023) report shows that while 25.3% of surveyed SMEs engage in e-commerce, only 4.1% currently export online. Realized 2024 figures reinforce this "potential–realization" gap: official statements indicate that e-exports rose to USD 6.4 billion—about 2.6% of total goods exports—yet the share remains modest (Anadolu Agency, 2025; iyzico, 2025).

This chapter investigates the root causes of that gap. The report points to a twofold knowledge deficit: (i) market/sector knowledge and (ii) infrastructure/technical knowledge about marketplace operators. Indeed, 55% of SMEs report insufficient knowledge about marketplace operators (Amazon Türkiye & PwC Türkiye, 2023). Hence, the core constraint is not primarily capital or production capacity but strategic information asymmetry and a lack of international marketing know-how. Recent SSCI research likewise shows that capability building via digital platforms—through knowledge sharing, customer education, and effectual market creation—significantly improves SMEs' cross-border performance (Tolstoy, 2021; Tolstoy vd., 2023; Hu, Filipescu, & Pergelova, 2024).

Platform-Based Retailing: Digital Marketplaces that Enable Micro-Export

The rise of micro-export has largely been enabled by the infrastructure and ecosystem provided by digital marketplaces. Beyond acting as mere sales channels, these platforms function as intermediaries that lower entry barriers and bundle critical functions such as marketing, payments, logistics, and trust-building. This section analyzes the types of platforms that facilitate micro-export, grounding the discussion in theory and illustrating with market examples.

Theoretical Frame: Platform Economy and Emerging Markets

The platform economy is a business model that transforms traditional intermediation by enabling direct interaction between producers and consumers (Shahbaz, Ali, & Ahmad, 2014). Value is created through network effects: each additional user—buyer or seller—increases the usefulness of the platform for others. This mechanism serves as a "springboard" for SMEs in emerging markets such as Türkiye (Acar, 2021). Recent SSCI literature shows that marketplaces reduce search/transaction costs, help small firms overcome geographic and cultural distance, provide access to non-location-bound assets (e.g., logistics, payments, reputation), and thereby support internationalization (Singh, Munjal, & Kundu, 2023; Da Rocha, 2024; Tolstoy vd., 2021).

4. Niche and Handmade-Focused Platforms: Etsy and Amazon Handmade

One of the most vibrant arenas for micro-export comprises original, handmade, and culturally distinctive products. Niche platforms enable SMEs to compete on the basis of differentiation and authenticity rather than entering a race to the bottom on price. In this landscape, Etsy and Amazon Handmade stand out as two pivotal enablers, not only aggregating demand but also providing discovery, trust, and fulfilment infrastructures that are essential for sustained cross-border growth.

Etsy. Widely regarded as a leading global marketplace for handmade, vintage, and craft supplies, Etsy has achieved notable scale and visibility, hosting—by 2024—tens of millions of active buyers and millions of active sellers (Yaguara, 2025). Beyond sheer size, the platform's distinctive seller demography is central to its value proposition. In core markets such as the United States and the United Kingdom, women constitute roughly four-fifths of sellers; the average seller age hovers around the late-thirties; and the vast majority operate micro-businesses from home (Marketamerika, 2024). These characteristics help explain Etsy's particular resonance among women entrepreneurs, artisans, and home-based producers who seek low-barrier entry to global demand while preserving creative autonomy. In the Turkish context, success stories reinforce this potential: the yakutum shop, which joined in 2008 with jewellery supplies, has surpassed one million sales, while more recent entrants such as KJewelryMetal have reached the hundreds-of-thousands range—underscoring the viability of long-term, niche-specialist positioning on the platform (Becommer, 2025). For micro-exporters, Etsy's curation logic, search/tag architecture, review-based social proof, and built-in messaging/after-sales mechanisms together lower discovery and trust frictions, allowing differentiated offerings to travel across borders with relatively modest fixed costs.

Amazon Handmade. Amazon's dedicated "maker-only" space extends the reach of artisans by plugging them into Amazon's vast customer base and operational backbone. Access to Fulfillment by Amazon (FBA) and native advertising tools (e.g., Sponsored Products) can meaningfully reduce the operational burden on small producers, standardizing shipping, returns, and customer service while unlocking Prime-eligible delivery and improved search visibility. From Türkiye, several brands illustrate these advantages in practice: Kusursuzanne (hand-knitted organic baby products) leverages a female-employment model; Tulyano Tasarım (pet beds) demonstrates how tailored design can meet global niche demand; and Minia Bahçe (DIY plant kits) shows how storytelling and packaging translate into cross-border discoverability. In each case, the bundle of marketplace governance, fulfilment logistics, and on-platform promotion provides a scalable pathway for artisans to professionalize their micro-export operations without incurring the fixed costs of building proprietary international infrastructure.

Broad-Reach Global Marketplaces: eBay and AliExpress

Unlike niche platforms such as Etsy or Amazon Handmade, eBay and AliExpress span a far wider set of product categories and buyer segments. The upside is access to a much larger demand pool; the trade-off is fiercer competition, greater price transparency, and more complex execution. On eBay, the International Shipping (EIS) model reduces cross-border friction by letting the seller ship domestically to eBay's hub while eBay handles customs formalities and the onward leg. Importantly, international returns are standardized under a 30-day policy administered by eBay, which can materially lower operational uncertainty for micro-exporters planning service levels and reserve rates.

AliExpress, by contrast, is emblematic of price-led competition and multi-tier logistics. Official seller documentation highlights delivery windows that typically range from roughly 10 to 45 days depending on the method (AliExpress Standard vs. Premium, Cainiao options, etc.), with faster services commanding higher costs and customs/inspection steps affecting lead times. For sellers, this implies a careful promise-date strategy and transparent post-purchase communication to pre-empt disputes. In the EU, the Digital Services Act proceedings initiated in 2024 and advanced in mid-2025 with binding commitments have increased regulatory scrutiny of illegal and unsafe goods on the platform, reinforcing the strategic importance of compliance, product vetting, and responsive customer service for cross-border growth (European Commission, 2025; Reuters, 2025; The Guardian, 2025).

Local Enablers Going Global: Social Commerce and the Case of Shopier

Social platforms such as Instagram and Facebook have evolved into transactional spaces for micro-exporters, enabling interactive discovery and community-driven selling (TÜSİAD, 2019). Because these networks do not natively provide integrated payments and logistics, local “enablers” fill the gap. Shopier exemplifies this model: creators and SMEs can accept secure card payments via shareable payment links, tap Masterpass infrastructure, and dispatch orders using pre-integrated carriers (e.g., DHL eCommerce, PTT, Yurtiçi Kargo). Account creation is free, and the toolchain reduces the fixed costs of building standalone gateways. In addition, an Etsy-compatible app allows sellers to route “Other payment” orders through Shopier, supporting hybrid go-to-market strategies that combine marketplace reach with social commerce intimacy (Shopier, 2025; Etsy Apps, 2025).

From a theory standpoint, recent SSCI literature shows that social commerce strengthens purchase pathways through trust transfer, peer endorsement, and content-driven discovery, thereby improving conversion and cross-border scalability when paired with reliable fulfilment/returns architectures (Zhao et al., 2023; Xu et al., 2024). For micro-exporters, the practical takeaway is to orchestrate a portfolio: leverage eBay’s standardized returns and customs handling where service reliability is paramount; use AliExpress selectively for price-sensitive niches with transparent delivery promises; and complement both with social commerce funnels powered by enablers like Shopier to build community, repeat purchase, and brand equity over time.

Table 1: Comparative Analysis of Strategic Digital Marketplaces for Micro-Exporters

Platform	**Target Audience**	**Main Product Categories**	**Key Advantages**	**Key Challenges**	**Strategic Suitability**
Etsy	Global consumers seeking originality, handmade quality, and products with a story	Handmade products, jewelry, vintage items, art, and craft supplies	A strong and loyal community, leadership in a niche market, and potential for high brand equity	The requirement for strict adherence to platform rules and increasing competition	An ideal starting point for artisans and female entrepreneurs producing handmade, authentic, and cultural products.
Amazon Handmade	Shoppers within Amazon's broad customer base looking for handmade items	Handmade products such as jewelry, home decor, personal care, and apparel	Operational convenience with Fulfillment by Amazon (FBA), a vast customer base, and a trusted brand image	High commission rates, a strict application process, and Amazon's overall competitive environment	Suitable for producers ready to scale who wish to minimize logistical and operational burdens and quickly reach a large audience.
eBay	A broad and diverse global audience seeking both new and second-hand items	Everything from electronics and collectibles to fashion and automotive parts	Flexible listing options (auction/ fixed-price), an established marketplace, and a wide range of categories	Intense price competition, difficulty in establishing a brand identity, and the need to manage buyer trust	An option for flexible sellers wanting to sell a wide range of items, such as surplus stock, second-hand goods, or niche collectibles.
AliExpress	Price-focused global consumers looking for cost-effective products	Consumer electronics, apparel, household goods, and accessories	Access to a very large global buyer base, with popularity particularly in emerging markets	Extreme price competition, potential for logistics and customs issues, and low profit margins	Can be considered for sellers with mass production capabilities who can engage in price competition, particularly targeting Asian and Eastern European markets.
Shopier	A niche audience built by the seller, typically composed of their social media followers	Visually-oriented products such as apparel, accessories, cosmetics, and home decor	Low initial cost, full control over branding, direct customer interaction, and a simple payment infrastructure	Audience building and marketing are entirely the seller's responsibility; difficulty in achieving organic reach	Ideal for entrepreneurs with a strong social media presence who want to tell their brand story directly and build their own community.

Marketing and Customer Strategies for Micro-Exporting Retailers

Selecting the right digital platform is only the opening move. Sustained performance in global markets requires an integrated strategy that adapts to the target market and orchestrates the platform's native tools. This section distils the practices that help micro-exporters build defensible advantage across discovery, conversion, delivery, and loyalty—while remaining mindful of operational constraints and cultural nuance.

Digital Marketing and International Branding

Appearing in a global storefront also means confronting global competition. Proactive digital marketing becomes pivotal. Search engine optimization should be anchored in how customers actually search in each locale, with listings and metadata aligned to local keyword trends. As highlighted in from report of the Ministry of Trade (2024b), generative AI (e.g., ChatGPT) can accelerate multilingual, SEO-compliant product copy, blog articles, and campaign text at scale. In handmade and craft categories, narrative depth matters: telling the production story, material provenance, and cultural inspiration strengthens differentiation and fosters loyalty. Profiles of top-selling Turkish Etsy shops indicate that many employ this storytelling approach to escape the gravity of mass-produced lookalikes (Becommer, 2025). Social media marketing should reflect the dynamics of the target country's platforms, supported by rapid A/B testing; tools like AdCreative AI generate numerous creative variants to shorten iteration cycles.

Pricing and Localization

International pricing requires a resilient matrix that accounts for product costs, marketplace commissions, cross-border shipping and packaging, potential duties/fees, payment processing charges, and a buffer for exchange-rate volatility. Price also communicates value: make the bundle explicit (what is included), specify return/warranty terms, and align delivery speed with expectations to shape perception. Localization goes beyond linguistic accuracy to cultural fit—adapting colours, symbols, measurement units (inch/cm, lb/kg), payment preferences, and even humour to local norms so that the brand feels native and trustworthy.

Cross-Border Logistics and Supply Management

Logistics is the operational backbone of micro-export—and a frequent failure point. Post-pandemic container tightness and freight volatility have disproportionately affected smaller exporters (Mizrak & Akkartal, 2023). A strategic response combines fulfilment outsourcing with simplified customs. Services like Amazon FBA lower complexity by letting sellers bulk-ship to destination warehouses while Amazon handles packaging, last-mile delivery, and customer service. Alternatively, working with express carriers authorized for ETGB can streamline customs documentation (Tüfenk, 2024). UPS small-business surveys repeatedly surface a core demand: "simpler regulations and customs processes," signalling that logistics is not merely a cost line but a strategic hurdle to manage.

CRM and Trust Building

Providing support across time zones and languages is demanding. AI-powered chatbots such as Tidio can deliver 24/7 first-line assistance, deflecting routine queries and improving responsiveness (Toprak, 2023). Trust in international commerce hinges on transparent, easy-to-follow returns: customers should clearly understand how to send items back and obtain refunds. Finally, review management is non-negotiable. DHL (2024) reports that 98% of consumers are influenced by online reviews; therefore, actively encourage positive feedback and respond to negative reviews swiftly and constructively.

The Future of Micro-Export: Opportunities, Challenges, and Global Implications

Micro-export is one of the most rapidly evolving arenas in digital retail. Looking ahead, sustained success will hinge on three capabilities: adapting fast to technology, complying with tightening cross-border regulations (especially in AI and data governance), and responding to shifting consumer expectations with agility. This section synthesizes the technological catalysts, regulatory dynamics, and socio-economic shifts that will shape micro-export in the coming years.

Technological Catalysts: The AI Revolution

AI operates as a force multiplier across the cross-border funnel—discovery → conversion → fulfilment → loyalty—and has moved from promise to practice through tools that embed directly into daily workflows. The Ministry of Trade's "ChatGPT and AI Tools in E-Export" handbook underlines this shift at the policy level (T.C. Ministry of Trade, 2024b).

Market Intelligence and Strategy. AI-driven analytics help retailers identify demand pockets and product–market fit by triangulating search trends, competitor listings, and social signals. Recent research shows systematic performance gains as AI is woven into segmentation, targeting, creative generation, pricing, and other marketing.

Personalization and Experience Design. Recommendation engines and generative systems accelerate product discovery and retention—even across languages, currencies, and taste profiles typical of cross-border contexts. In practice, tools like Octane AI and Vue.ai scale tailored experiences, while empirical work in Computers in Human Behavior (2025) links AI-driven personalization to higher engagement and purchase intent

Operational Efficiency and Supply Chains. In demand forecasting, inventory optimization, and routing, AI both lowers cost-to-serve and improves service levels. A 2024 Computers in Industry SLR consolidates evidence on resilience, risk management, and process optimization; complementary reviews in Journal of Business Research support similar conclusions (T.C. Ministry of Trade, 2024b).

Regulatory sidebar. The EU's AI Act introduces a risk-based regime with phased obligations for high-risk uses and guardrails for general-purpose models. For micro-exporters targeting EU consumers, this elevates the importance of transparency, data governance, and content safety in AI-enabled marketing and CX.

Regulatory Barriers and the Imperative of Global Compliance

While technology unlocks opportunities, globalization exposes micro-exporters to a dense and constantly shifting regulatory web. Long-term viability hinges on rapid compliance, sound process design, and proactive risk management rather than marketing alone.

Case: The EU's 2021 VAT Package (IOSS/OSS).

Since July 1, 2021, the EU has removed the €22 de-minimis VAT exemption, meaning all commercial imports into the EU are subject to VAT. To simplify low-value B2C imports (≤€150), the Import One-Stop Shop (IOSS) allows VAT to be charged at checkout and reported in a single member state. Non-EU sellers typically need an EU-established intermediary to use IOSS; if IOSS is not used, VAT is collected from the buyer by the customs declarant upon entry. For micro-exporters, mastering these rules (or partnering for compliance) is now a core competence, not an afterthought.

Data Sovereignty and Privacy.

Beyond taxes, cross-border data transfers face tightening scrutiny. The EU-US Data Privacy Framework received an EU adequacy decision in 2023 and was upheld by the EU General Court in September 2025, providing greater legal certainty for transatlantic transfers. For retailers targeting EU consumers, transparency, consent management, and secure transfer mechanisms should be designed into CRM and marketing stacks from the outset.

Opportunities and Socio-Economic Impacts

Inclusive growth and empowerment. Platform-enabled micro-enterprise lowers entry barriers for under-represented groups. Etsy's Global Seller Census documents a female-majority, home-based seller community, underscoring the inclusive potential of micro-export. Sustainability and conscious consumption. DHL's 2024 shopper study highlights a strong demand for environmental transparency—for instance, 73% of surveyed shoppers want CO_2 information for their deliveries—while academic work shows that willingness to pay for "green delivery" depends on price/speed trade-offs. For Turkish shoppers, figures cited in the text (73% prioritizing sustainability; 76% willing to pay extra for green delivery) suggest a strong positioning opportunity, yet retailers should validate WTP by segment before scaling offers.

Cultural diplomacy. Craft-based exports do more than generate revenue; they project national culture and aesthetics, contributing to place image and soft power. Recent SSCI literature links cultural diplomacy and place branding to international perception—effects that, in turn, can facilitate trade over time.

Table 2: Key Challenges Faced by Turkish Micro-Exporters and Potential Solution Strategies

Area of Challenge	**Description**	**Potential Solution (Entrepreneur Level)**	**Potential Solution (Policy Level)**
Knowledge Gap	Insufficient knowledge of target market dynamics, consumer behavior, digital marketing techniques, and legal requirements.	Active participation in training/mentorship programs from KOSGEB, Exporters' Associations, and the private sector. Purchasing market research reports.	Expanding practical, sector-specific e-export training and mentorship programs for SMEs. Creating platforms for sharing success stories.
Logistics and Supply Chain	High shipping costs, complex customs procedures, long delivery times, and the difficulty of managing international returns.	Using fulfillment services like Amazon FBA. Making agreements with ETGB-authorized courier companies. Optimizing packaging.	Encouraging the establishment of specialized logistics centers (e-export hubs) for micro-export. Further digitizing and simplifying customs processes.

Area of Challenge	Description	Potential Solution (Entrepreneur Level)	Potential Solution (Policy Level)
Financing and Costs	International marketing budgets, platform commissions, currency fluctuations, and initial investment costs.	Proactively applying for government support and incentive programs. Pursuing a phased growth strategy. Using cost-effective digital marketing tools.	Increasing low-interest loan and grant programs for e-export-focused SMEs. Offering special incentives for digital marketing and technology investments.
Legal Compliance and Bureaucracy	The obligation to comply with the tax (VAT), customs, consumer rights, and data privacy laws of different countries.	Utilizing legal and financial consultancy services specializing in international trade and taxation. Using compliance tools provided by the platforms.	Creating guides and help desks to inform SMEs about significant legal changes like the EU VAT reform. Simplifying the application processes for support programs.

5. Conclusion

First takeaway: sustainable performance in micro-export comes from focus, not from trying to sell everything to everyone. Brands that concentrate on a clearly defined niche and then match that positioning with the right platform scale faster; Etsy rewards community and storytelling, whereas Amazon Handmade suits models that prioritize operational throughput and logistics discipline.

Second takeaway: technology is an investment in competitiveness, not an optional expense. Across market research, customer service, content creation, and ad optimization, SME-grade generative-AI and automation tools have become accessible; integrating them proactively into day-to-day workflows is now a prerequisite for keeping pace (T.C. Ministry of Trade, 2024b).

Third takeaway: public incentives lower entry costs when used systematically. The Ministry's support schemes—Digital Marketplace Promotion, Fulfilment/Warehousing, Market-Entry Reports—and KOSGEB programs help firms cross the first-export threshold; consistent application tracking and disciplined use of the DYS portal convert supports into measurable advantages (Ministry of Trade, 2024a).

Fourth takeaway: professionalization in payments and compliance reduces risk. Local fintech rails streamline cross-border collection, fraud control, and multi-currency settlement (iyzico, 2023); in complex areas such as EU VAT, specialist tax/legal advice limits future enforcement and reputational exposure.

Fifth takeaway: on the policy side, knowledge precedes finance. Closing SMEs' knowledge gaps in target-market intelligence and digital marketing requires modular, hands-on programs delivered via chambers, exporters' associations, and KOSGEB—ideally co-designed with proven private-sector models like UPS's Export Academy to ensure practical relevance (UPS, 2022).

Sixth takeaway: the enabler stack is strategic. Local technology providers—Shopier among them—supply the payment, logistics, and multichannel integrations that unlock global demand for thousands of micro-sellers. Treating these actors as policy partners helps the ecosystem become self-reinforcing rather than subsidy-dependent.

Seventh takeaway: less friction in logistics and paperwork multiplies impact. Building on ETGB simplifications, micro-export hubs with expedited customs lanes and SME-friendly redesigns of DYS processes reduce entry barriers and accelerate scale (Ministry of Trade, 2024a).

Overall, realizing Türkiye's micro-export potential requires a coordinated policy–market compact that expands access to know-how and compliance, scales enabling technologies, and compresses logistics/bureaucratic friction—turning thousands of local success stories into durable global performance.

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Dr Tarık Yolcu is an Assistant Professor at the Hendek Vocational School of the Sakarya University of Applied Sciences and a visiting postdoctoral researcher at Oxford Brookes University Business School, focusing on SME competitiveness. He serves as an academic adviser to KOSGEB (the Small and Medium Enterprises Development Organization of Türkiye). Dr Yolcu earned his bachelor's degree in Economics from Sakarya University and completed his MSc and PhD in Business Administration (Production Management and Marketing) at the same institution. His master's thesis examined product placement in television productions, while his doctoral research analyzed consumers' showrooming behavior—examining products in-store and completing the purchase online. His research centers on retailing, consumer behavior, online/digital marketing, SME competitiveness, sustainability, and entrepreneurship. He is on the editorial team of the international peer-reviewed journal Studies on Social Science Insights and has authored numerous conference papers, journal articles, and books/book chapters in business. He also holds associate degrees in Justice and in Retailing & Store Management from Anadolu University's Open Education Faculty. Alongside his academic work, he serves as a court expert and registered mediator and provides training and consultancy to the private sector in retail, digital marketing, and SME-focused topics.