

Internationalisation Through Digital Platforms: a Case Study of a Bulgarian Company in the Field of Agriculture

Bernhard Carl Cernic

Technische Universität Wien

Faculty of Computer Science, Institute for Information

Systems Engineering

Gumpendorferstraße 42/4, Wien 1060

bernhard.cernic@student.tuwien.ac.at

Abstract. *In the context of global economic interconnectivity and rapid technological advances, SMEs increasingly view internationalisation as a viable growth strategy. This study proposes, in the context of this case study, that digital platforms, exemplified by companies such as YouTube, Uber and Airbnb, can serve as instrumental enablers for facilitating such international efforts. The present case study aims to investigate two key objectives: first, to outline the transformation path of a Bulgarian company specialising in agricultural automation technologies from a current hardware-centric business model to a service-oriented model. Second, to assess the feasibility and implications of using digital platforms for internationalisation in the context of the case study. Using Alexander Osterwalder's Business Model Ontology, the study employs a comparative methodology to contrast the company's existing hardware-centric business model with a proposed service-oriented alternative aimed at international*

market expansion. The expected outcome is a comprehensive blueprint outlining the required changes to the current business model, highlighting the elements critical to value creation. The study aims to provide direction for the company's strategic shift to a service-oriented business model supported by an Internet of Things (IoT) ecosystem. In conclusion, this case study aims to contribute to the academic discourse on SME internationalisation through digital platforms, and to examine the utility of employing a business model ontology for strategic transformation. The final analysis will encapsulate the key findings of the study and assess the applicability of contrasting business models through a business model canvas

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