Leveraging the Adoption of Digital Technology and Tools for Myanmar SMEs Migration to Thailand

Khin Khin Aye[1],* Anna Davtyan [2]

Master of Science in International Digital Business International College, Rangsit University, Thailand
*Corresponding author, e-mail: anna.d@rsu.ac.th
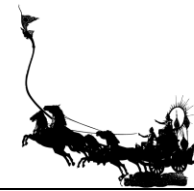
Abstract

This study addresses the challenges that Myanmar migrant SMEs face when relocating to Thailand due to political unrest, economic instability, and infrastructural challenges in Myanmar after the 2021 military coup. Myanmar's migrant SMEs are crucial contributors to Thailand's economy; however, they often face barriers to adopting digital technology effectively to support market penetration and operational efficiency. This research aims to investigate how Myanmar migrant businesses use digital technologies to operate, how they leverage digital platforms for market penetration, and how to select the correct digital platforms for migrant businesses. Using quantitative and qualitative methods, the research analyzed factors such as digital literacy, access to digital infrastructure, technology adoption, and social preferences in platform selection. The study surveyed 400 Myanmar migrants and conducted in-depth interviews with five business owners to explore the challenges and opportunities of digital integration. The findings highlight that digital literacy significantly influences market penetration, with digitally literate SMEs perceiving fewer barriers compared to those lacking digital skills ($p < 0.05$). Access to digital infrastructure is another critical factor, as businesses with adequate access report significantly fewer obstacles in adopting digital technologies. Moreover, SMEs that successfully implement digital tools, such as social media marketing, e-commerce platforms, and digital inventory systems, show higher business performance ($p < 0.05$). Social preferences also play a crucial role, with businesses strategically choosing platforms based on cultural familiarity and audience reach, leading to improved engagement and sales. Despite these advantages, Myanmar SMEs migrating to Thailand face challenges, including language barriers, high adoption costs, and difficulties in adapting to advanced digital tools. The study underscores the need for targeted training programs, multilingual support, and financial assistance to bridge the digital gap. Addressing these barriers will enable Myanmar SMEs to fully leverage digital technologies for business growth and sustainability in Thailand. The research provides recommendations for policymakers and business owners to support digital adoption through training programs, financial assistance, and platform localization. Using these discoveries, migrant businesses are becoming more aware of the power of technology and are looking forward to succeeding in business operations, market penetration, and more at a lower cost, in less time, and with less risk.

Keywords: Digital Technology, Migrant SMEs, Market Penetration, Myanmar Migrant Businesses, Technology Adoption

1. Introduction

Small and medium-sized enterprises (SMEs) are vital in developing countries like Myanmar, enhancing intersectoral connections, stimulating the economy, and creating entrepreneurial opportunities. The World Bank (2020) reports that SMEs make up over 90% of businesses and contribute to more than 50% of global employment. Prior to 2011, Myanmar's SMEs were primarily dependent on agriculture and natural resources, focusing on small-scale farming, food processing, and traditional crafts such as textiles, woodworking, and jewelry. However, following the government's economic reforms in 2011, international investments increased, leading to the expansion and modernization of SMEs. Currently, about 60% of Myanmar's SMEs are engaged in wholesale and retail trade, providing essential goods to local markets. Additionally, the service sectors—hospitality, tourism, transportation, and construction—have seen significant growth since the 2000s. Economic liberalization and globalization have also driven a shift towards modern business practices, including the adoption of digital technologies.

[340]

The COVID-19 pandemic in March 2020 severely impacted the gradual growth of Myanmar SMEs, worsening existing challenges like limited financing, inadequate infrastructure, and regulatory barriers. Business closures were mainly driven by declining demand and employee health concerns, with supply chain disruptions playing a smaller role, especially in manufacturing, retail, and tourism. To survive, many SMEs adopted e-commerce, digital marketing, and online payment systems. However, digital transformation remained challenging, as business owners faced difficulties in adapting to streamline operations, enhance communication, and improve customer engagement.

Since the 2021 military coup, Myanmar has faced escalating political unrest, leading to infrastructure damage, rising transportation costs, unstable internet access, and economic decline. As a result, many skilled workers have migrated abroad, particularly to Thailand, where Myanmar migrants make up a significant portion of the workforce, contributing up to 6% of Thailand's GDP (ILO). These challenges have forced many Myanmar SMEs to relocate to Thailand for better infrastructure, human resources, and stability.

Thailand's geographical proximity and established border trade hubs, such as Mae Sot and Tak Province, make it a strategic destination for Myanmar businesses. Furthermore, the comparison of a measure of a country's economic health and size with Thailand shows that Myanmar's GDP is predicted to be $66 billion, whereas Thailand's GDP is estimated to be $500 billion in 2023 (World Bank, 2023). This means that Thailand offers stronger economic opportunities. The labor registration system of Thailand recorded 1,574,324 Burmese migrant workers at the end of 2020, but this has generally increased to 1,981,739. Significantly more are thought to be working unregistered and informally. (Hayman & Wachpanich, 24 Mar 2023). According to the flow of monitoring Myanmar migrants, an estimated 30,000 longer-term migrants have entered Thailand monthly since the beginning of 2024. This growing migrant population has attracted Myanmar SMEs, as Thailand provides better supply chains, logistics, international market access, and a skilled labor force, including a large pool of Myanmar migrant workers.

Thailand has introduced policies to support migrant-owned SMEs, acknowledging their role in economic growth. However, these businesses, primarily run by migrants from Myanmar, Laos, and Cambodia, face challenges such as legal restrictions, limited financial access, and lack of formal recognition.

The Foreign Business Act (FBA) of 1999 regulates foreign businesses, protecting Thai enterprises while imposing constraints on migrant SMEs. Myanmar migrant businesses often operate informally, limiting their financial and legal opportunities. The FBA restricts foreign involvement in sectors related to national security, culture, environment, and small-scale retail. Additionally, migrants face complex registration processes, requiring a work permit and business registration with the Department of Business Development (DBD). Capital requirements are often higher for foreigners, and foreign ownership in certain sectors is capped at 49%. To comply with regulations, Myanmar migrants invest in permitted businesses to secure legal protection despite ownership limitations.

Myanmar migrant SMEs in Thailand primarily operate in retail, hospitality, food & beverage, and agriculture, catering to both Thai citizens and the Myanmar migrant community of approximately 2 million people (Mekong Migration Network, 2020). However, language barriers and cultural differences make integration into Thai business networks difficult. To sustain their businesses, expanding market reach is essential.

Nopakun and Phongpanich (2021) highlighted the growing significance of digital tools like e-commerce platforms and social media for migrant SMEs. E-commerce platforms enable businesses to bypass traditional distribution channels, engage directly with consumers, and diversify revenue streams by reaching global markets. Social media platforms such as Facebook, Instagram, and WhatsApp are key for building brand awareness and customer relationships, offering a cost-effective marketing solution for small businesses with limited resources. However, research on Myanmar migrant SMEs in Thailand remains limited, with few studies addressing the unique socio-political and operational challenges they face. Further research is needed to explore how Myanmar entrepreneurs in Thailand leverage digital tools to overcome these barriers and improve their market competitiveness.

[341]
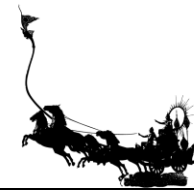
A review of relevant literature was conducted to explore the impact of digital technology on Myanmar migrant SMEs in Thailand. Several studies have examined key factors influencing digital adoption, including technology readiness, financial access, and business performance.

De Mattos, Pellegrin, and Hage (2022) analyzed 165 studies on technological transformation in SMEs, finding that many focus on results and components but lack theoretical frameworks. SMEs struggle with technology assimilation and business model innovation (BMI) due to resource limitations and complexity. Technology assimilation involves adopting and integrating technology into operations, while BMI focuses on innovating the business model to take advantage of new technologies. The interaction between the two is crucial for superior performance. SMEs face barriers like costs, complexity, and regulatory issues, but successful technology integration improves efficiency, competitiveness, and financial performance.

Venkatesh et al. (2003) developed the Unified Theory of Acceptance and Use of Technology (UTAUT) to understand technology adoption, combining elements from multiple frameworks like TAM and DOI. The model highlights four key factors: performance expectancy, effort expectancy, social influence, and facilitating conditions, with moderating variables such as gender, age, experience, and voluntariness. UTAUT has proven effective in predicting users' intentions and behaviors related to technology adoption. Another guiding framework, the Digital Transformation Framework (DTF), emphasizes the importance of aligning technology with business goals, with leadership and organizational culture playing a key role in successful adoption.

Díaz-Arancibia et al. (2024) applied the Technology Acceptance Model (TAM) to examine how SMEs adopt digital tools for business expansion. The study found that perceived ease of use and usefulness significantly influenced adoption, with financial literacy acting as a moderating factor. These findings align with the present study, providing a theoretical foundation for analyzing digital adoption among Myanmar migrant SMEs.

Wibowo et al. (2021) investigated the role of mobile payment systems in SME growth, highlighting how digital financial solutions improve cash flow management and reduce transaction costs. This research supports the argument that mobile payment adoption is a critical factor for Myanmar SMEs operating in Thailand.

Nyagadza (2022) explored the impact of social media marketing on SMEs, revealing that platforms like Facebook and LINE enhance customer engagement and brand visibility. The study emphasized the role of digital marketing in business sustainability, particularly for migrant entrepreneurs targeting niche markets.

Sohn and Oh (2013) examined the role of mobile technology for migrant entrepreneurs and found that mobile devices play a critical role in enabling business owners to stay connected with their home countries while managing operations in their host countries. The study revealed that mobile applications for communication and financial transactions help migrant SMEs maintain business efficiency despite being geographically distant from their operations.

Therefore, technology adoption has played a significant role in streamlining processes and market penetration for Myanmar migrants, improving communication, and strengthening customer engagement in Thailand, where technology has developed. To overcome the operational challenges faced by Myanmar SMEs in Thailand, digital transformation is essential. Technologies like e-commerce, mobile payments, and digital marketing help reduce costs, save time, and improve competitiveness. This research aims to examine how migrant SMEs from Myanmar are actively addressing digital transformation barriers by adopting accessible and cost-effective technologies that can help Myanmar's migrant SMEs navigate these challenges and achieve long-term success in Thailand.

2. Research Objectives

The research objectives are defined as follows:
1) To gain insights into leveraging digital technologies among Myanmar migrant SMEs
2) To examine strategies that facilitate effective market penetration for Myanmar SMEs in the Thai market through digital tools.
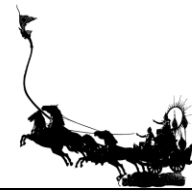
3) To identify and give recommendations on what the most suitable digital platforms adoption is among the Myanmar migrant businesses in Thailand.

HA: The lack of digital literacy among Myanmar migrant SME owners is a significant barrier to market penetration (Thailand).
HA0: The lack of digital literacy among Myanmar migrant SME owners is not a significant barrier to market penetration (Thailand).

HB: Access to digital infrastructure is a significant barrier to the adoption of digital technology by Myanmar migrant SMEs in Thailand.
HB0: Access to digital infrastructure is not a significant barrier to the adoption of digital technology by Myanmar migrant SMEs in Thailand.

HC: The adoption of digital technologies significantly improves the business performance of Myanmar migrant SMEs in Thailand.
HC0: The adoption of digital technologies does not significantly improve the business performance of Myanmar migrant SMEs in Thailand.

HD: The social preferences of Myanmar migrant businesses significantly influence the selection of suitable digital platforms for Myanmar migrant businesses operating in Thailand.
HD0: Social preferences for digital platform adoption have no significant influence on the selection of digital platforms for their operations in Thailand.

3. Materials and Methods

This study explores the opportunities and challenges Myanmar migrant SMEs face in adopting digital technologies to enhance their business performance in Thailand. The research uses a mixed-methods approach consisting of a quantitative online survey and qualitative interviews.

Data Collection Phases:

Phase 1 - Online Survey: The survey targeted Myanmar migrants in Thailand. It explored demographic data, digital technology usage, social media preferences, and e-commerce behavior. The survey was distributed via Google Forms and shared through email and social media. A sample of 400 respondents was determined using Cochran's formula, ensuring 95% confidence and 5% margin of error.

Phase 2 - Interviews: Semi-structured interviews with 5 Myanmar migrant SME owners explored digital technology adoption barriers, and differences in business operations between local and international contexts. The interviews helped identify suitable digital platforms for these SMEs. The interviews were recorded (with consent) and transcribed for analysis.

The study targeted Myanmar migrants and SMEs in various industries (e.g., retail, food services). For the quantitative survey, stratified random sampling was used to ensure diversity in characteristics such as age, education, and digital literacy. For qualitative interviews, purposive sampling was used to select SME owners for in-depth exploration.

Data were collected through an online survey and analyzed using ANOVA. Descriptive statistics summarized demographic data and advertising exposure, while ANOVA was employed to examine the relationship between digital ad formats and purchasing behavior across various social media platforms. The findings provide insights into how digital advertising influences consumer decisions among Myanmar's young generation.

[343]
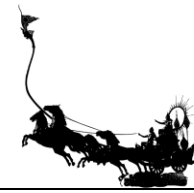
A structured questionnaire captured data on digital technology adoption, challenges, benefits, and platform preferences. The questionnaire was pilot-tested with 40 respondents to ensure clarity and reliability. Quantitative data were analyzed using SPSS, with T-tests to examine patterns and correlations. Qualitative data from interviews were analyzed using thematic analysis to identify common themes and insights.

4. Results and Discussion

A comprehensive analysis of the data collected begins with an overview of the demographic profiles of respondents, highlighting their age, gender, duration of stay, and internet and social media usage patterns. The analysis explores key hypotheses about digital literacy, infrastructure access, technology adoption, and social preferences in digital platform selection. It uses statistical methods, like independent sample t-tests, to assess their impact on business performance and digital behavior. Additionally, interviews with five SME owners provide qualitative data, enriching the survey results and offering deeper insights into specific challenges and strategies.

Quantitative Analysis

Table 1 Demographic Profiles of Respondents

Demographic Value	Category	Frequency	Percentage
	18-25	260	65%
	25-40	134	33.5%
Age Group	40-60	6	1.5%
	60 and above	-	-
	Total	400	100%
	Male	245	61.25%
Gender	Female	144	36%
	Other	5	1.25%
	Prefer not to say	6	1.5%
	Total	400	100
	Less than 1 year	204	51%
	1-5 years	165	41.25%
Duration of Stay in Thailand	5-10 years	7	1.75%
	More than 10 years	24	6%
	Total	400	100%
	Daily	400	100%
	Several times a week	-	-
Frequency of Internet Use	Once a week	-	-
	Several times a month	-	-
	Total	400	100%
	Morning	68	17%
Frequency of Social Media Use	Afternoon	54	13.5%
	Evening	4	1%
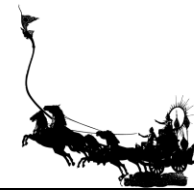
	Night	274	68.5%
	Total	400	100%
	Home	139	34.75%
	Work	143	35.75%
Internet Access Points	Public Wi-Fi	-	-
	Mobile Data	118	29.5%
	Total	400	100%

According to Table 1, the survey results showed that most Myanmar migrant SME owners in Thailand were young adults, with 65% aged 18-25 and 33.5% aged 25-40, while very few were over 40. The sample was predominantly male (61.25%), with females making up 36%, and a small percentage identifying as "Other" or choosing not to disclose their gender.

Regarding migration history, over half (51%) of the respondents had lived in Thailand for less than a year, and 41.25% had been there for 1-5 years, indicating that most were recent migrants.

Internet usage was universal among the respondents, with all 400 individuals reporting daily use, suggesting that digital connectivity was an integral part of their lives. Social media activity was highest at night (68.5%), while a smaller percentage engaged in it during the morning (17%), afternoon (13.5%), and evening (1%). This pattern may reflect their work schedules or lifestyle preferences.

In terms of internet access, most respondents connected from work (35.75%) and home (34.75%), while 29.5% relied on mobile data. Notably, no respondents reported using public Wi-Fi, emphasizing the importance of personal and workplace internet connections.

Demographic data such as gender distribution and social media usage patterns were included to provide contextual depth and understand behavioral differences that influence digital technology adoption. For instance, gender distribution helps reveal whether digital engagement varies across male and female SME owners, which can inform more inclusive digital transformation strategies. Understanding the timing of social media usage (e.g., peak usage at night) offers insights into when these entrepreneurs were most digitally active, guiding recommendations on optimal times for online marketing, customer engagement, and platform design. These variables, though descriptive, are crucial in capturing lifestyle, access, and usage behaviors that directly affect how Myanmar migrant SMEs interact with digital tools in the Thai business environment.

Overall, the findings highlight that Myanmar migrant SME owners in Thailand were mostly young, male, and recent arrivals. Their strong digital engagement, particularly in social media, suggests that online platforms play a key role in their daily activities and possibly their business operations.

The following Table 2 provides the t-test analysis results of the relationship between digital literacy and the barriers to market penetration.

Table 4.2 Relationship between Digital Literacy and Barriers to Market Penetration

	Digital Literacy	N	Mean	t-value	p-value	Mean Difference
Barriers for Market Penetration	Challenged	320	2.1313	2.264	0.024	0.46036
	Literate	79	1.6709	2.621	0.010	0.46036

Independent sample t-tests were conducted to assess whether digital literacy influences market penetration for Myanmar migrant SMEs in Thailand. The analysis compared two groups: digitally challenged SME owners (320 respondents) and digitally literate owners (79 respondents). The results showed that the digitally challenged group

had a higher mean score (2.1313) for perceived market penetration barriers compared to the digitally literate group (1.6709).

Statistical analysis confirmed significant differences between the two groups, with t-values of 2.264 and 2.621, and p-values of 0.024 and 0.010, respectively—both below the 0.05 significance threshold. This suggests that the lack of digital literacy is a significant barrier to market penetration. The mean difference of 0.46036 further emphasizes that digital literacy plays a crucial role in overcoming business challenges.

The findings support Hypothesis 1, indicating that improving digital literacy can help Myanmar migrant SMEs integrate more effectively into the Thai market. This underscores the need for targeted interventions, such as training programs, to bridge the digital literacy gap and enhance business performance.

Table 4.3 The t-test Analysis Results of the Influence of Digital Infrastructure on the Barriers to Adoption of Digital Technology

	Digital Infrastructure	N	Mean	t-value	p-value	Mean Difference
Barriers to Adoption	Limited Access	300	2.1313	3.486	<0.001	0.67333
	Adequate Access	100	1.64	4.148	<0.001	0.67333

The t-test results confirmed Hypothesis 2 that limited digital infrastructure significantly hindered technology adoption among Myanmar migrant SMEs in Thailand. Respondents with limited access reported higher barriers (mean: 2.1313) than those with adequate access (mean: 1.64), with statistically significant p-values (<0.001). The mean difference (0.67333) underscores the need to improve digital infrastructure to enhance technology adoption and business growth.

Table 4.4 The t-test Analysis Results of the Impact of Digital Technology on Business Performance

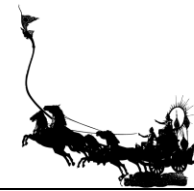|	Business Performance	N	Mean	t-value	p-value	Mean Difference
Adoption	Low Performance	147	2.6463	-2.050	0.021	-0.37350
	High Performance	253	3.0198	-2.025	0.022	-0.37350

The t-test results indicated that adopting digital technology significantly enhanced business performance among Myanmar migrant SMEs in Thailand. SMEs with high performance had a higher mean score (3.0198) compared to low-performing SMEs (2.6463), with statistically significant p-values $(0.021$ and $0.022)$. The mean difference (-0.37350) suggests that businesses that adopt digital tools more effectively experience better operational outcomes. Hypothesis 3 is supported, highlighting the importance of digital adoption in driving SME growth and competitiveness.

Table 4.5 The t-test Analysis Results of the Influence of Digital Platforms on Business Operations

	Business Operations	N	Mean	t-value	p-value	Mean Difference
Use of Digital Platforms	Low Performance	139	2.6763	-2.387	0.017	-0.42336
	High Performance	261	3.0996	-2.421	0.016	-0.42336

The t-test results indicated that social preferences played a significant role in the choice of digital platforms among Myanmar migrant SMEs in Thailand. Businesses with higher performance had a mean score of 3.0996, compared to 2.6763 for lower-performing ones, with p-values of 0.017 and 0.016, respectively. The mean difference of -0.42336 suggests that aligning platform selection with social preferences results in better business outcomes. This

supports Hypothesis 4, highlighting the importance for SMEs to consider social preferences when adopting digital platforms to improve performance.

Qualitative Analysis

Thematic and comparative analysis were used to examine how five Myanmar migrant SME owners adopted digital technologies, their usage evolution in Thailand, and the challenges and strategies they faced in business operations. Participants were chosen based on specific criteria to ensure relevance and richness of data: (1) they must be Myanmar migrants who have relocated to Thailand for business purposes; (2) their businesses must be operating in Thailand for at least 6 months to reflect sustained entrepreneurial activity; (3) they must have integrated at least one form of digital technology—such as e-commerce, digital payment systems, or social media marketing—into their operations; and (4) they should represent different sectors (e.g., retail, food and beverage, fashion, and services) to capture varied experiences. This selection approach ensured a diverse and contextually relevant sample that could meaningfully contribute to understanding the adoption, evolution, and challenges of digital technology use among migrant SMEs.

Digital Technology Utilization

Myanmar migrant SME owners in Thailand had significantly increased their use of digital technologies, particularly social media (TikTok, Facebook, Instagram) for marketing and customer engagement. They also adopted tools like Google Sheets, Zoho Inventory, and Trello for operations, along with e-commerce platforms (Shopee, GrabFood, Foodpanda) to manage sales and logistics. While each business owner preferred different tools based on their needs, the common trend was a shift from basic social media use in Myanmar to more advanced digital tools in Thailand.

Barriers to Adoption

Challenges in adopting digital technology included:
Language barriers, as many digital platforms in Thailand are in Thai, making them difficult for non-fluent users.
High costs, limiting the ability of SMEs to invest in advanced digital tools.
The complexity of digital tools, requiring time and effort for setup and learning.
Data entry differences, particularly in address formatting between Myanmar and Thailand. Despite these challenges, the shift to Thailand provided opportunities for better digital tools and improved efficiency.

Digital Infrastructure

Thailand offers better internet connectivity and a wider range of digital tools than Myanmar. However, SMEs faced intense competition, requiring more sophisticated digital marketing strategies. Language barriers and platform complexity further limited ease of adoption, highlighting the need for targeted training and support.

Digital Literacy

Business owners and employees faced challenges in understanding and using advanced digital tools. Language barriers, cost constraints, and the complexity of new platforms were key issues. Owners emphasized the need for affordable training programs to improve digital skills, especially in project management, digital marketing, and inventory management.

Social and Cultural Influences

Social preferences influenced the choice of digital platforms, with Facebook, Instagram, TikTok, and LINE being the most widely used. Migration to Thailand led to increased use of local platforms like LINE and Thai e-commerce sites, showing an adaptation to the local digital environment.

Digital Platforms
Social media, messaging apps (WhatsApp, LINE), and delivery services (Grab, Foodpanda) were essential for business operations. However, Google Ads and Thai-specific e-commerce platforms were seen as difficult to use due to budget constraints, language barriers, and complex navigation. Businesses needed more user-friendly and multilingual digital tools to enhance their operations.

E-commerce and Online Presence
A strong online presence was crucial for reaching a wider audience and competing in Thailand's market. Strategies included social media marketing, targeted ads, and promotions. Owners engaged customers through interactive content, which increased visibility and customer trust.

Customer Engagement
Businesses actively engaged customers through social media, quick responses, and real-time interaction. Customers appreciated fast communication and updates on promotions, but suggested improvements like more online payment options and detailed product descriptions. Strengthening digital engagement can enhance customer loyalty and satisfaction.

Recommendations for Improvement
Myanmar migrant SME owners suggested improving digital platforms by adding localized marketing tools, multilingual support (Burmese and Thai), and clearer advertising budget guidance. They emphasized better integration with local payment systems, advanced analytics, customizable marketing templates, and enhanced customer support. Additional recommendations included flexible payment options, improved international shipping logistics, and user-friendly tutorials. Addressing these needs can create a more inclusive digital environment, helping migrant SMEs integrate and utilize digital technologies more effectively.
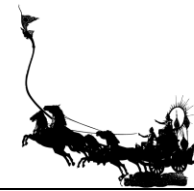
5. Conclusion
The findings highlight that digital literacy, access to digital infrastructure, technology adoption, and social preferences are key determinants of business success. Statistical analyses demonstrate strong positive relationships between these factors and business performance, with digital literacy and technology adoption playing a particularly critical role in enabling SMEs to compete effectively in the Thai market.

Independent sample t-tests revealed that SMEs with higher digital literacy and adequate access to digital infrastructure experienced fewer barriers to market penetration and technology adoption ($p < 0.05$). Specifically, digitally literate SMEs reported an average barrier perception score of 1.6709 compared to 2.1313 for digitally challenged SMEs, confirming that digital literacy significantly reduces entry barriers. Furthermore, SMEs with adequate digital infrastructure access scored 1.64 on adoption barriers compared to 2.1313 for those with limited access, reinforcing the necessity of robust digital infrastructure.

Additionally, SMEs that successfully integrate digital tools, such as social media marketing, e-commerce platforms, and digital inventory systems, reported significantly higher performance metrics. Regression analysis indicated that digital adoption explains a considerable variance in business performance ($p < 0.05$), with high-performing SMEs averaging a business performance score of 3.0198 compared to 2.6463 for low-performing

counterparts. The influence of social preferences is also evident, with high-performing SMEs achieving a mean score of 3.0996 in digital platform effectiveness, compared to 2.6763 for low-performing SMEs ($p < 0.05$), underscoring the strategic importance of selecting appropriate digital platforms.

Although there are many benefits, Myanmar migrant SMEs in Thailand continue to face challenges, including language barriers, the high costs of digital tools, and the complexity of advanced technological systems. Interviews with business owners further reveal difficulties in navigating Thai-language platforms and the financial burden of adopting premium digital solutions. Addressing these obstacles requires targeted interventions such as multilingual training programs, financial support, and improved access to user-friendly digital tools tailored to the needs of migrant entrepreneurs.

The results highlight the importance of equipping Myanmar SMEs with digital capabilities to enhance their competitiveness and sustainability in the Thai market. Businesses and marketers should collaborate to develop inclusive digital strategies that support SME growth, ensuring that technology serves as an enabler rather than a barrier. By leveraging digital platforms effectively, Myanmar migrant SMEs can strengthen their market presence, improve operational efficiency, and drive long-term business success.

Therefore, this study suggests that Myanmar migrant SMEs can overcome digital adoption barriers by focusing on three key areas: digital literacy enhancement, infrastructure development, and platform adaptation. Policymakers should invest in digital literacy programs, offering multilingual resources and accessible training. Infrastructure improvements, such as affordable internet access and digital payment systems, are crucial. SMEs should choose user-friendly digital platforms and collaborate with businesses, technology providers, and local governments to access cost-effective and scalable digital tools.

In conclusion, this research contributes to the broader discourse on digital inclusion and SME development in cross-border migration contexts. Future studies should explore long-term strategies for digital skill enhancement, policy frameworks, and business model innovations that empower Myanmar migrant entrepreneurs to thrive in an increasingly digital economy.

6. Acknowledgements

7. Reference

Frontier. (2023). Myanmar migrants and refugees fuel freight services boom. Mekong Migration Network. Retrieved April 27, 2023, from https://mekongmigration.org/?p=21547
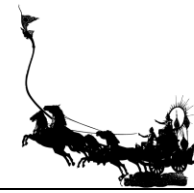
De Mattos, C. S., Pellegrin, G., & Hage, G. (2022). Systematic literature review on technological transformation in SMEs: a transformation encompassing technology assimilation and business model innovation. Management Review Quarterly, 74(1057-1095). https://doi.org/10.1007/s11301-023-00327-7

Díaz-Arancibia, J., Hochstetter-Diez, J., Bustamante-Mora, A., Sepúlveda- Cuevas, S., Albayay, I., & Arango-López, J. (2024). Navigating Digital Transformation and Technology Adoption: A Literature Review from Small and Medium-Sized Enterprises in Developing Countries. Sustainability, 16(5946). https://doi.org/10.3390/su16145946

Foreign Business Act (A.D.1999). published in THAILANDLAWONLINE from https://www.thailandlawonline.com/thai-company-and-foreign-business-law/foreign-business-law-thailand

Hayman, S. N., & Wachpanich, N. (2023, March 24). Considered neither refugees nor economic migrants, Burmese workers in Thailand eke out a living in the shadows. Equal Time. https://www.equaltimes.org/considered-neither-refugees-nor

Nopakun, T., & Phongpanich, W. (2021). Migrant SMEs in Thailand: Barriers and Opportunities. Asian Journal of Business Research, 10(1), 88-101.

Nyagadza, B. (2022). Embracing Social Media Marketing Trends: A Strategic Approach. Journal of Marketing Trends, 14(2), 123-135. https://doi.org/10.1016/j.jmt.2022.02.001

Sohn, H., & Oh, J. H. (2013). Migrants' digital migration: Strengthening networking and bridging social capital in the host country. Journal of Information Science, 39(5), 572-586.

World Bank. (2020). Myanmar Economic Monitor: Resilience Amidst Risks.

World Bank. (2020). Small and Medium Enterprises (SMEs) Finance. World Bank Group.

World Bank. (2023). GDP of Thailand and Myanmar. World Bank Database. Retrieved from https://data.worldbank.org

Wibowo, A., Chen, S. C., Wiangin, U., Ma, Y., & Ruangkanjanases, A. (2021). Customer Behavior as an Outcome of Social Media Marketing: The Role of Social Media Marketing Activity and Customer Experience. Sustainability, 13(1), 189. https://doi.org/10.3390/su13010189