
**THE EFFECT OF DIFFERENTIATION STRATEGY, MARKET ORIENTATION,
PRODUCT QUALITY, AND PRICE PERCEPTION ON COMPETITIVE
ADVANTAGE IN THE TIKTOK SHOP MARKETPLACE**

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ABSTRACT

The development of social media-based e-commerce has intensified competition among marketplaces, including TikTok Shop, which adopts a social commerce concept. This condition requires business actors to possess sustainable competitive advantages in order to survive in the dynamic digital market. This study aims to analyze the effect of differentiation strategy, market orientation, product quality, and price perception on the competitive advantage of the TikTok Shop marketplace among the community in Palembang City. This research employs a quantitative approach using a survey method. Primary data were collected through questionnaires distributed to active TikTok Shop users in Palembang City using purposive sampling techniques. Data analysis was conducted using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method. The results indicate that, partially, differentiation strategy has a positive and significant effect on the competitive advantage of the TikTok Shop marketplace. Market orientation has a positive and significant effect on competitive advantage. Product quality also has a positive and significant effect on competitive advantage. Furthermore, price perception has a positive and significant effect on the competitive advantage of the TikTok Shop marketplace.

Keywords: Differentiation Strategy, Market Orientation, Product Quality, Price Perception, Competitive Advantage, TikTok Shop

INTRODUCTION

The development of digital technology has brought significant changes to business activities, particularly in the electronic commerce (e-commerce) sector. This digital transformation has encouraged the emergence of various marketplace platforms that offer convenience in transactions for consumers and business actors. These conditions have led to increasingly intense competition among marketplace platforms, requiring companies to implement appropriate strategies in order to survive and grow in a dynamic digital market. In the midst of increasingly tight competition, competitive advantage has become an important factor that determines the sustainability of a business. Competitive advantage not only helps companies

maintain market share but also increases customer loyalty and improves the company's financial performance through cost efficiency and sales growth.

A marketplace is essentially a platform that facilitates transactions between sellers and buyers online. However, the development of digital technology has given rise to a new concept known as social commerce, which refers to trading activities integrated with social media. One platform that implements this concept is TikTok Shop, which combines entertainment activities, social interaction, and shopping transactions within a single application. Unlike conventional marketplaces such as Shopee, Tokopedia, and Lazada, which mainly function as transaction platforms, TikTok Shop allows users to interact through short video content that is directly connected to product purchasing features.

This social commerce phenomenon has significantly increased digital trade activities. Indonesia has even been recorded as one of the largest markets for TikTok Shop in Southeast Asia. According to Iswenda (2025), Indonesia has a gross merchandise value (GMV) of US\$6.198 billion, making it the largest market in Southeast Asia and ranking second globally after the United States. In addition, sales value in the fast-moving consumer goods (FMCG) sector increased by 34.2%, from Rp1.69 trillion to Rp2.27 trillion during the period from February 2024 to January 2025, with an average monthly growth of 3.28% (Wardhana, 2025).

This growth indicates that TikTok Shop has great potential in the e-commerce industry. However, behind this growth lies a challenge in the form of increasing competition among digital platforms, which requires companies not only to focus on increasing transaction volumes but also to build sustainable competitive advantages to avoid being trapped in price competition (price wars) that may reduce profitability (Fatahillah et al., 2023).

One important factor in creating competitive advantage is a differentiation strategy. In a competitive market, differentiation enables companies to offer uniqueness that distinguishes their products from competitors. Differentiation can be realized through product innovation, attractive design, service quality, and distinctive customer experiences (Marlisa et al., 2022). In TikTok Shop, differentiation strategies can be seen through the use of creative content, influencer marketing, and the integration of entertainment and shopping transactions. This can be observed from TikTok Shop's sales data, which shows the dominance of certain product categories in the total sales value.

Figure 1.1 shows the product sales graph on TikTok Shop, indicating that the beauty and

personal care category contributes the largest portion to the platform's total sales.

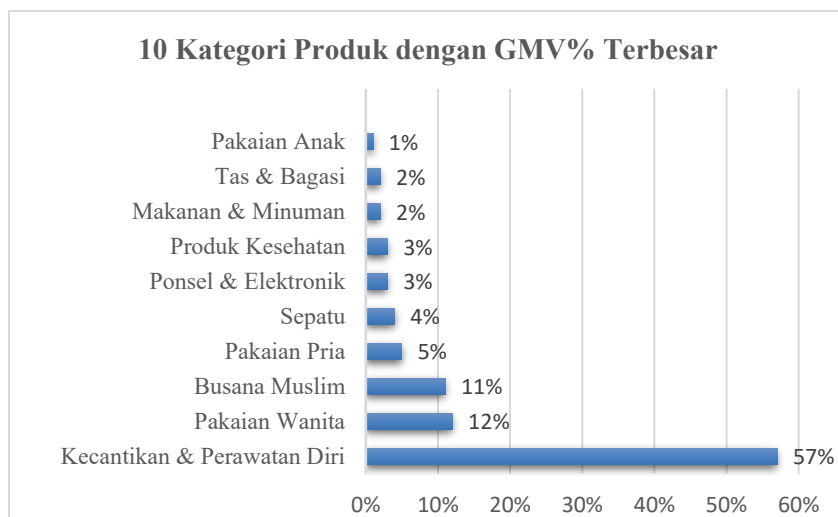


Figure 1.1 TikTok Shop Product Sales Graph

(Source: www.eichotik.ai)

The data in Figure 1.1 shows that consumer preference for certain product categories is quite high, indicating that the platform is able to understand market needs effectively. This is related to the concept of market orientation, which is a business approach that places customer needs as the primary focus in formulating corporate strategies. Yanti and Astuti (2023) explain that market orientation is a business perspective that emphasizes fulfilling customer needs through optimizing all organizational activities. In the digital era, market orientation is not only related to collecting customer information but also the ability to utilize big data and algorithms to understand consumer behavior.

In addition to differentiation strategy and market orientation, another factor influencing competitive advantage is product quality. Products with good quality will increase consumer trust and encourage repeat purchases. Wicaksono (2024) states that when product quality is perceived as good by customers and supported by an appropriate price, consumers will perceive value that is comparable to the cost incurred, thereby increasing customer satisfaction and loyalty.

Besides product quality, price perception is also an important factor in determining consumer purchasing decisions. Indonesia is known as a market that is highly sensitive to price. Data shows that most sales on TikTok Shop come from products with relatively low prices, particularly those priced below USD 10. This indicates that price perception plays a significant

role in shaping the competitive advantage of digital marketplaces.

Figure 1.2 presents data on the number of product sales on TikTok Shop influenced by influencer promotional activities. Many consumers are interested in purchasing products after seeing reviews or recommendations from influencers they trust.

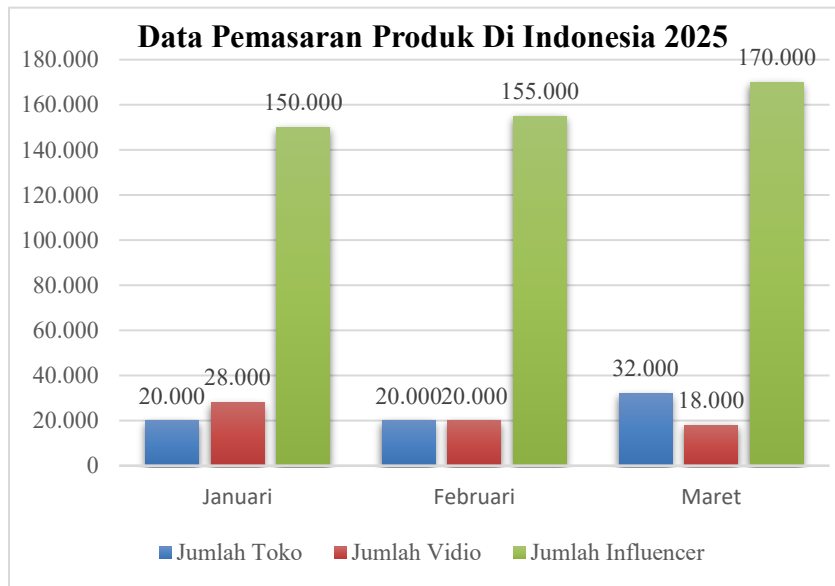


Figure 1.2 Sales Volume Data

(Source: www.eichotik.ai)

Several previous studies have examined factors influencing competitive advantage. Research by Yanti and Astuti (2023) shows that market orientation contributes 59.4% to the competitive advantage of Lemonilo products. Fitria (2022) found that innovation and product quality influence the competitive advantage of culinary SMEs in Medan. Furthermore, Yuicha and Cahyani (2022) concluded that price perception has a positive effect on competitive advantage in ShopeeFood services.

However, several studies have produced different results. Marlisa et al. (2022) found that differentiation strategies do not always significantly influence competitive advantage, while research by Hernaningsih and Heriyanto (2024) indicates that differentiation has a strong effect on a company's competitiveness. These differences in research findings indicate the existence of a research gap that needs to be further examined, particularly in the context of social commerce platforms such as TikTok Shop, which have different characteristics from conventional marketplaces.

Based on this phenomenon, this study proposes an analytical concept that simultaneously examines the influence of differentiation strategy, market orientation, product quality, and price perception on the competitive advantage of the TikTok Shop marketplace. This research attempts to fill the gap in previous studies by examining these factors in the context of social commerce, which is currently growing rapidly in Indonesia.

The objective of this study is to analyze the influence of differentiation strategy, market orientation, product quality, and price perception on the competitive advantage of the TikTok Shop marketplace among the community in Palembang City. This research is expected to contribute to the development of academic literature and serve as a reference for business practitioners in formulating appropriate strategies to enhance competitiveness in the digital era

LITERATURE REVIEW

Competitive Advantage

Competitive advantage refers to a company's ability to create greater value than its competitors through unique and sustainable strategies. According to Surnyoto (2023), competitive advantage reflects a company's ability to manage its internal resources and utilize external opportunities effectively, thereby creating greater value for customers compared to its competitors. This advantage represents a superior position in the market achieved through strategies that are difficult for competitors to imitate.

Differentiation Strategy

Differentiation strategy is one of the strategies used by companies to create uniqueness in the products or services they offer. According to Kevin Lane Keller (2022), differentiation strategy is a company's effort to design product or service characteristics that are significantly different from those of competitors in order to provide greater added value for customers. This uniqueness must have relevance to consumer preferences so that the company can build sustainable competitive advantage.

Market Orientation

Market orientation is a strategic approach that places customer needs and desires at the center of all company activities. According to Vierula (2024), market orientation is a management approach that directs all company activities toward understanding and delivering the best value to the target market, particularly customers.

Product Quality

Product quality is an important factor that influences consumer perceptions of a product. According to Pahmi (2024), product quality refers to the ability of a product to perform its functions, including durability, reliability, accuracy, ease of use, and other attributes that provide value to consumers.

Price Perception

Price perception refers to consumers' evaluation of a product's price, which is often influenced by psychological factors and previous experiences. According to Smith (2021), price perception is the way consumers assess the value of a product based on the price offered, which does not always correspond to the product's objective price

RESEARCH METHODS

This study used a quantitative research approach to examine the influence of differentiation strategy, market orientation, product quality, and price perception on competitive advantage. A quantitative approach was chosen because it allows the relationships between variables to be measured objectively using numerical data and statistical analysis. The research focuses on analyzing consumer perceptions regarding several marketing factors that may contribute to competitive advantage in the social commerce platform TikTok Shop. The research was conducted in Palembang, Indonesia. The population of this study consisted of TikTok Shop users in Palembang who actively make online purchases through the platform. The sampling technique used was purposive sampling, where respondents were selected based on specific criteria, namely individuals who live in Palembang and have experience using TikTok Shop for online transactions. A total of 100 respondents were selected as the sample of this study.

The data used in this research were primary data collected through a questionnaire distributed online using Google Forms. The questionnaire contained several statements related to the research variables, including differentiation strategy, market orientation, product quality, price perception, and competitive advantage. Each statement was measured using a five-point Likert scale, ranging from strongly disagree to strongly agree, to measure respondents' perceptions toward the variables studied. The collected data were analyzed using Structural Equation Modeling – Partial Least Squares (SEM-PLS) with the help of SmartPLS software. The analysis included evaluation of the measurement model (outer model) to test the validity and

reliability of the indicators, and the structural model (inner model) to examine the relationships between variables. Hypothesis testing was conducted using the bootstrapping method, where the hypothesis is accepted if the t-statistic value is greater than 1.96 or the p-value is less than 0.05. This method was used to determine the effect of each independent variable on competitive advantage in TikTok Shop.

RESULTS OF RESEARCH AND DISCUSSION

Structural Model Evaluation (Inner Model)

R-Square (R²)

R-Square Test (R²) is used to measure how well the research model explains the variation in the dependent variable influenced by the independent variables. The value of R² ranges from 0 to 1, where a higher value indicates a greater proportion of variance in the dependent variable that can be explained by the model. Generally, the value of R² can be categorized into three criteria: strong (≥ 0.75), moderate (≥ 0.50), and weak (≥ 0.25).

Table 1. R-square Result

R-square - Overview		
	R-square	R-square adjusted
Y	0.802	0.794

Source : Smartpls 2025

Based on Table 1, the R-Square value obtained is 0.802 and the Adjusted R-Square value is 0.794. These results indicate that the variables of differentiation strategy, market orientation, product quality, and price perception are able to explain the competitive advantage variable by 79.4%. Meanwhile, the remaining 20.6% is influenced by other factors outside the research model. The relatively high Adjusted R-Square value indicates that the research model has a very strong explanatory capability and is categorized as a strong model.

Goodness Of Fit (GoF)

The Goodness of Fit (GoF) test is used to evaluate the overall suitability of the model by considering the values of AVE and R-Square. The GoF value is classified into three categories: low (≥ 0.10), moderate (≥ 0.25), and high (≥ 0.36), which reflect how well the model is able to represent the research data as a whole. The higher the GoF value obtained, the better the model's ability to explain the relationships among the variables examined in the study.

Table 2. Goodness Of Fit Result

Variabel	AVE	R-Square
X1	0.761	
X2	0.755	
X3	0.756	
X4	0.642	
Y	0.746	0.802
Rata-Rata	0.732	0.802

Source : Smartpls 2025

$$\text{GoF} = \sqrt{(\text{rata-rata AVE}_i \times \text{rata-rata R-Square})}$$

$$\text{GoF} = \sqrt{(0,732 \times 0,802)}$$

$$\text{GoF} = \sqrt{0,587}$$

$$\text{GoF} = \mathbf{0,766}$$

The Goodness of Fit (GoF) value is 0.766, which indicates that the model falls into the high category. This result identifies that the research model has a very good level of fit with the data and is able to adequately explain the relationships among the variables. Therefore, it can be used as a strong basis for hypothesis testing.

Path Coefficients

The path coefficient describes the magnitude of the effect of changes in the independent variables on the dependent variable for every one-unit increase in the independent variable. The larger the coefficient value, whether positive or negative, the stronger the effect it indicates. The significance level of the relationship between variables is assessed through statistical testing, where the research hypothesis is accepted if the t-statistic value exceeds 1.98 at a significance level of 5% ($p < 0.05$). The results of the hypothesis testing are presented in the form of figures and tables as follows.

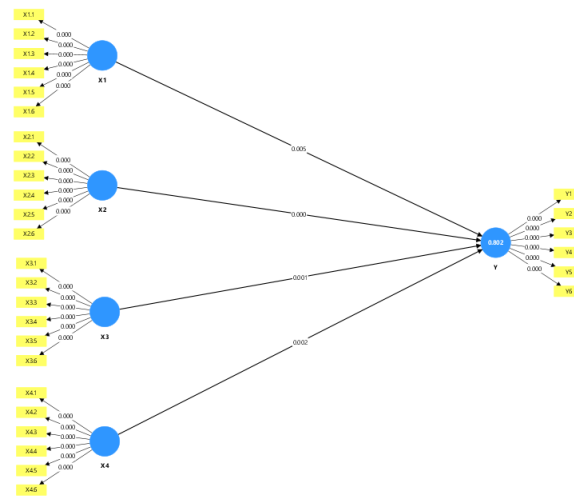


Figure 1. Path Coefficient Results

Source : Smartpls 2025

In 1, the results of the path coefficient analysis in this study are presented. It can be seen that the variables of differentiation strategy, market orientation, product quality, and price perception have a positive and significant effect on competitive advantage. The test results show that each path has a p-value < 0.05 , indicating that all independent variables significantly influence competitive advantage.

DISCUSSION

The Effect of Differentiation Strategy on Competitive Advantage

The results of the study indicate that differentiation strategy has a positive effect on competitive advantage among sellers on the TikTok Shop platform. This shows that the better the ability of business actors to create uniqueness in products, design, and product presentation, the greater the opportunity to gain advantages over competitors. Differentiation allows products to have distinctive characteristics, making them easier for consumers to recognize among the wide variety of products available in the marketplace. With these differences, consumers tend to be more interested in choosing products that are perceived to have greater value compared to other similar products.

The Effect of Market Orientation on Competitive Advantage

The results of the study show that market orientation has a positive effect on competitive advantage. This means that the ability of business actors to understand customer needs, pay attention to competitor activities, and adjust business strategies to market conditions can improve business competitiveness. In the context of digital commerce, business actors who are able to identify consumer trends and respond quickly to market changes will find it easier to maintain their position in the market. Therefore, market orientation becomes an important factor in creating sustainable competitive advantage.

The Effect of Product Quality on Competitive Advantage

Product quality is also proven to have a positive effect on competitive advantage. This indicates that consumers still consider quality as an important factor in determining their purchasing decisions, even when transactions are conducted online. Products that have good quality, such as high-quality materials, strong durability, and functions that meet consumer needs, will increase customer satisfaction. This satisfaction can encourage consumers to make repeat purchases and recommend the product to others, thereby strengthening the seller's competitive position in the market.

The Effect of Price Perception on Competitive Advantage

The results of the study show that price perception has a positive effect on competitive advantage. This indicates that consumers do not only consider low prices, but also the suitability between price and the benefits obtained from the product. If consumers perceive that the price offered is comparable to the quality of the product received, they will develop a positive price

perception of the product. In an e-commerce environment such as TikTok Shop, a positive price perception can increase product attractiveness and help business actors win market competition

CONCLUSIONS AND ADVICE

Based on the results of the study, it can be concluded that differentiation strategy, market orientation, product quality, and price perception have a positive influence on competitive advantage in the TikTok Shop marketplace. The findings indicate that sellers who are able to create unique products, understand market needs, maintain product quality, and offer prices that are perceived as appropriate by consumers are more likely to achieve stronger competitive advantage. These factors play an important role in helping businesses compete effectively in the increasingly competitive digital marketplace.

Based on the findings of this study, business actors who utilize TikTok Shop are encouraged to continuously improve product differentiation, strengthen their understanding of market trends, maintain product quality, and set competitive prices that match consumer perceptions of value. In addition, future researchers are expected to expand the scope of research by including other variables or broader research locations so that a more comprehensive understanding of factors influencing competitive advantage in digital commerce can be obtained

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