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Transforming MSME Offering Strategies in the Social Commerce Era: A Literature Review of the Impact and Integration of TikTok Shop–Tokopedia

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Abstract

The development of social commerce has transformed micro, small, and medium enterprise (MSME) offering strategies through interactive marketing, promotional pricing, and integrated digital distribution. This study examines changes in product presentation, pricing, promotional mechanisms, and distribution following the integration of TikTok Shop with Tokopedia in Indonesia. A qualitative descriptive-analytical literature review was conducted using scholarly publications, industry reports, corporate documents, and relevant regulatory materials. Data were examined through thematic analysis, comparative synthesis, and cross-source triangulation. The findings identify three interconnected developments. First, product offerings have shifted toward shoppertainment through short videos, livestream demonstrations, interactive communication, and affiliate marketing. Second, pricing strategies increasingly incorporate flash sales, discount vouchers, shipping incentives, and time-sensitive promotions, requiring coordination between consumer engagement, pricing transparency, and promotional expenditure. Third, regulatory changes associated with Minister of Trade Regulation No. 31 of 2023 and platform integration have restructured distribution arrangements, creating opportunities for transaction coordination while introducing operational challenges. These include platform dependence, promotional costs, inventory reliability, and regulatory compliance. The study concludes that sustainable MSME competitiveness requires coordinated product innovation, credible communication, responsible pricing, and reliable multichannel distribution. Its contribution is an integrated analytical framework connecting consumer-oriented social commerce mechanisms with seller-side strategic adaptation and business sustainability.

Keywords: *Digital distribution, MSMEs, Offering strategies, Platform integration, Social commerce.*

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INTRODUCTION

The rapid expansion of social commerce has altered the competitive structure of digital retail by integrating product discovery, consumer interaction, promotional communication, and purchasing activities within interconnected technological environments. Unlike conventional electronic marketplaces, which primarily organise transactions through searchable product catalogues, social commerce platforms increasingly influence purchasing decisions through personalised content, interactive demonstrations, and continuous engagement between sellers and consumers. This transformation has particular significance for micro, small, and medium enterprises (MSMEs), whose competitiveness increasingly depends on their ability to coordinate product presentation, pricing, promotional activities, and distribution across digital platforms. Research on TikTok Shop in Indonesia indicates that social commerce has become an important component of business performance and digital market participation, although the benefits of platform adoption depend on how enterprises organise their commercial activities (Ardiansah et al., 2024). The development of livestreaming commerce has further intensified this transformation by combining entertainment-oriented communication with transaction-related information, creating commercial environments in which consumer engagement and purchasing opportunities occur simultaneously (Bai et al., 2024). Interactive selling mechanisms also enable businesses to communicate product characteristics, respond to consumer questions, and establish purchasing confidence through direct exchanges that are less prominent in conventional catalogue-based commerce (Liu et al., 2022). The Indonesian market

presents an additional institutional dimension because Minister of Trade Regulation No. 31 of 2023 introduced restrictions affecting the relationship between social media and electronic commerce transactions, contributing to the temporary suspension of TikTok Shop's transaction services and its subsequent operational integration with Tokopedia. Regulatory discussions concerning social commerce in Indonesia demonstrate that platform development must be assessed alongside market governance, consumer interests, and the protection of domestic economic actors (Oktavia & Batubara, 2024). These developments establish the TikTok Shop–Tokopedia integration as a relevant case for examining how technological innovation, regulatory restructuring, and platform competition influence the commercial strategies of MSMEs.

Contemporary research on social commerce has developed several complementary explanations of consumer behaviour, platform interaction, and digital purchasing decisions. Studies examining livestreaming environments increasingly distinguish between informational mechanisms, which reduce uncertainty regarding product characteristics, and relational mechanisms, which strengthen consumer engagement through interpersonal communication and perceived social presence. Research comparing conventional retail and livestream shopping indicates that interactive product information can influence how consumers evaluate uncertainty before purchasing, while studies of streamer characteristics emphasise the relevance of expertise and entertainment in shaping purchasing intentions (Hwang & Youn, 2023; Jiang et al., 2024). A related research stream identifies the interaction between technological affordances and psychological responses, suggesting that digital interfaces influence purchasing behaviour through combinations of perceived usefulness, emotional engagement, and trust rather than through promotional exposure alone (Zhang et al., 2023). Evidence concerning live-streaming product displays and social interaction further suggests that informational presentation and interpersonal engagement represent distinct but potentially complementary mechanisms affecting consumer responses (Xin et al., 2024). Research addressing impulsive purchasing and social commerce video streams extends this explanation by examining how perceived streamer capabilities, emotional responses, and rational evaluations contribute to purchasing intentions under interactive commercial conditions (Chen et al., 2024; Deng et al., 2024). The relational dimension is reinforced by studies connecting interpersonal interaction, consumer trust, and continued purchasing intentions, indicating that immediate transaction stimulation and longer-term customer relationships require different forms of commercial engagement (Ling et al., 2024; Ko & Ho, 2024). Comparative scholarship also questions whether livestream shopping represents an entirely new commercial phenomenon or an extension of earlier interactive retail formats, providing a basis for distinguishing technological novelty from established promotional principles (Ki et al., 2024). Collectively, this literature establishes a substantial theoretical foundation for understanding consumer responses to social commerce while revealing the increasing complexity of the relationships among platform design, interactive promotion, information processing, and purchasing behaviour.

Despite these advances, the existing literature remains more developed in explaining consumer purchasing intentions than in examining the coordinated transformation of MSME offering strategies following platform integration and regulatory restructuring. Studies of livestreaming commerce frequently concentrate on specific behavioural outcomes, including impulse purchasing, product evaluation, and the effectiveness of interactive communication, without systematically connecting these outcomes to sellers' broader decisions concerning pricing, promotional expenditure, product differentiation, and distribution management. Evidence from multimedia livestreaming platforms and interactive selling environments clarifies the mechanisms underlying purchasing intentions but provides a more limited basis for explaining how sellers reorganise multiple commercial functions when platform arrangements change (Liu & Zhang, 2024; Liu & Zhang, 2024; Liu et al., 2022). Research on social commerce relationships among smaller enterprises demonstrates the importance of trust and interpersonal connections, although these relational explanations do not independently establish how platform integration affects operational coordination or the sustainability of competitive offerings (John et al., 2024). Studies examining consumer trust, privacy concerns, and social characteristics of livestreaming environments further identify tensions between engagement and perceived transaction risks, suggesting that commercially effective interaction does not necessarily eliminate the organisational challenges confronting sellers (Putri et al., 2023; Li et al., 2025). Research on TikTok Shop in Indonesia has also investigated purchase intention, content marketing, electronic word of mouth, and influencer communication, contributing evidence concerning consumer

responsiveness while maintaining a predominantly demand-side analytical orientation (Muzaki et al., 2024; Setianingsih & Dema, 2025). The methodological diversity of existing studies, including behavioural modelling, platform-specific investigations, and quantitative assessments of purchasing intentions, creates opportunities for theoretical integration but also limits direct comparison across commercial functions and institutional settings (Yang et al., 2024). The principal research gap therefore concerns the limited integrated synthesis of how MSMEs adjust their product offerings, pricing structures, promotional mechanisms, and distribution arrangements within the reconfigured TikTok Shop–Tokopedia ecosystem. This gap is conceptual and contextual rather than evidence of an entirely unexplored platform, because the available literature provides substantial knowledge about individual social commerce mechanisms but less consolidated explanation of their combined implications for seller-side strategic adaptation.

The unresolved relationship between consumer-oriented platform mechanisms and seller-side strategic adaptation has significant implications for the economic sustainability of MSMEs operating in increasingly competitive digital markets. Commercial decisions based exclusively on immediate purchasing responses may encourage excessive dependence on promotional discounts, influencer exposure, and continuous livestreaming without sufficient consideration of transaction costs, inventory availability, or long-term customer retention. Research on interactive commerce demonstrates that different forms of communication influence consumer responses, making it necessary for sellers to distinguish engagement-generating activities from commercially sustainable promotional practices (Liu & Zhang, 2024). Studies addressing user-generated content and communicative presence further indicate that consumer involvement is shaped by perceived participation and psychological relationships, suggesting that promotional effectiveness cannot be evaluated solely through the frequency of advertising or product exposure (Zhang & Hu, 2024). Evidence concerning influencers and product sales similarly highlights the need to evaluate the commercial consequences of promotional relationships rather than treating visibility as equivalent to business performance (Zhang et al., 2024). The importance of this distinction is particularly apparent in Indonesian social commerce, where influencer participation and livestreaming activities have been investigated as determinants of purchase intention, but seller profitability and operational resilience require additional analytical consideration (Faiko et al., 2025; Prasetyo & Oktavia, 2025). Research on trust transfer and platform stickiness also suggests that customer relationships depend on interconnected technological and social mechanisms, which may complicate sellers' efforts to maintain customer continuity when platform structures are reorganised (Chang et al., 2024). The practical significance extends to the allocation of limited MSME resources, the management of promotional expenditure, and the coordination of product availability across integrated transaction channels. Without a more comprehensive synthesis of these relationships, business adaptation may remain fragmented, while policy evaluations may insufficiently distinguish between increased consumer activity and sustainable improvements in MSME competitiveness.

This study positions the TikTok Shop–Tokopedia integration as a strategic transformation involving interconnected changes in product presentation, pricing, interactive promotion, and distribution coordination rather than merely a technological development affecting consumer purchasing intentions. Its proposed contribution lies in integrating consumer-behaviour explanations, platform interaction mechanisms, and seller-oriented strategic considerations into a structured literature-review framework applicable to Indonesian MSMEs. Existing studies have established that the effectiveness of social commerce depends partly on the relationship between trust, perceived value, and purchasing intention, but these relationships require further interpretation when evaluating the strategic decisions of businesses operating across interconnected platforms (Tsimonis, 2026). Indonesian research on livestreaming interaction also provides a basis for distinguishing the commercial implications of interpersonal warmth, perceived expertise, social presence, and trust, thereby supporting a more differentiated assessment of promotional strategy (Weyna et al., 2026). Investigations of platform design, perceived ease of use, and recommendation technologies within the TikTok Shop–Tokopedia environment introduce additional considerations concerning the technological conditions under which consumers interact with integrated commercial services (Windarko & Zulfikri, 2026). The present review extends these consumer-oriented perspectives by examining their relevance to the organisation of MSME offerings, particularly the relationships between content-based product presentation, promotional pricing, customer acquisition, and

distribution coordination. Its novelty is therefore located in the analytical integration of previously separated research themes with the regulatory and operational characteristics of the Indonesian platform arrangement, rather than in proposing an untested causal relationship or claiming the discovery of a previously unidentified commercial mechanism. The review employs qualitative thematic synthesis to organise the literature around four connected dimensions: product-offering transformation, pricing and promotional adjustment, distribution and platform integration, and implications for MSME competitiveness. This structure allows the study to compare findings from different research traditions while distinguishing established empirical evidence from interpretative conclusions concerning seller adaptation. The resulting analytical position provides a focused contribution to social commerce scholarship by connecting technological and behavioural explanations with the organisational decisions through which MSMEs respond to platform restructuring.

The objective of this study is to critically examine the transformation of MSME offering strategies associated with the development of TikTok Shop and its integration with Tokopedia in Indonesia. Specifically, the study seeks to identify changes in product presentation and content-based marketing, analyse the role of pricing and interactive promotional mechanisms, examine the strategic implications of distribution-channel restructuring, and assess the opportunities and constraints affecting MSME competitiveness. A qualitative descriptive-analytical literature review is employed to synthesise relevant academic publications and regulatory materials concerning social commerce, platform integration, and digital business adaptation. The analysis focuses on the relationships among commercial strategy, consumer engagement, technological arrangements, and regulatory conditions without assuming that platform integration produces uniform outcomes across enterprises. The study's theoretical contribution consists of consolidating fragmented explanations of social commerce into an integrated framework for understanding seller-side strategic adaptation. Its methodological contribution lies in organising heterogeneous secondary evidence through thematic comparison while maintaining a distinction between documented findings and broader analytical interpretations. The practical contribution is to provide a structured basis for MSME managers to evaluate product differentiation, promotional efficiency, pricing transparency, and multichannel operational coordination. The study also seeks to inform discussions of digital commerce governance by identifying the commercial considerations that should accompany regulatory and technological changes in integrated platform ecosystems.

RESEARCH METHODS

This study employed a qualitative descriptive-analytical approach using a literature review to examine the transformation of micro, small, and medium enterprise (MSME) offering strategies associated with TikTok Shop and its integration with Tokopedia in Indonesia. The research relied exclusively on secondary materials and did not involve surveys, interviews, experimental interventions, or direct observations of sellers and consumers. The documentary sources comprised scholarly journal articles, industry research reports, corporate disclosure documents, and relevant legislative and regulatory materials, particularly Minister of Trade Regulation No. 31 of 2023. The selection of literature was guided by its relevance to three principal areas: TikTok Shop and social commerce as digital marketing environments, MSME offering strategies involving product presentation, pricing, promotional activities, and distribution, and the regulatory and operational consequences of TikTok Shop's reopening and integration with Tokopedia. The units of analysis consisted of documented research findings, regulatory provisions, and descriptions of commercial practices associated with digital platform operations and seller adaptation. Academic publications provided evidence concerning consumer behaviour, interactive marketing, platform characteristics, and business strategies, while regulatory and institutional documents supplied the basis for examining changes in the organisation of electronic commerce. The review focused on the Indonesian social commerce environment, with international studies used to inform the interpretation of relevant technological and commercial mechanisms. Source selection was based on substantive relevance to the research objectives rather than statistical representativeness, and the study did not employ quantitative meta-analysis or bibliometric modelling.

The collected materials were examined through thematic analysis consisting of data reduction, thematic categorisation, comparative synthesis, and interpretation. During data reduction, information

directly related to MSME offering strategies, social commerce mechanisms, regulatory developments, and platform integration was identified from the selected literature and documentary materials. The extracted information was organised into four analytical categories: product-offering strategies and content-based marketing, pricing and interactive promotional mechanisms, distribution-channel restructuring and platform integration, and implications for MSME competitiveness and business sustainability. Within each category, the analysis compared findings across sources to identify recurring patterns, differences in interpretation, and relationships between consumer-oriented platform mechanisms and seller-side commercial decisions. Particular attention was directed toward distinguishing evidence concerning purchasing intentions and promotional engagement from evidence addressing operational adaptation, pricing pressures, inventory coordination, and distribution arrangements. The regulatory analysis examined the implications of Minister of Trade Regulation No. 31 of 2023 for the organisation of social commerce activities and the subsequent integration of TikTok Shop with Tokopedia. The study applied cross-source triangulation by comparing relevant academic findings with institutional, corporate, and regulatory information to assess the consistency of interpretations and identify differences in the scope of available evidence. The final synthesis integrated the four analytical categories to explain how MSME offering strategies were affected by technological development, changing promotional practices, regulatory intervention, and platform restructuring, while distinguishing documented findings from broader analytical interpretations.

RESULTS AND DISCUSSION

Transformation of MSME Product Offering Strategies through Shoppertainment and Interactive Commerce

The literature synthesis indicates that social commerce has changed the mechanisms through which micro, small, and medium enterprises (MSMEs) communicate product value and attract prospective customers. Conventional marketplace offerings predominantly rely on product catalogues, searchable descriptions, photographs, and customer reviews, whereas TikTok Shop incorporates entertainment-oriented content and interactive communication into product discovery. This development shifts the strategic emphasis from presenting product availability toward demonstrating product relevance through audiovisual narratives, live interaction, and personalised content exposure. Bai et al. (2024) identify livestreaming commerce as an expanding research domain that connects digital retail technologies with emerging forms of consumer engagement.

Product presentation within shoppertainment environments involves more than transferring conventional advertisements into short-video formats. Sellers must translate product attributes into demonstrations, comparisons, usage scenarios, and visual narratives that allow consumers to evaluate offerings while engaging with promotional content. Hwang and Youn (2023) examine livestream shopping through uncertainty reduction, providing a conceptual basis for understanding how accessible product information may influence purchasing evaluations. For MSMEs, this relationship suggests that effective content strategies depend on the informational quality of demonstrations rather than entertainment intensity alone.

Interactive livestreaming introduces a communication structure in which product explanations and consumer inquiries occur within the same commercial encounter. Sellers can clarify product specifications, demonstrate functionality, and respond to concerns while potential buyers observe interactions involving other participants. Liu et al. (2022) associate livestream marketing interactions with consumer purchasing intentions, while Jiang et al. (2024) examine the relevance of streamer expertise and entertainment to consumer responses. These findings suggest that MSME promotional capabilities increasingly require a combination of product knowledge, communication competence, and audience engagement.

The transformation of product offerings can be interpreted through the distinction between informational, relational, and technological mechanisms identified in the reviewed literature. Informational mechanisms concern the communication of product characteristics, relational mechanisms involve interaction and trust formation, and technological mechanisms facilitate content delivery and transaction access. Zhang et al. (2023) examine livestream marketing through technological affordances and the stimulus–organism–response framework, supporting an interpretation of purchasing behaviour as a response to interconnected platform features and consumer

evaluations. Table 1 presents an analytical classification of these mechanisms and their implications for MSME offering strategies.

Table 1. Analytical Classification of MSME Product Offering Strategies in Social Commerce

Strategic dimension	Conventional marketplace approach	Social commerce approach	Implications for MSMEs
Product presentation	Static catalogues and photographs	Short videos and live demonstrations	Greater emphasis on audiovisual communication
Product information	Written descriptions and specifications	Interactive explanations and demonstrations	Opportunities to clarify product characteristics
Consumer engagement	Reviews and delayed messaging	Real-time comments and livestream interaction	Increased communication requirements
Promotional content	Product listings and conventional advertisements	Storytelling, entertainment, and creator content	Greater need for content development
Trust formation	Ratings and transaction histories	Demonstrations, interpersonal interaction, and social presence	Dependence on credible communication
Product discovery	Search and category navigation	Content recommendations and social exposure	Additional pathways for customer acquisition

Source: Analytical synthesis of the reviewed literature.

The classification in Table 1 indicates that social commerce does not eliminate conventional product-offering functions but changes how these functions are communicated and combined. Product descriptions, prices, and transaction information remain necessary, while audiovisual presentation and direct interaction introduce additional requirements for seller participation. Ki et al. (2024) examine the relationship between livestream shopping and earlier home-shopping formats, suggesting that interactive retail combines established commercial principles with changing technological arrangements. The strategic distinction consequently lies in the integration of communication, product evaluation, and transaction opportunities rather than in the complete replacement of existing retail practices.

The relational dimension of interactive commerce creates opportunities for MSMEs to establish consumer confidence without relying exclusively on formal brand recognition. Repeated interaction, responsive communication, and credible product demonstrations may support relationships between sellers and prospective customers, particularly where product quality cannot be directly inspected before purchase. John et al. (2024) examine swift guanxi, trust, and purchasing intentions in social commerce involving smaller enterprises, highlighting the relevance of interpersonal relationships to digital commercial exchanges. The implication is that product-offering strategies should incorporate relationship management alongside visual promotion, although the literature does not establish that stronger engagement automatically produces sustained profitability.

The effectiveness of livestreaming also depends on the distinction between product-centred communication and socially oriented interaction. Product demonstrations may support rational evaluations of functionality and suitability, whereas entertainment and interpersonal engagement may influence attention, emotional responses, and continued participation. Xin et al. (2024) investigate product display and social interaction through a heuristic-systematic perspective, providing an analytical basis for distinguishing these mechanisms. MSMEs consequently face the strategic task of balancing persuasive communication with sufficient product information to support informed purchasing decisions.

Content-based product offerings introduce additional challenges associated with consumer attention, promotional consistency, and the credibility of commercial communication. Highly entertaining presentations may attract viewers without adequately communicating product limitations, while information-intensive demonstrations may be less effective at maintaining audience

participation. Chen et al. (2024) investigate perceived livestreamer capabilities and impulsive purchasing intentions, indicating that seller presentation characteristics can influence consumer responses beyond the objective attributes of advertised products. These considerations suggest that MSME content strategies require consistency between promotional claims, demonstrated characteristics, and the products ultimately delivered to customers.

The Indonesian TikTok Shop experience provides a relevant setting for examining the commercial significance of these transformations. Ardiansah et al. (2024) connect the TikTok Shop phenomenon with social commerce success and business performance, while Faiko et al. (2025) investigate the relationship between social commerce, influencers, and purchasing intentions in an Indonesian setting. These studies support the relevance of interactive digital promotion to MSME market participation but do not independently establish the financial returns associated with particular content strategies following integration with Tokopedia. The literature-based interpretation is that shoppertainment expands the strategic instruments available to MSMEs while increasing the importance of communication capability, credible product representation, and coordination between promotional exposure and actual product availability.

Pricing Dynamics, Promotional Strategies, and Consumer Purchasing Behaviour in Social Commerce

Pricing strategies in social commerce have developed beyond conventional price-setting mechanisms toward integrated promotional arrangements that combine financial incentives, interactive communication, and time-sensitive purchasing opportunities. TikTok Shop enables sellers to communicate product prices through livestream demonstrations, short-form promotional content, discount vouchers, and limited-duration campaigns that influence how consumers evaluate the attractiveness of commercial offerings. Research examining purchasing decisions on TikTok Shop identifies price, trust, and product quality as relevant considerations, suggesting that promotional competitiveness cannot be explained exclusively through the provision of lower prices (Muzaki et al., 2024). For MSMEs, this development creates a strategic requirement to coordinate price positioning with product differentiation, promotional credibility, and the financial sustainability of individual transactions.

The effectiveness of promotional pricing depends partly on the psychological mechanisms through which consumers interpret commercial information. Limited-duration discounts, promotional countdowns, and livestream-exclusive offers may increase perceived urgency by reducing the time available for comparing alternative products. Deng et al. (2024) examine affective and rational pathways in social commerce purchasing intentions, providing a basis for distinguishing emotional responses to promotional stimuli from deliberate evaluations of product value. This distinction suggests that promotional strategies may stimulate immediate purchasing interest without necessarily establishing stable preferences or repeat-purchase behaviour.

Price-related promotional activities are closely associated with the interactive characteristics of livestream commerce. During livestream sessions, sellers can explain promotional conditions, demonstrate discounted products, and respond to questions concerning price differences or product specifications. Liu, X., and Zhang (2024) examine interactive elements affecting purchasing intentions, indicating that the structure of consumer interaction constitutes a relevant dimension of livestream commercial effectiveness. The implication for MSMEs is that promotional prices should be communicated through verifiable product information and transparent transaction conditions rather than relying exclusively on urgency-oriented advertising.

Consumer responses to promotional incentives also depend on the credibility of the commercial environment. Discounts may initially attract consumer attention, but uncertainty regarding product authenticity, transaction security, and seller reliability can complicate the conversion of promotional interest into purchasing decisions. Putri et al. (2023) examine the influence of trust and privacy on Generation Z purchasing behaviour in TikTok Shop, establishing the relevance of perceived transaction conditions alongside promotional attractiveness. Pricing strategies consequently require consistency between advertised discounts, actual checkout prices, and the quality of products delivered to consumers.

The reviewed literature supports an analytical distinction between promotional instruments intended to attract attention, stimulate immediate transactions, and maintain customer relationships.

These functions are interconnected but should not be treated as equivalent measures of marketing effectiveness, particularly when promotional incentives involve additional costs for sellers. Research on content marketing and electronic word of mouth indicates that consumer purchase intentions are influenced by communication mechanisms extending beyond direct price reductions (Setianingsih & Dema, 2025). Table 2 classifies the principal pricing and promotional mechanisms relevant to MSME operations in TikTok Shop and identifies the strategic considerations associated with their implementation.

Table 2. Analytical Classification of Pricing and Promotional Strategies in TikTok Shop

Promotional mechanism	Commercial function	Consumer response mechanism	Strategic consideration for MSMEs
Flash sales	Stimulate purchases within limited periods	Perceived urgency and promotional value	Discount sustainability and contribution margins
Discount vouchers	Reduce perceived purchasing expenditure	Financial incentives and price attractiveness	Eligibility transparency and promotional costs
Shipping subsidies	Reduce transaction-related expenditure	Lower perceived total purchasing cost	Allocation of logistics and subsidy expenses
Livestream-exclusive offers	Connect promotions with interactive selling	Engagement and time-sensitive purchasing interest	Coordination between promotion and inventory
Affiliate marketing	Extend promotional reach through content creators	Social influence and product recommendations	Commission costs and promotional credibility
Content marketing	Communicate product value and differentiation	Information acquisition and brand engagement	Content relevance and consistency
Electronic word of mouth	Support consumer evaluation through shared experiences	Social information and perceived credibility	Reputation management and service quality

Source: Analytical synthesis of the reviewed literature.

The classification in Table 2 indicates that promotional instruments operate through different combinations of economic incentives, information processing, and social influence. Flash sales and discount vouchers primarily modify the perceived financial attractiveness of an offering, whereas affiliate marketing and electronic word of mouth influence how consumers encounter and evaluate product information. Zhang, N., and Hu (2024) examine psychological ownership and communicative presence in livestream commerce, providing an explanation for why consumer participation may contribute to purchasing intentions beyond direct price incentives. MSMEs must consequently evaluate promotional effectiveness through the interaction between financial attractiveness and perceived product value rather than treating discount intensity as an independent indicator of competitiveness.

Promotional effectiveness also depends on the relationship between consumer trust and perceived commercial value. Repeated exposure to discounted offerings may attract price-sensitive consumers, but sustainable purchasing relationships require confidence that product quality and transaction conditions remain consistent beyond temporary campaigns. Tsimonis (2026) examines trust and perceived value as mediating mechanisms in livestream commerce, supporting the interpretation that purchase intention involves more than an immediate response to promotional incentives. This relationship suggests that MSMEs should assess whether discount-based customer acquisition is accompanied by credible product communication and opportunities for continued purchasing.

Aggressive promotional pricing may create financial pressures when discounts, affiliate commissions, platform charges, and fulfilment costs are not considered jointly. Although lower advertised prices can strengthen short-term competitiveness, transaction growth does not necessarily indicate improved profitability when promotional expenditure reduces contribution margins. Zhang et

al. (2024) examine the influence of livestreaming influencers on product sales, providing a relevant basis for distinguishing promotional reach from commercial outcomes. The available literature does not establish a uniform relationship between promotional intensity and MSME profitability following TikTok Shop–Tokopedia integration, making seller-level financial consequences an important limitation of the existing evidence.

The literature-based findings indicate that MSME pricing strategies in social commerce require coordination between consumer incentives, promotional communication, trust formation, and operational cost management. Interactive selling can strengthen the presentation of promotional value, while excessive dependence on discounts may expose businesses to margin pressures and unstable demand. Research on live-streaming purchase intentions demonstrates the relevance of technological affordances and trust to consumer evaluations, reinforcing the need to consider informational credibility alongside promotional attractiveness (Zhang et al., 2023). The strategic implication is that competitive offering decisions should be evaluated through pricing transparency, product differentiation, promotional cost efficiency, and the capacity to maintain customer relationships beyond individual discount campaigns.

Distribution Channel Restructuring, TikTok Shop–Tokopedia Integration, and MSME Business Sustainability

The restructuring of TikTok Shop's commercial operations in Indonesia illustrates how regulatory intervention can influence the organisation of digital distribution channels and the strategic decisions of micro, small, and medium enterprises (MSMEs). Minister of Trade Regulation No. 31 of 2023 introduced requirements concerning electronic commerce activities, including restrictions on the direct facilitation of payment transactions through social commerce platforms. The subsequent suspension of TikTok Shop's transaction services and its operational integration with Tokopedia created a different institutional arrangement for connecting promotional activities with electronic commerce transactions. Oktavia and Batubara (2024) examine the regulatory prohibition of social commerce in Indonesia, providing a legal foundation for interpreting platform restructuring as an issue involving commercial governance and competing economic interests.

The integration between TikTok Shop and Tokopedia introduced a distribution arrangement combining social media-based product discovery with marketplace-supported transaction processes. This arrangement allows promotional communication and purchasing activities to operate through interconnected commercial services, although the precise allocation of operational responsibilities depends on platform arrangements and applicable regulatory requirements. Research examining platform design, perceived ease of use, and artificial intelligence recommendations in the TikTok Shop–Tokopedia environment identifies technological characteristics relevant to consumer participation in integrated social commerce (Windarko & Zulfikri, 2026). For MSMEs, the strategic significance extends beyond access to additional consumers because sellers must coordinate product information, transaction administration, and fulfilment activities across connected digital functions.

Platform integration also changes the relationship between consumer acquisition and distribution management. Short-form videos, livestream sessions, and affiliate content can generate product awareness, while marketplace transaction systems provide mechanisms for order processing and commercial administration. Chang et al. (2024) investigate trust transfer and platform stickiness in livestreaming commerce, offering a conceptual basis for understanding how consumers may develop relationships with interconnected technological and commercial environments. The implications for MSMEs include the need to maintain consistency between promotional claims, product availability, transaction information, and post-purchase services.

Distribution coordination becomes particularly relevant when sellers participate in promotional campaigns that generate concentrated purchasing activity. Demand generated through livestreaming or short-duration promotional offers may place pressure on stock availability, order processing, and fulfilment capacity when commercial operations are not adequately coordinated. Research on continued purchasing intentions emphasises the relevance of expectation confirmation and ongoing trust, indicating that consumer relationships extend beyond the initial purchasing decision (Ko & Ho, 2024). The analytical implication is that distribution reliability constitutes an important component of social commerce competitiveness, even when consumer acquisition primarily occurs through entertainment-oriented promotional mechanisms.

The literature identifies several interconnected dimensions through which platform integration may affect MSME distribution strategies and business sustainability. These dimensions include the organisation of transaction channels, inventory coordination, promotional dependence, operational expenditure, and compliance with electronic commerce regulations. Research examining social commerce relationships among smaller enterprises reinforces the importance of trust and commercial interaction, although these mechanisms do not independently establish the operational benefits of integrated distribution systems (John et al., 2024). Table 3 presents an analytical synthesis of the principal adjustments associated with TikTok Shop–Tokopedia integration and the strategic considerations arising for MSMEs.

Table 3. Analytical Framework of Distribution Restructuring and MSME Adaptation Following TikTok Shop–Tokopedia Integration

Analytical dimension	Distribution-related change	Potential opportunity for MSMEs	Strategic constraint
Transaction channels	Connection between social commerce promotion and marketplace transactions	Coordination of customer acquisition and purchasing processes	Dependence on platform arrangements
Product information	Product offerings presented through interconnected commercial functions	Greater consistency in product communication	Inaccurate or inconsistent listings
Inventory management	Need to coordinate stock information with promotional and transaction activity	Improved visibility of product availability	Stockouts and inventory discrepancies
Order fulfilment	Coordination between sales activity and logistics processes	More structured order administration	Delivery delays and fulfilment costs
Promotional distribution	Use of livestreaming, short videos, and affiliate channels	Broader opportunities for customer acquisition	Promotional expenditure and commission costs
Regulatory compliance	Adaptation to electronic commerce requirements	More structured commercial governance	Administrative and compliance obligations
Business sustainability	Greater interaction between marketing and operational decisions	Opportunities for diversified commercial activities	Margin pressures and platform dependence

Source: Analytical synthesis of the reviewed academic literature and Minister of Trade Regulation No. 31 of 2023.

The framework in Table 3 indicates that distribution restructuring involves relationships among technological coordination, commercial decision-making, and regulatory compliance. Integrated platforms may facilitate interaction between promotional activities and transaction administration, but technological integration alone does not establish whether MSMEs experience lower operating costs or improved financial performance. Li et al. (2025) examine the relationships among social characteristics, trust, privacy concerns, and purchasing intentions in livestreaming commerce, demonstrating the relevance of consumer confidence to digitally mediated transactions. This relationship suggests that distribution efficiency should be evaluated alongside transaction reliability and information security rather than exclusively through the availability of integrated platform features.

The economic consequences of platform restructuring are also shaped by differences in MSME resources and operational capabilities. Enterprises with stronger digital competencies may be better positioned to coordinate promotional content, inventory information, and customer communication, whereas businesses with limited organisational capacity may experience greater difficulties adapting to changing platform requirements. Research on TikTok Shop and business performance in Indonesia establishes the relevance of social commerce to enterprise outcomes, but it does not justify assuming

that platform participation produces equivalent benefits for businesses with different operational characteristics (Ardiansah et al., 2024). The reviewed evidence consequently supports a differentiated interpretation of MSME adaptation in which technological accessibility and organisational readiness represent related but distinct considerations.

Platform dependence presents another strategic issue because sellers operating through integrated digital ecosystems remain exposed to changes in commercial policies, promotional conditions, and transaction-related charges. A distribution strategy concentrated on a single platform arrangement may increase vulnerability when regulatory requirements or platform operating conditions change, even when the platform provides substantial promotional reach. Research on livestreaming commerce highlights the relationships among consumer trust, perceived value, and purchasing intentions, but these demand-side mechanisms provide limited evidence concerning the financial resilience of individual sellers (Tsimonis, 2026). MSMEs may consequently benefit from evaluating alternative distribution channels and maintaining independent customer relationships, although the effectiveness of diversification cannot be established without comparative seller-level evidence.

The sustainability of MSME participation in integrated social commerce also depends on the relationship between promotional performance and operational fulfilment. Strong consumer engagement may generate purchasing interest, but delayed deliveries, unavailable products, or inconsistent transaction information can undermine the commercial value of successful promotional campaigns. Studies of Indonesian livestreaming commerce examine the roles of streamer interaction, social presence, and trust, reinforcing the importance of maintaining credible consumer relationships throughout digitally mediated purchasing activities (Weyna et al., 2026). The analytical synthesis suggests that sustainable competitiveness requires alignment between customer-facing promotional practices and the operational capacity needed to fulfil the expectations created by those practices.

The findings derived from the literature position TikTok Shop–Tokopedia integration as a development involving regulatory adaptation, technological coordination, and changes in MSME distribution strategies. Its potential contribution to business competitiveness lies in connecting content-based customer acquisition with structured transaction processes, while its limitations concern platform dependence, operating costs, inventory reliability, and differences in enterprise capabilities. Research on interactive product presentation and social interaction demonstrates that consumer purchasing behaviour is influenced by multiple communication mechanisms, supporting the need to coordinate promotional activities with commercial operations (Xin et al., 2024). The resulting contribution is an integrated interpretation of MSME offering strategies in which product presentation, pricing, promotion, and distribution are treated as interdependent commercial decisions rather than isolated marketing functions.

CONCLUSION

The literature review demonstrates that the development of TikTok Shop and its integration with Tokopedia have reshaped MSME offering strategies through changes in product presentation, pricing, promotional activities, and distribution arrangements. Product offerings have increasingly shifted from static marketplace catalogues toward shoppertainment practices involving short-form videos, livestream demonstrations, interactive communication, and affiliate marketing. Pricing strategies have incorporated flash sales, discount vouchers, shipping incentives, and time-sensitive promotions to strengthen consumer engagement and purchasing interest. The reviewed evidence indicates that promotional effectiveness depends not only on financial incentives but also on product information, consumer trust, perceived value, and credible communication. Regulatory changes associated with Minister of Trade Regulation No. 31 of 2023 contributed to the restructuring of TikTok Shop's commercial operations through its integration with Tokopedia. This arrangement has created opportunities to coordinate promotional activities with marketplace transaction processes while introducing considerations related to operational costs, inventory management, regulatory compliance, and platform dependence. Sustainable MSME competitiveness consequently requires coordination between content innovation, transparent pricing, promotional efficiency, and reliable distribution rather than dependence on individual promotional instruments.

The study contributes to social commerce literature by integrating previously fragmented explanations of consumer engagement, promotional mechanisms, regulatory adaptation, and seller-

side operational decisions into a framework for examining MSME offering strategies. Its principal contribution is the identification of interdependent relationships among product presentation, pricing, interactive promotion, and distribution coordination within the TikTok Shop–Tokopedia ecosystem. The findings provide practical implications for MSMEs concerning credible product communication, responsible discount management, promotional cost evaluation, inventory coordination, and diversification of commercial channels. For policymakers, the synthesis highlights the relevance of regulatory clarity, fair competition, and operational conditions that support smaller enterprises participating in integrated digital markets. The study is limited by its reliance on secondary literature and documentary materials, which do not permit direct measurement of changes in MSME profitability, sales performance, or operational efficiency attributable to platform integration. Differences in the research settings, analytical approaches, and outcomes examined by the reviewed studies also restrict the generalisation of findings across MSME sectors. Future research should employ comparative seller-level evidence to examine how platform integration affects promotional expenditure, contribution margins, inventory reliability, and business sustainability across enterprises with different operational capabilities.

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