

TIK TOK SHOP VS BRICK-AND-MORTAR BUSINESS MODEL: CASE STUDY OF TANAH ABANG MARKET

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Abstract. Social media has changed the way of communication, social interaction and business. Tik Tok is an application that was launched in 2017. Currently Tik Tok has 800 million active users, this number has surpassed the active users of WhatsApp and Facebook. Tik Tok Shop is one of the most popular e-commerce in Indonesia because it provides cheap products with the advantage of selling via livestreaming. E-commerce is a commercial activity carried out using electronic media such as television, cell phones, the internet and social media. E-commerce is a business model that operates without requiring physical presence between the seller and the buyer so that it can eliminate variable costs such as promotional costs, transaction costs, operational costs and shipping costs. So far, Gamis apparel products have been marketed in physical stores using a brick-and-mortar business model, such as at the wholesale Tanah Abang Market, Jakarta. Meanwhile, the products are supplied by Gamis fashion confectionery entrepreneurs in Bandung Regency. However, the presence of digital technology, for example Tik Tok Shop, has caused many brick-and-mortar entrepreneurs to experience losses, not sell well and go bankrupt. The research results show that the lack of buyers at the Tanah Abang wholesale market, Jakarta, is not caused by Tik Tok Shop alone. However, the high production costs of ready-made clothing produced by confectionery entrepreneurs in Bandung Regency have made it difficult to compete. The operational cost factor for the wholesale clothing sales business at Tanah Abang Market, Jakarta, also contributed to the loss.

Keywords: Apparel, Brick-and-Mortar,Business Model, E-commerce,TikTok Shop

1. INTRODUCTION

Disruptive innovation in computer technology has created radical changes in various sectors such as business, marketing, logistics, distribution and others. Social media that uses computer technology has changed the way of communication and social interaction among society. According to Hokkanen et al (2018), over the past ten years, a number of changes in a variety of industries have been brought about by the growing adaptability of new digital technologies. Many companies are switching to using digital technology because their operations are considered more economical and do not incur many variable costs. They converted some of their operations to an online presence (Čater et al., 2022).

Some of the advantages of online business such as Tik Tok Shop can provide flexibility for consumers because it does not require coming to a shop. It can save consumers' time and there is no need to incur transportation costs. Consumers can even buy products with a cost on delivery (COD) payment system. In Indonesia, TikTok is an app that is quickly becoming popular culture; according to Edwy et al. (2023), 85.7% of respondents had an account on the app. Currently, certain businesses in the food,

beverage, travel, beauty, fashion, and food industries are promoting their products on websites like Instagram and TikTok (Fuaddah et al., 2021).

However, the fact is that several brick-and-mortar companies that use physical sales locations are unable to adapt due to various obstacles, for example, products that must be shown directly to consumers. The term "brick and mortar" describes a company's actual location where products are sold in person. Examples of brick and mortar companies include Hero Supermarket, Giant Supermarket, and Gramedia which experienced bankruptcy or survived at a loss. E-commerce giants like Amazon, Alibaba, and Flipkart are upending the brick and mortar retail industry globally, causing a massive shift in the industry (Sheth, 2021).

The consequence for brick-and-mortar companies that cannot adapt is experiencing bankruptcy due to high operational costs which cause uncompetitive selling prices. Meanwhile, most consumers are looking for cheap products. Given the benefits that online shops offer, many physical stores have chosen to close their physical locations (Cater et al., 2022). Additionally, consumer behavior is becoming more complex (Hokkanen et al., 2018). Value-added services made possible by digital technology will replace the location-centric, convenience-centric, and experience-centric retailing paradigms (Sheth, 2021). Since 2001, department store income has decreased, whereas e-commerce sales has been steadily increasing (Zimmermann, 2022).

Tanah Abang Market, Jakarta, is a wholesaler of apparel products such as *Gamis* that uses a brick-and-mortar business model, namely selling its products in physical stores served by several employees. Sales transactions are carried out offline in the store. Some consumers or customers come from outside the city of Jakarta and outside Java and directly choose the goods they buy. Some buyers bring their own vehicles to transport the goods they buy. But some buyers send their goods via shipping companies.

This research analysis the use of the brick-and-mortar business model for fashion products in the digital business era which is disrupting the traditional brick-and-mortar business model. This business model is still used by clothing wholesalers at Tanah Abang Market, Jakarta. The research also analysed the impact of disruption by TikTok Shop on the wholesale clothing business at Tanah Abang Market, Jakarta, which experienced bankruptcy.

2. LITERATURE REVIEW

2.1 TikTok Shop

TikTok social media is a phenomenon because its popularity among young people is very high. These TikTok users have great potential for product marketing. The Chinese business ByteDance first launched TikTok under the name "Douyin" (as it is currently called in China) (Bhandari and Bimo, 2022) an app that permitted the sharing of short videos—was discovered in 2016 (Omar and Dequan, 2020; Sharabati et al., 2022). In contrast to social networking apps like Facebook, Instagram, Twitter, and Tumblr, which offer a scrollable feed, TikTok displays material one video at a time to view the next video, the user must swipe up (Anderson, 2020). According to Montag et al. (2021), TikTok is an app with rapid growth that has eclipsed other social media platforms in terms of both user base size and frequency of use (Qin et al., 2022). In the first quarter of 2019, TikTok ranked third in terms of downloads, behind Messenger and WhatsApp (Fuaddah et al., 2021). TikTok, which has over 1 billion monthly users, is the most popular social media site among Generation Z worldwide and has been named the most addicting platform (Ionescu and Licu, 2023). As of February 2021, it had over 2.6 billion downloads globally (with 315 million of those downloads happening in the first quarter of 2020) and about one billion monthly active users (Bhandari and Bimo, 2022). TikTok has been downloaded over 2 billion times. By mid-2020, TikTok had over 700 million monthly active users, according to government reports (Rach and Peter, 2021). About 70 million downloads of the application had been made by 2016 (Sharabati et al., 2022). With an

estimated 45.8 million downloads in the first quarter of 2018, TikTok was the most downloaded app globally (Omar and Dequan, 2020).

2.2 Brick-and-Mortar Business Model

Physical storefronts which use brick-and-mortar business model provide customers with access to real goods, satisfying their hedonistic and utilitarian desires (Hwang and Youn, 2023). Customers can experience tangible fashion products in physical stores thanks to two main sources of information, namely salespeople's assistance and customers' tactile needs (Hwang and Youn, 2023). The brick-and-mortar business model is experiencing a decline in buyers and profits due to many buyers switching to online businesses because it saves money and time. Who succeeds and who fails in brick and mortar retailing will depend on successful repositioning (Sheth, 2021). Remaining competitive is a major problem for retailers today. Traditional brick-and-mortar retail in particular confronts many difficulties (Zimmermann, 2022). Therefore, brick-and-mortar entrepreneurs must adapt to changing times, changes in lifestyle and developments in digital technology in order to survive. Brick and mortar stores run their operations at a high cost due to lengthy inventory cycles, employee salaries, and frequently lengthy real estate leases (Cater et al., 2022). Small and medium-sized retailers operating in brick-and-mortar stores are being forced to explore new e-commerce channels, like web and mobile commerce, as a means of adapting to the unpredictability and constant uncertainty of a changing business environment and new customer experiences (Justino et al., 2022). Regular brick-and-mortar establishments are under an increasing challenge from internet merchants due to their convenience (Sen et al., 2023). In order to survive, brick and mortar retailers will need to upgrade from low-tech to high-tech and shift from selling goods to offering value-added services that customers are prepared and able to pay for (Sheth, 2021).

3. RESEARCH METHODS

Our research uses a qualitative research method using a comparative method, namely looking at an object of study in relation to another. Comparative methods can be qualitative and quantitative. Comparative research is the study of the similarities and differences between two or more cases. The comparative descriptive study approach is used to describe variations between groups in a population that has not undergone any manipulation (Cantrell, 2011). The object of this research is Tik Tok Shop and brick-and-mortar stores which are compared regarding their respective strengths and weaknesses. Also analyzed, is there an impact of Tik Tok Shop on the brick-and-mortar business model?

Conventionally, comparative analysis emphasizes the "explanation of differences, and the explanation of similarities" (Adiyia and Ashton, 2017). Comparative method is about looking at an object of study in relation to another. The research results show that each business model has its advantages, for example, Tik Tok Shop excels in low prices and live streaming. Meanwhile, brick-and-mortar has the advantage of providing direct interaction between sellers and buyers, especially for serving apparel sales. Some consumers are more interested in buying apparel products directly. The weakness of the brick-and-mortar business model is that the selling price is more expensive compared to similar products sold by Tik Tok Shop.

4. RESULTS AND DISCUSSION

4.1 Tik Tok Shop and Live Streaming

Tik Tok Shop classified as social-commerce which combines social media with commerce. The term "social commerce" has gained traction gradually since its inception approximately twenty years ago (Peter et al., 2023). One of the advantages of Tik Tok

Shop is live streaming so that there is direct communication and interaction between sellers and potential buyers when selecting or purchasing. Some cases of ordering products online are that the size does not match the order or the color does not match the sample. With live streaming, these problems can be avoided. In order to give customers real-time access to their stores, merchandise, and salespeople, fashion retailers have started using livestream shopping (Hwang and Youn, 2023). During livestream shopping, potential customers simultaneously gather product information in a variety of ways (Hwang and Youn, 2023) real-time interaction between buyers and sellers is possible (Edwy et al., 2023). One of the advantages of TikTok Shop is live streaming so that there is direct communication and interaction between sellers and potential buyers when choosing or deciding to purchase. Some cases of ordering products online are that the size does not match the order or the color does not match the sample. With live streaming, this problem can be avoided. The live selling platform TikTok is ranked first favorite in Indonesia with a percentage of 27.5 percent. Followed by Shopee (26.5 percent), Lazada (20.1 percent), Instagram (12.2 percent), Facebook (10.1 percent), and YouTube (3.7 percent). The survey results stated that as many as 24% of marketers considered that TikTok Shop was very effective for their business. In fact, other e-commerce companies also use live streaming. Based on the channel of origin, there are several types of live streaming purchases available in social media-based markets (such as Instagram, WeChat); website-based (such as Amazon, Taobao.com); and based on live streaming platforms (such as Live.me, Twitch) (Hwang and Youn, 2023). To provide customers with real-time access to their stores, merchandise, and sales force, fashion retailers have begun to use live streaming shopping (Hwang and Youn, 2023). During live streaming shopping, potential buyers simultaneously collect product information in various ways (Hwang and Youn, 2023).

The main attraction of Tik Tok Shop products is their cheap prices. According to an AppAnnie survey, TikTok is the number one application that encourages consumers to spend, which increased by 77% on TikTok in 2021. As many as 67% of TikTok users stated that TikTok had encouraged them to shop. For example, the product price for shorts is IDR 13,800/piece but free shipping costs IDR 12,189. The price of Tirasher brand shorts is IDR 100,000/4 pieces and free shipping. Prices for men's t-shirts range from IDR 9,500 to IDR 17,500. Prices for women's shirts range from Rp. 23,900 to Rp. 35,000. The price of the Gamis shirt is IDR 36,800 but shipping costs of IDR 18,752 are free. However, there are other brands of Gamis clothes for IDR 30,000 plus shipping costs of IDR 17,814. LEA brand jeans cost IDR 70,000 while shipping costs IDR 11,251 are free. Even though shipping costs are added to the price, the prices of Tik Tok Shop products are still cheaper than the prices of products sold in brick-and-mortar stores.

4.2 Apparel Confection as Wholesale Product Supplier for Tanah Abang Market, Jakarta

Shop owners at Tanah Abang Market, Jakarta, get supplies of products such as *Gamis* apparel from various suppliers. One of the suppliers is confectionery entrepreneurs in Padasuka Village, Kuta Waringin District, Bandung Regency. Their businesses are classified as micro businesses, small and medium businesses (SMEs) and home industries. They have been running their business for decades, some of the entrepreneurs are second generation.

SMEs confectionery products include Muslim clothing called *Gamis*, men's shirts, school uniforms, children's clothing, trousers and jeans jackets. Marketing throughout some cities and islands in Indonesia, such as Bandung, Jakarta, Cirebon, Sumatra, Sulawesi but main wholesaler at Tanah Abang Market, Jakarta. These clothing products are sold through distributors at Tanah Abang Market, Jakarta, or sold directly to buyers or traders from outside Java. Many buyers and traders from Sumatra and Sulawesi buy these products directly from confectionery entrepreneurs. So far, these confectionery entrepreneurs have had a place of business in open large area nearby Tanah Abang

Market, Jakarta. Their products are sold in cars parked on the rented area every Thursday. Convection entrepreneurs carry out convoys from Bandung Regency to Tanah Abang Market, Jakarta, every Thursday morning.

Apart from selling directly to buyers at Tanah Abang Market, Jakarta, they also regularly send ordered goods to various areas. Products are sold in bulk or on a *kodi* system, totaling 20 clothes/ *kodi*. One *kodi* consists of 4 packages containing five colors. Buyers cannot buy or choose just a few colors but must have one package consisting of five colors because convection entrepreneurs also have to buy materials using the same package system. If selected, it may cause some colors to not sell. The retail price of *Gamis* is between Rp. 50,000.- - Rp. 130,000.-/piece. The price depends on the quality of the material and model. If the material is good and the model is new with lots of decorations such as embroidery, then the price is more expensive.

4.3 Production Process and Wages System of Confection Workers

In general, the confectionery production process is carried out in a simple manner that is adapted to the market segment. The qualifications of the workers are low educational background, have limited skills with self-taught experience. So far, confectionery entrepreneurs do not design their products but only imitate products that are selling well in the market or the *Gamis* clothes worn by artists and celebrities. Distinguished only by the quality of materials and accessories. Confection entrepreneurs call it the ATM process, which stands for "*Amati, Tiru and Modifikasi*." This process is common among confectionery entrepreneurs in Bandung Regency. They imitate each other's products that are selling well in the market or make slight modifications to make them different.

There are 2 types of production systems, namely: 1) Production is carried out by permanent workers from a confectionery company, and 2) Production is carried out by a second party, namely at the tailor's residence. In general, many entrepreneurs use the first system so that confectionery owners can control the production process and quality. This system has several advantages such as being more economical and being able to control the quality of the product. Some entrepreneurs choose the second system because it is considered more profitable and hassle-free. There is no need to provide machine facilities, provide a workplace, consumption or bear other risks. In Padasuka Village, there are many home industries from tailor groups that have these facilities and have many employees. But each home industry already has cooperative ties with the confectionery owner.

The wage system is a contract work system or as a freelance worker. Each worker's income is adjusted to their production output. These wages are paid by entrepreneurs every weekend. The cost of sewing a *gamis* and headscarf is Rp. 4,000.-/pair. Meanwhile, the wage for more difficult or quality types of *Gamis* is IDR. 15,000.-/pair. The average income of a sewist is around Rp. 700,000-Rp. 900,000/week. The average income of confectionery sewing workers is above the Bandung Regency/City Minimum Wage (UMK) of IDR 2,600,000/month. There are several other types of work such as cutting fabric or making patterns, torching, attaching buttons, ironing clothes, attaching labels and inserting plastic. Each type of work has different wages. These costs have caused production costs to increase. So it is difficult to compete with the products sold at Tik Tok Shop.

Currently, there are difficulties finding confectionery workers, especially those with experience. The reason is that the wages in the confectionery sector are low compared to the wages of factory employees. So some entrepreneurs bring in workers from outside the city or surrounding areas. The problem of difficulty in finding workers has an impact on increasing production costs. Traditional merchants find themselves in the middle of three distinct areas where the most disruptive external competitive forces originate: 1) competition, 2) customer behavior, and 3) global standards (Hokkanen et al., 2018).

CONCLUSION

Tik Tok Shop has the advantage of live streaming which attracts potential buyers because they can interact directly with the seller. Buyers can choose and see product samples, sizes and colors directly as they would in a physical store. Several live streaming activities are carried out by artists, celebrities and celebrities, thereby increasing the attraction for potential buyers.

Tik Tok Shop can sell at cheaper prices compared to products sold in physical or brick-and-mortar stores such as at Tanah Abang Market, Jakarta. This is because the production costs for Tik Tok Shop products are cheaper by eliminating several variable costs. such as promotional, marketing, operational and shipping costs. Many Tik Tok Shop products have free shipping costs.

The decrease in the number of buyers at Tanah Abang Market, Jakarta, is not only due to the Tik Tok Shop live streaming. But there are many other factors such as the cost of goods sold (HPP) which is already high, making it difficult to compete with Tik Tok Shop products that use an online business model. In addition, shop rental costs, employee operations, and shipping costs can cause high HPP.

A comparison of characteristics between brick-and-mortar and online business models such as Tik Tok Shop is as follows: Brick-and-mortar characteristics: High operating costs, rigid in responsiveness to changes, and more workforce dependent. Online characteristics: Low entrance barriers, easy expansion to new markets, dependent on shipping/delivery options, dependent on digital marketing capabilities, and customers' convenience driven

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