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Digital Platform Adoption on the Performance of Coffee and Dessert Business Actors in Jakarta through Competitive Advantage as an Intervening Variable

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ABSTRACT:

This study examines the effect of digital platform adoption on the performance of coffee and dessert businesses in Jakarta using competitive advantage as an intervening variable. It integrates the Unified Theory of Acceptance and Use of Technology (UTAUT), the Balanced Scorecard (BSC), and competitive advantage theory into a mediation model. A quantitative approach was applied using a survey of 500 business actors who actively use digital platform adoption, selected through purposive sampling. Data were analyzed using SmartPLS 4.0. This study fills a gap by integrating UTAUT, BSC, and competitive advantage theory to analyze business performance in the coffee and dessert industry, where digital platform adoption's strategic role remains underexplored. Results show that digital platform adoption positively and significantly affects competitive advantage and business performance. Competitive advantage strongly boosts business performance and partially mediates the link between digital platform adoption and performance. These findings suggest that digital platform adoption enhances firm performance both directly, through operational and technological improvements, and indirectly, by strengthening strategic positioning via cost leadership, differentiation, and focus strategies. This study contributes to the integration of technology adoption and strategic management perspectives in urban SMEs and offers practical insights for business actors to manage digital platform adoption as strategic assets rather than mere promotional tools.

Keywords:
Digital Platform Adoption, Competitive Advantage, Business Performance

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1. INTRODUCTION

Amid intensifying competition and surging digital consumption, digital platform adoption has emerged as imperative for coffee and dessert cafés in Jakarta. According to Sharabati et al. (2024), the performance of small and medium-sized enterprises is positively affected by digital platform adoption capabilities such as social media features, on-demand marketplaces, loyalty apps, and data analytics. Bhatti et al. (2022) argue that strong analytical capabilities enabled by digital platform adoption allow supply chains and networks, which in turn improve MSMEs' financial performance. Consequently, as an explanatory variable in model performance, the topic of digital platform adoption is both theoretically sound and practically relevant.

Several studies have used UTAUT to examine technology adoption in digital businesses and services. Alawan et al. (2017) showed that performance expectancy, effort expectancy, and trust influence the intention to use mobile banking. Apau et al. (2025) added security and risk variables. Mukarromah (2025) highlighted personal adaptability, trust, and security. Widayani (2022) analysed the adoption of LinkAja mobile payments. Mainata (2025) found that effort expectancy, habit, hedonic motivation, and social influence significantly influence mobile banking adoption in Islamic banking. Meanwhile, several studies use the Balanced Scorecard (BSC) to assess MSME performance. Malagueño et al. (2018) showed that BSC improves the financial performance of MSMEs in Spain. Park & Jung (2025) emphasised the role of informatics leadership in the sustainable performance of MSMEs. Dudic et al. (2020) highlighted the relationship between product and process development and the use of the Balanced Scorecard (BSC). Chong et al. (2019) argued that internationalization and new product creation influence the performance of Malaysian MSMEs through the Balanced Scorecard (BSC). Ahmad et al. (2022) showed that the BSC is effective in measuring the impact of Total Quality Management on MSME performance.

The previous studies discussed above examined UTAUT and the Balanced Scorecard separately, but none have integrated these two approaches with a competitive advantage theory perspective to analyse business performance, particularly in the coffee and dessert industry. Therefore, this study aims to fill this gap by integrating UTAUT, the Balanced Scorecard, and competitive advantage theory to provide a more comprehensive understanding of the factors influencing technology adoption and business performance.

Digital platform adoption is measured using the constructs from the Unified Theory of Acceptance and Use of Technology (UTAUT), namely performance expectancy, effort expectancy, social influence, and facilitating conditions, which were developed by Venkatesh et al. (2003), to explain the factors influencing individuals' intention and actual use of technology. Business performance uses the Balanced Scorecard (BSC) approach developed by Kaplan & Norton (1992) to evaluate organizational performance from four key perspectives, namely Financial, Customer, Internal Business Processes, and Learning and Growth, with relevant indicators to assess their contribution to overall organizational effectiveness and strategic objectives. The most suitable competitive advantage construct, on the other hand, draws on Porter (1985), competitive advantage (CA) theory, which explains how orchestration platforms are now frequently used to achieve differentiation, cost leadership, or market niche focus to establish superior market positions.

Digital platform adoption capabilities allow businesses to create more flexible resource configurations and create a competitive advantage (Jiang et al., 2022). Thus, conceptualizing digital platform adoption's influence on competitive advantage and, in turn, business performance is both theoretically justified and sound. Furthermore, Cenamor et al. (2019)

analysed 230 business actors and found that digital platform adoption capabilities indirectly enhance performance by enhancing network capabilities. Ahmed et al. (2022) then presented a mediation model in which digital platform adoption capabilities and network capabilities play a vital role in the interaction between big data analytics and company success. Other research, such as Zhao & Zha (2024), evaluated how digital platform adoption capabilities influence performance through information searching and resource bricolage, finding that internal mechanisms are highly relevant. However, prior research has seldom examined commercial actors in the coffee and dessert sector.

This study identified a single focus issue: the lack of strategic digital platform adoption to create a competitive advantage for coffee and dessert enterprises in Jakarta, Indonesia, based on various aspects. First, this problem is practical and has a significant impact on local businesses. Failure to act promptly risks rendering organizations obsolete against nimbler competitors adept at navigating the digital landscape. Second, from an academic perspective, the gap is evident. Although there are many broad studies on digital capabilities and performance, few apply a mediating model of competitive advantage to cafes and dessert shops in big cities. Third, the coffee and dessert industry in Jakarta offers a unique blend of service, consumer experience (Instagram-friendly), and local economies of scale, driven in part by digital platform adoption (delivery apps, social media, markets), making it particularly worth exploring.

2. LITERATURE REVIEW

2.1 Digital Platform Adoption and Technology Adoption

Digital platform adoption today requires a deep understanding of the factors influencing users' acceptance and use of technology. The Unified Theory of Acceptance and Use of Technology (UTAUT), developed by Venkatesh et al. (2003), provides a systematic conceptual framework to explore these factors. UTAUT consists of four main dimensions: Performance Expectancy (PE), which measures the extent to which technology is believed to improve work performance; Effort Expectancy (EE), which assesses ease of use and minimal required effort; Social Influence (SI), which emphasizes the role of social pressure from colleagues, supervisors, or other important individuals; and Facilitating Conditions (FC), which focuses on the availability of support, training, and infrastructure. These four dimensions are not merely descriptive but provide a foundation for formulating technology adoption strategies and designing digital platform adoption that enhances user engagement (Venkatesh et al., 2003).

Several empirical studies have applied UTAUT to support the development of conceptual models for digital platform adoption. For instance, Aufa et al. (2020) examined patients' perceptions of hospital applications, Auyeung et al. (2025) explored internet-based cognitive behavioral therapy interventions, and Schaik (2009) analyzed students' acceptance of educational websites. Wang et al. (2020) combined UTAUT with Task-Technology Fit to assess wearable device adoption, while Zuiderwijk et al. (2015) studied open data technology adoption in the public sector. Conceptually, these findings indicate that UTAUT dimensions are interconnected and interactive: for example, performance expectancy (PE) and effort expectancy (EE) influence behavioral intention, while social influence (SI) and facilitating conditions (FC) can strengthen technology adoption, thereby supporting construct operationalization and hypothesis development in the context of digital platform adoption.

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2.2 Business Performance and Balanced Scorecard (BSC)

Business performance encompasses operational aspects (efficiency, productivity), non-financial aspects (customer satisfaction, loyalty, brand equity), and financial aspects (sales, profitability) (Mittal et al., 2023). The Balanced Scorecard (BSC), introduced by Kaplan & Norton (1992), provides a comprehensive framework for measuring business performance through four key perspectives: financial, customer, internal business processes, and learning and growth.

The BSC not only explains the multidimensional nature of business performance but also serves as a strategic management tool that links organizational activities with performance outcomes. Kaplan and Norton (1996) emphasize that performance measurement should go beyond financial indicators by incorporating non-financial metrics that drive long-term success. Additionally, Hoque (2014) highlights the importance of aligning strategic objectives with performance indicators to ensure effective implementation and evaluation. For instance, Kumar et al. (2024) demonstrate that BSC continues to evolve as a strategic performance management tool, integrating aspects such as sustainability, customer orientation, and strategic alignment across industries. Additionally, Ayyasy et al. (2024) find that the implementation of BSC significantly improves organizational performance by enhancing operational efficiency, customer satisfaction, and alignment between short-term activities and long-term strategic goals.

2.3 Competitive Advantage and Digital Platform Strategy

Competitive advantage refers to a company's position that enables superior performance compared to competitors through strategies that are difficult to imitate. Porter (1985) proposed three fundamental strategies: cost leadership, differentiation, and focus, which rely on a deep understanding of industry structure as the foundation for achieving competitive advantage. These strategies emphasize the importance of a unique market position and the creation of value that is not easily replicated by competitors, allowing companies to sustain their performance in the long term.

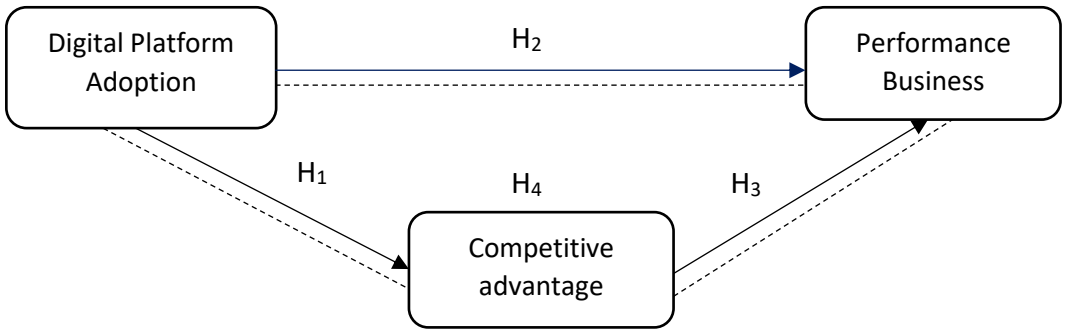

Figure 1. Framework Research
Source: Researcher (2025)

In the digital economy, further research expands the concept of competitive advantage by incorporating dynamic capabilities and data utilization as key factors. Liu & Deng (2025) demonstrate that developing platform capabilities and strengthening supplier relationships can enhance competitive advantage, while Alghamdi & Agag (2023) highlight that data mastery and rapid responsiveness to market dynamics are primary sources of competitive advantage in the digital era. This synthesis leads to a conceptual narrowing for the proposed model, suggesting that competitive advantage in digital platform adoption is achieved

through a combination of Porter's traditional strategies, effective management of technological capabilities, ecosystem integration, and strategic utilization of market information.

Liao et al. (2024) demonstrate that digital platform adoption capabilities influence the competitive advantage of manufacturing firms; however, this relationship is neither direct nor universal, as it depends on environmental improvement quality as a mediating factor that strengthens the linkage. This suggests that digital platform adoption and utilization will only be effective in generating competitive advantage when it is supported by development practices aligned with environmental demands. Furthermore, Sastra et al. (2025) find that digital transformation and digital development capabilities contribute to competitive advantage, particularly in emerging markets characterized by high levels of dynamism. The role of market orientation as a moderating variable indicates that this relationship becomes stronger when firms are able to respond adaptively to market needs, implying that digital adoption alone does not automatically lead to competitive advantage. Finally, Hoang et al. (2025) show that digital capabilities are associated with sustainable competitive advantage; however, this relationship is mediated by digital absorptive capacity. This finding highlights that a firm's ability to absorb and manage digital knowledge is a critical factor, suggesting that investments in digital capabilities may not necessarily translate into sustained competitive advantage without sufficient absorptive capacity, particularly in manufacturing industries within emerging markets.

H_1: Digital platform adoption has a direct and positive effect on competitive advantage

Rialti et al. (2019) indicate that digital technologies do not automatically enhance firm performance; rather, their impact depends on the presence of adequate knowledge management capabilities as a mediating mechanism. This suggests that the benefits of digital platform adoption can only be fully realized when firms are able to effectively manage, integrate, and leverage knowledge. Furthermore, Dubey et al. (2020) find that digital platform adoption and utilization contribute to improved organizational performance through the development of dynamic capabilities, particularly in environments characterized by high uncertainty and rapid change. This highlights the conditional nature of the relationship, where the effectiveness of digital platform adoption is shaped by a firm's adaptive capacity in responding to environmental dynamics. In addition, Ning & Yao (2023) show that the performance impact of digital technologies becomes more pronounced under conditions of high environmental uncertainty, such as supply chain disruptions. This emphasizes the critical role of external context, suggesting that without sufficient environmental pressure or dynamism, the contribution of digital platform adoption to performance may not be consistently strong.

H_2: Digital platform adoption has a direct and positive impact on business performance

Islami et al. (2020) show that competitive strategy contributes to improved firm performance in companies in Kosovo; however, this effect is not automatic and depends on the alignment between the chosen strategy and the business environment. This suggests that the effectiveness of competitive strategy in enhancing performance is contingent upon external conditions and the firm's ability to implement the strategy effectively. Furthermore,

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Tj (2025) reports that competitive advantage mediates the relationship between human capital and hospital performance in Indonesia, but this mediating role becomes significant only when human capital can be transformed into strategic value. Thus, investments in human capital do not necessarily lead to competitive advantage without effective conversion processes. In addition, Djiu et al. (2024) demonstrate that competitive advantage influences MSME performance while also mediating the effects of internal strategies such as knowledge management and supply chain management. However, this relationship is conditional, as the effectiveness of competitive advantage in improving performance depends on the firm's ability to integrate and coordinate internal resources efficiently.

H_3: Competitive advantage has a direct and positive impact on business performance.

Prior research that explicitly examines the indirect effect of digital platform adoption on business performance through competitive advantage remains limited. Nevertheless, the existing academic literature consistently emphasizes the role of digital platform adoption in shaping competitive advantage as an intermediate mechanism linking digital adoption to performance outcomes. Cusumano et al. (2019), in *The Business of Platforms*, explain that platform models and architectures enable firms to build value ecosystems and leverage network effects, which subsequently lead to the development of competitive advantages that are difficult for competitors to imitate. These advantages then function as the primary mechanism through which firms enhance their business performance. Furthermore, Pehrsson (2023), in *Digital Business Strategy: Content, Context and Cases*, asserts that the integration of digital strategy with organizational capabilities enhances differentiation and operational efficiency, which first strengthens competitive positioning before ultimately being translated into improved firm performance. Meanwhile, Evans & Schmalensee (2007), in *The Catalyst Code*, demonstrate that multi-sided platforms generate value interactions among users, reinforcing network-based advantages that subsequently drive growth, customer loyalty, and firm profitability.

H_4: Digital platform adoption has a direct and positive effect on business performance through competitive advantage.

3. METHODS

This study examines business actors and active consumers engaging in digital platform adoption within Jakarta's coffee and dessert sectors. Purposive sampling is a method of selecting informants who are familiar with the phenomenon under study and meet the researcher's criteria (Etikan et al., 2017). The sample was chosen based on the following criteria: (1) respondents who actively use digital platform adoption for business transactions, such as digital payment applications, social media, and marketplaces; (2) respondents who possess a basic understanding of digital and financial literacy, including an understanding of digital products and resource management; and (3) respondents who are between the ages of 18 and 60.

Using G*Power software, the sample size was determined based on statistical power. It resulted in 500 respondents, which is deemed adequate as it meets the minimum threshold of 0.8 and has a statistical power of 0.95 (Carranza et al., 2020; Hair et al., 2019). Data were collected via an online survey distributed via social media, email, instant messaging apps, and other relevant channels, as well as directly to respondents who prefer this method. The data

collection process began two weeks after the survey was distributed, and the data were analysed after collection to ensure the validity and consistency of the responses.

The research tool was a 5-point Likert scale questionnaire. The measurement of variables in this study is formulated based on relevant theoretical foundations. The digital platform adoption variable is measured using the *unified theory of acceptance and use of technology* (UTAUT) developed by Venkatesh et al., 2003), which consists of four main dimensions are performance expectancy, effort expectancy, social influence, and facilitating conditions. Furthermore, the business performance variable is measured using the Balanced Scorecard (BSC) framework developed by Kaplan & Norton (1992), which captures performance across four key perspectives: financial, customer, internal business processes, and learning and growth. This approach allows for a more comprehensive evaluation of organizational performance by integrating both financial and non-financial indicators. Finally, the Competitive advantage variable is measured using the competitive advantage theory developed by Porter (1985), which in this study is operationalized through four dimensions: cost leadership, differentiation, and focus strategy.

The Partial Least Squares (PLS) approach, implemented in SmartPLS 4.0, was used in this study to analyse correlations between variables because it can handle complex relationships and data that do not always follow the normality assumption. The measurement model in SmartPLS 4.0 includes (Abdillah & Hartono, 2015): (1) an external model that assesses how sound indicators describe the construct being measured using loading factors; (2) composite reliability (CR) to measure construct specification; (3) discriminant validity using the Fornell-Larcker method to ensure that each construct is distinct and does not overlap; (4) R2 measures how well the independent variables in the model explain variation in the dependent variable; and (5) significance testing with bootstrapping to determine whether the path is significant (t-statistic > 1.96 or p-value < 0.05).

Table 1. Variable Measurement

Variable	Dimension	Questionaire Item
Business Performance	Financial	My company has experienced an increase in sales over the past year
		My company's profitability has improved compared to previous periods.
	Customer	Customers are satisfied with the products or services offered by my company.
		My company has a high level of customer loyalty.
	Internal Business Processes	Business processes in my company are efficient and well-organized
		My company is able to deliver products or services on time.
	Learning And Growth	My company continuously improves employee skills and knowledge.
		Employees in my company are encouraged to innovate and be creative.
Digital Platform Adoption	Performance expectations	The use of digital platform adoption improves my firm's operational efficiency.
		The utilisation of digital platform adoption helps my organisation attain its business goals faster.
		Digital platform adoption boosts the quality of the items or services I offer
		Digital platform adoption has a positive impact on my business's productivity.
		Using a digital platform adoption is easy to use.

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Variable	Dimension	Questionaire Item
	Effort expectations	Using digital platform adoption does not significantly disrupt my business operations.
		Running my business on a digital platform adoption is manageable.
	Social influences	My friends or business associates encourage me to use digital platform adoption in my business.
		My friends or business associates encourage me to use digital platform adoption in my business.
	Facilitating conditions	I have the necessary infrastructure in place to facilitate my company's use of digital platform adoption.
Competitive Advantage	Cost leadership	My company is able to offer products or services at lower prices than competitors.
		My business operates with lower costs compared to competitors in the industry.
		We continuously improve efficiency to maintain cost advantages.
		Our pricing strategy enables us to attract price-sensitive customers.
	Differentiation	My products or services are perceived as unique by customers.
		My company offers innovative features that competitors do not provide.
		Customers choose my products because of superior quality or uniqueness.
	Focus strategy	My business concentrates on serving a specific customer segment.
		We tailor our products or services to meet the needs of a niche market.
		Our company understands the specific needs of our target market better than competitors.

Source: (Venkatesh et al., 2003; Kaplan & Norton, 1992; Porter (1985)

4. RESULTS AND DISCUSSION

Table 2. Respondent Characteristics

Respondent Characteristics		Frequency	Percentage (%)
Gender	Male	270	54%
	Female	230	46%
Age	18-25 years	120	24%
	26-35 years	160	32%
	36-45 years	130	26%
	46-60 years	90	18%
Last Education	High School/Vocational	50	10%
	Diploma	120	24%
	Bachelor	250	50%
	Postgraduate	80	16%
Type of Business	Coffee	150	30%
	Dessert	120	24%
	Coffee & Dessert	230	46%
Digital Platform Adoption Usage	Social Media Usage	480	96%
	Digital Payment Application Usage	450	90%
	Marketplace Usage	300	60%

Respondent Characteristics		Frequency	Percentage (%)
Digital Literacy	High Understanding	200	40%
	Medium Understanding	250	50%
	Low Understanding	50	10%

Source: Smart PLS 4.0 data processing (2025)

Table 2 shows that the majority of respondents were male (54%), as the coffee and dessert sector tends to involve more men in managerial and consumer roles. The majority of respondents were aged 26-35 (32%), as this age group is more active in the digital world and plays a significant role in SMEs. Respondents were mainly educated to a bachelor's degree level (50%), suggesting that a higher educational background supports an understanding of management and technology. The dominant business type was coffee and dessert (46%), followed by coffee (30%) and dessert (24%), reflecting the rapid growth of this sector in Jakarta, which consumers highly seek after. Digital platform adoption usage was very high, with 96% of respondents actively using social media, which serves as a primary channel for promotion and customer interaction. The majority of respondents had an intermediate level of digital literacy (50%), indicating that while many were familiar with basic technology, its utilization in business could still be improved.

Table 3. Validity and Reliability

Variable	Dimension	Code	Loading Factor	Cronbach's Alpha	Average Variance Extracted	Composite Reliability
Business Performance	Financial	Fn1	0.798	0.935	0.686	0.947
		Fn4	0.853			
	Customer	Cs1	0.883			
		Cs2	0.870			
	Internal Business Processes	IBP1	0.833			
		IBP2	0.788			
	Learning And Growth	LG1	0.769			
		LG2	0.827			
Digital Platform Adoption	Performance Expectations	PE1	0.745	0.857	0.641	0.863
		PE2	0.763			
		PE3	0.773			
		PE4	0.762			
	Effort Expectations	EE1	0.755			
		EE2	0.751			
		EE3	0.748			
	Social Influences	SI1	0.792			
		SI2	0.746			
	Facilitating Conditions	FC1	0.766			
Competitive Advantage	Cost Leadership	CL1	0.816	0.899	0.688	0.988
		CL2	0.817			
		CL3	0.758			
		CL4	0.752			
	Differentiation	DF1	0.727			
		DF2	0.716			
		DF3	0.796			
	Focus Strategy	FS1	0.707			

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Variable	Dimension	Code	Loading Factor	Cronbach's Alpha	Average Variance Extracted	Composite Reliability
		FS2	0.719			
		FS3	0.700			

Source: Smart PLS 4.0 data processing (2025)

Each item is considered valid because its loading factor value is greater than 0.7, which indicates a significant contribution to the measured variable; its Average Variance Extracted (AVE) value is greater than 0.5, which indicates that the measurement items can account for more than 50% of the variance; and each variable has a Composite Reliability (CR) value better than 0.7, which indicates high stability and consistency of measurement; and a Cronbach's Alpha value greater than 0.7, which indicates good internal consistency. These findings are presented in Table 2, which also shows that all questionnaire items are reliable.

Table 4. Discriminant Validity (Fornell and Larcker Criterion)

Variable	Business Performance	Digital Platform Adoption	Competitive advantage
Digital Platform Adoption	0.755		
Competitive Advantage	0.505	0.766	
Business Performance	0.439	0.508	0.709

Source: Smart PLS 4.0 data processing (2025)

The results of the discriminant validity test using the Fornell and Larcker criteria are displayed in Table 4. The model exhibits good discriminant validity overall, with off-diagonal values (e.g., 0.505 between competitive advantage and business performance) smaller than the square root of the AVE on the diagonal, indicating no multicollinearity and adequate discriminant validity for each construct, and values on the diagonal (0.755 for digital platform adoption, 0.766 for competitive advantage, and 0.709 for business performance) greater than 0.70, indicating good discriminant validity.

Table 5. R-Square (R^2)

	R Square
Competitive Advantage	0.178
Business Performance	0.248

Source: Smart PLS 4.0 data processing (2025)

Table 5 shows the R-Square (R^2) values for the variables competitive advantage and business performance. An R^2 value of 0.178 for competitive advantage indicates that approximately 17.8% of the variance in competitive advantage can be explained by the digital platform adoption used in the research model. Meanwhile, an R^2 value of 0.248 for business performance shows that 24.8% of the variance in business performance can be explained by the digital platform adoption and competitive advantage included in the research model. Overall, these R^2 values are considered low to moderate, meaning the model has a moderate predictive ability, and there are still other factors outside the model that influence both variables.

Table 6. F-Square (F^2)

Relationship	F-Square
Digital Platform Adoption → Competitive Advantage	0.217
Digital Platform Adoption → Business Performance	0.329
Competitive advantage → Business Performance	0.048

Source: Smart PLS 4.0 data processing (2025)

Table 6 presents the F-Square (F^2) values, which measure the strength of the influence of each independent variable on the dependent variable in the research model. According to the table, the effect of the digital platform adoption on competitive advantage is moderate, with an F^2 value of 0.217, while the influence of the digital platform adoption on business performance is relatively strong at 0.329, indicating that utilizing digital platform adoption significantly contributes to improving business performance. Meanwhile, the impact of competitive advantage on business performance is relatively small, with an F^2 of only 0.048, suggesting that competitive advantage has a more limited direct effect on business performance compared to digital platform adoption. Overall, these results emphasize the crucial role of digital platform adoption in enhancing business performance, both directly and indirectly through competitive advantage.

Table 7. Q-Square (Q^2)

Endogenous Variable	Q-Square
Competitive Advantage	0.178
Business Performance	0.274

Source: Smart PLS 4.0 data processing (2025)

Table 7 presents the Q-Square (Q^2) values for the endogenous variables in the research model, namely competitive advantage *and* business performance. The Q^2 values are 0.178 for competitive advantage and 0.274 for business performance, both of which are greater than zero. This indicates that the model has predictive relevance, meaning it can effectively predict the endogenous variables based on the existing exogenous variables. Specifically, the higher Q^2 value for business performance suggests that the combined influence of digital platform adoption and competitive advantage is more effective in explaining business performance variability compared to the influence of digital platform adoption on competitive advantage alone.

Table 8. Direct Effect Test

Relationship	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-Statistic	P Values	Description
Digital Platform Adoption → Competitive Advantage	0.422	0.431	0.038	11.228	0.000	Significant
Digital Platform Adoption → Business Performance	0.549	0.555	0.041	13.306	0.000	Significant
Competitive advantage → Business Performance	0.210	0.213	0.054	3.867	0.000	Significant

Source: Smart PLS 4.0 data processing (2025)

Table 8 presents the results of the direct effect test, indicating that all hypothesized relationships are positive and statistically significant. Digital platform adoption has a positive

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and significant effect on competitive advantage, with a t-statistic of 11.228 and a P-value of 0.000. Furthermore, digital platform adoption demonstrates a stronger positive and significant effect on business performance, as reflected by a t-statistic of 13.306 and a P-value of 0.000. In addition, competitive advantage also has a positive and significant effect on business performance, with a t-statistic of 3.867 and a P-value of 0.000. Since all T-statistics exceed 1.96 and all P-values are below 0.05, it can be concluded that digital platform adoption and competitive advantage significantly enhance business performance.

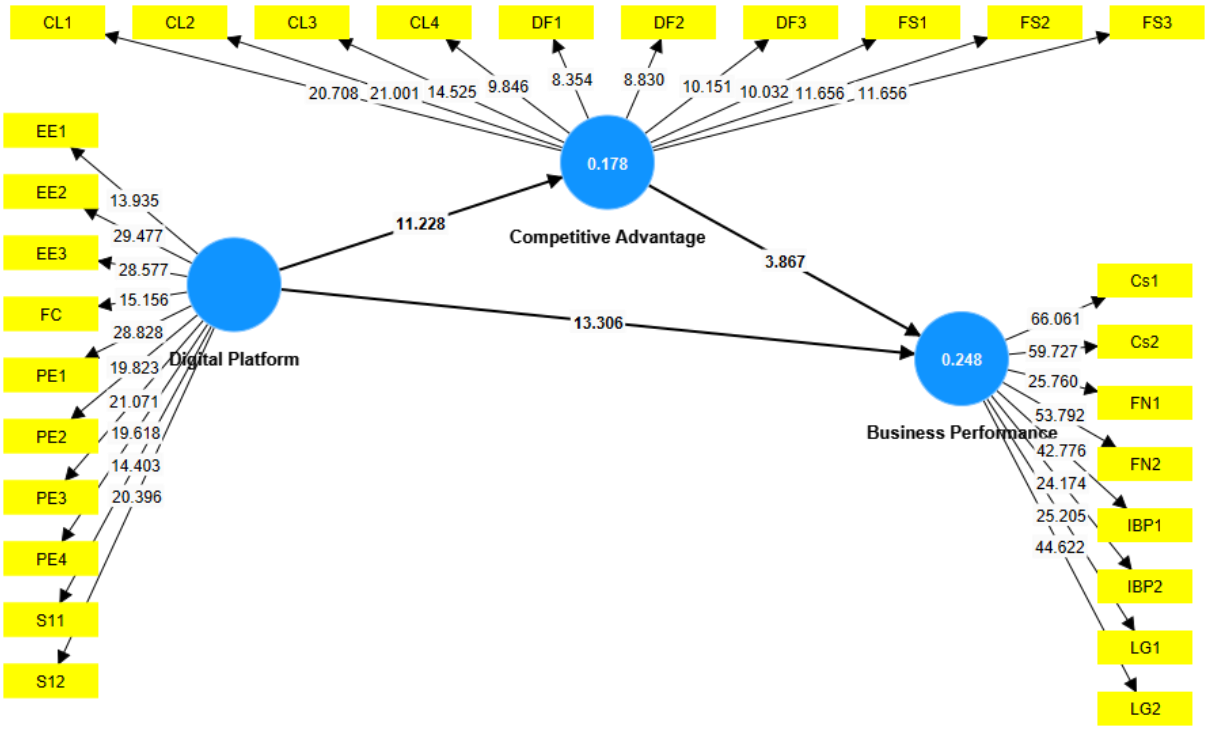

Figure 1. Bootstrapping Result
Source: Smart PLS 4.0 data processing (2025)

The figure presents the structural model resulting from data processing using SmartPLS, illustrating the relationships among digital platform adoption, competitive advantage, and business performance. Digital platform adoption, as an exogenous variable, is measured by several indicators and has a positive effect on competitive advantage with t-statistic 11.228. It also has a stronger direct effect on business performance with t-statistic 13.306. Competitive advantage, likewise exerts a positive effect on business performance with t-statistic 3.867. The R-square values indicate that competitive advantage is explained by digital platform adoption at 0.178, while business performance is explained by digital platform adoption and competitive advantage at 0.248. All reflective indicators demonstrate high outer loading values with T-statistics above the significance threshold, indicating that both the measurement model and the structural model overall exhibit strong and significant results.

Table 9. Indirect Effect

Relationship	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-Statistic	P Values	Description
Digital Platform Adoption → Competitive Advantage → Business Performance	0.089	0.092	0.025	3.604	0.000	Significant

Based on Table 9, the indirect effect test shows that digital platform adoption has a positive and significant indirect effect on business performance through competitive advantage. This is indicated by an T-statistic of 3.604, and a P-value of 0.000. Since the T-statistic is greater than 1.96 and the P-value is less than 0.05, the mediating effect is statistically significant. This result confirms that competitive advantage acts as a mediator in the relationship between digital platform adoption and business performance, meaning that digital platform adoption not only directly improves business performance but also enhances it indirectly by strengthening competitive advantage.

5. DISCUSSION

5.1 The Effect of Digital Platform Adoption on Competitive Advantage

The research findings indicate that digital platform adoption has a positive and significant effect on competitive advantage. Theoretically, this result can be explained through a technology-based capability perspective that extends the logic of Michael Porter (1985). In the digital context, competitive advantage no longer derives solely from cost efficiency or product differentiation, but also from the ability to manage platform ecosystems, customer data, and digital interactions. Analytically, digital platform adoption (through performance expectancy, effort expectancy, social influence, and facilitating conditions) enhances: (1) Operational efficiency (cost leadership) through digital payments and online ordering systems; (2) Differentiation through visual branding on social media and content-based customer experiences; (3) Market focus through data-driven consumer segmentation.

These findings are consistent with Liao et al. (2024), who found that digital platform adoption capabilities enhance competitive advantage in manufacturing firms. Similarly, Sastra et al. (2025) demonstrated that digital transformation strengthens competitive advantage in emerging markets. Hoang et al. (2025) further emphasized that digital capabilities influence sustainable competitive advantage through digital absorptive capacity. Practically, coffee and dessert business owners should not merely "use" social media but manage it as a strategic differentiation instrument based on data and customer engagement.

5.2 The Effect of Digital Platform Adoption on Business Performance

Digital platform adoption was found to have the strongest direct effect on business performance. Theoretically, this finding aligns with the Balanced Scorecard (BSC) framework developed by Kaplan & Norton (1992), which emphasizes evaluating performance across multiple dimensions, including financial, customer, internal processes, and learning and growth. In this context, digital platform adoption contribute to business performance by: (1) Enhancing financial outcomes through increased sales and profitability; (2) Improving customer perspectives via engagement, satisfaction, and loyalty driven by social media and digital interactions; (3) Optimizing internal business processes through integrated digital payment, ordering, and management systems; and (4) Supporting learning and growth by facilitating employee skill development, and data-driven decision-making.

These findings align with Liu et al. (2023), who found that digital platform adoption capability improves B2B firm performance. Ayadi et al. (2024) also showed that digital platform adoption capabilities enhance performance through agility and network capabilities. Wang et al. (2023) confirmed that digital platform adoption integration strengthens performance. Practically, investment in integrated digital systems (digital POS, CRM, and basic

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data analytics) directly contributes to increased productivity, customer satisfaction, and profitability.

5.3 The Effect of Competitive Advantage on Business Performance

Competitive advantage also has a positive and significant effect on business performance. Theoretically, this indicates that competitive advantage functions as a mechanism that transforms capabilities into performance outcomes. This finding supports Porter's (1985) logic that differentiation, cost leadership, and focus strategies lead to superior market positioning and ultimately better performance.

Islami et al. (2020) found that competitive strategy improves firm performance. Tj (2025) demonstrated that competitive advantage mediates the relationship between human capital and hospital performance. Djiu et al. (2024) showed that competitive advantage enhances SME performance and mediates internal strategy. Practically, coffee and dessert businesses that position themselves uniquely (e.g., an Instagrammable café concept or a niche community café) are more likely to achieve customer loyalty and long-term revenue stability.

5.4 The Effect of Digital Platform Adoption on Business Performance through Competitive Advantage

The mediation test results indicate a significant indirect effect, demonstrating partial mediation. This means that digital platform adoption improves performance both directly and indirectly through competitive advantage. Theoretically, this strengthens the synthesis between the balanced scorecard and competitive advantage theory. Digital platform adoption provides business performance, but a competitive advantage converts it into superior market positioning.

These findings are consistent with Cusumano et al. (2019), who emphasized the importance of ecosystems and network effects; Pehrsson (2023), who highlighted the integration of digital strategy and organizational capabilities; and Evans & Schmalensee (2007), who explained how a platform creates value through multi-sided market interactions. Practically, business owners must integrate digital with a competitive strategy. Without differentiation or a focus strategy, digital utilization merely increases operational activity rather than generating strategic advantage.

5.5 The Influence of Demographic Characteristics on Digital Literacy and Digital Platform Adoption Utilization

Based on the demographic characteristics of the respondents, there is an indication of a relevant relationship between age and the level of digital literacy. The 26–35 age group, which dominates the sample (32%), represents a generation that is relatively adaptive to technology and highly active in social media usage (96%). Consequently, they are more capable of strategically utilizing digital platform adoption features compared to the 46–60 age group (18%), which tends to exhibit lower levels of digital literacy. This finding is consistent with the result that 50% of respondents fall into the moderate digital literacy category, suggesting that while individuals in productive age groups accelerate digital adoption, they may not yet optimally leverage data-driven and analytical functionalities. Therefore, it can be inferred that younger respondents and those with higher educational attainment (50% holding a bachelor's degree) demonstrate a stronger tendency to integrate digital platform adoption into their business strategies, ultimately strengthening competitive advantage and business performance. These findings enrich the discussion by indicating that demographic factors, particularly age and education, may function as contextual variables that either strengthen or weaken the impact of digital platform adoption on business performance.

5.6 Boundary Conditions and Contextual Factors

Although all relationships are significant, several boundary conditions should be considered: (1) A moderate level of digital literacy (50%) suggests that the impact of digital could be stronger if literacy improves; (2) The experiential nature of the coffee and dessert industry makes visual differentiation on social media particularly relevant, effects may differ in other industries; (3) The context of a large city such as Jakarta, with high digital penetration, enables significant effects. In regions with lower infrastructure development, these relationships may weaken.

5.7 Theoretical and Practical Contributions

The theoretical contribution of this study lies in integrating UTAUT, BSC, and competitive advantage (CA) theory into a single mediation model within the urban SME context, which remains underexplored in the literature. The practical contributions for coffee and dessert business owners include: (1) Digital platform adoption should be viewed as strategic assets rather than merely promotional tools; (2) Content-based visual differentiation and community engagement are key sources of advantage; (3) Customer data integration can strengthen loyalty and profitability. Overall, the findings demonstrate that digital platform adoption serves as a primary determinant of business performance, both directly and indirectly through the development of sustainable competitive advantage.

6. CONCLUSION

This study demonstrates that digital platform adoption significantly enhances business performance among coffee and dessert enterprises in Jakarta, both directly and indirectly through competitive advantage. The findings confirm that digital platform adoption positively affects competitive advantage and business performance, while competitive advantage itself also contributes significantly to improved performance outcomes. The mediation analysis indicates partial mediation, meaning that digital platform adoption not only directly strengthens operational and financial outcomes but also indirectly improves performance by reinforcing strategic positioning through cost leadership, differentiation, and focus strategies. These results highlight that in an urban SME context characterized by high digital penetration and experiential consumption patterns, digital platform adoption functions as a strategic driver of sustainable competitive advantage and superior business performance.

This study demonstrates that digital platform adoption functions not merely as operational tools but as strategic assets capable of shaping and enhancing competitive advantage in Jakarta's coffee and dessert SMEs. Integrating digital platform adoption with differentiation and market focus strategies enables businesses to improve efficiency, build customer loyalty, and maximize network value. Conceptually, these findings extend the understanding of the relationship between technology adoption and business performance, highlighting that the success of digitalization depends on an organization's capacity to strategically manage, analyze, and leverage data, rather than mere technological implementation.

Theoretically, this study offers a unique contribution by integrating UTAUT, the Balanced Scorecard, and competitive advantage theory into a single mediation framework empirically tested in an urban SME context. The model demonstrates that digital platform adoption serves dual roles as a valuable balanced scorecard and mechanisms for generating competitive advantage, strengthening the synthesis of the Resource-Based View and Porter's

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theory in the context of SME digitalization. Moreover, this research emphasizes the moderating role of demographic factors and digital literacy, which have been underexplored in previous platform business literature.

Practically, the study suggests that SME owners should strategically manage digital platform adoption by focusing on content differentiation, data-driven market segmentation, and community engagement to enhance loyalty and profitability. Investments in integrated digital systems, such as POS, CRM, and basic analytics, not only improve operational performance but also reinforce long-term competitive positioning. Broadly, these findings imply that platform-based digitalization can drive urban SME competitiveness and economic inclusion by leveraging technology as a strategic asset rather than a mere transactional tool.

This study has several limitations. First, the sample is limited to coffee and dessert SMEs in Jakarta, restricting generalizability to other industries or regions with lower digital penetration. Second, respondents generally possessed moderate to high digital literacy, which may influence the effectiveness of platform utilization; results may differ among populations with lower digital skills. Third, other variables that could affect business performance, such as leadership, organizational culture, or macroeconomic conditions, were not included, which partially explains the moderate R^2 values observed.

Future studies could expand the model to include different industries, regions with varying levels of digitalization, or additional moderating variables such as organizational innovation, digital leadership, and technology culture to better understand contextual boundaries. Longitudinal research could also examine the long-term effectiveness of digital platform adoption and competitive advantage, including impacts on sustainable growth, customer loyalty, and SME resilience amid market dynamics.

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