

ABSTRACT

The rapid development of e-commerce in Indonesia has created an increasingly competitive business environment for online sellers. In response, the implementation of gamification integrating game-like elements such as points, rewards, levels, and challenges into non-game contexts has emerged as a strategic tool to enhance customer engagement and business performance. This study aims to analyze how gamification influences competitive advantage and company performance among sellers on the Shopee platform, particularly in the sectors of hardware and fasteners, packaging, and toys. This research adopts a qualitative approach using a case study method. Data were collected through in-depth interviews and documentation from three Shopee sellers representing different business sectors. The data were analyzed using thematic analysis based on Braun and Clarke (2006) to identify key themes related to the implementation and effectiveness of gamification. The results show that gamification significantly contributes to improving customer interaction, brand visibility, and sales performance. Sellers who actively utilize gamified features such as missions, rewards, and interactive promotions report higher engagement and loyalty from customers. Additionally, gamification supports the development of internal organizational culture by encouraging innovation, collaboration, and knowledge creation, thereby enhancing overall company performance. This study concludes that gamification serves as an effective strategic tool for e-commerce sellers to strengthen their competitive advantage and improve marketing and financial performance. The findings provide valuable insights for e-commerce platforms and business practitioners seeking to optimize gamification as part of their digital strategy.

Keywords: *Gamification, Competitive Advantage, Company Performance, Shopee, E-commerce.*

