

---

**LIVE STREAMING COMMERCE AS A DIGITAL MARKETING INNOVATION:  
A CONCEPTUAL REVIEW OF THE INTEGRATION OF THE STIMULUS  
ORGANISM RESPONSE (SOR) MODEL AND CORPORATE STRATEGIC  
CAPABILITIES**



**Arika Mimanda**  
Universitas Islam Indonesia, Yogyakarta, Indonesia  
[mimandaa@gmail.com](mailto:mimandaa@gmail.com)

---

**Abstract**

The rapid development of digital technology has driven a marketing paradigm shift towards a more interactive and immersive model, with Live Streaming Commerce emerging as a key innovation in the modern e-commerce landscape (Zhou et al., 2021). This article aims to conceptually examine the role of live streaming as a strategic intervention in enhancing the shopping experience and driving consumer purchasing decisions, while also analyzing the organizational capabilities that support the successful adoption of this innovation. This study uses a conceptual approach through narrative synthesis from various literatures. This approach integrates the Stimulus Organism Response (SOR) framework with supporting theories such as Flow Theory (Csikszentmihalyi, 1990) and Experiential Marketing (Schmitt, 1999), and incorporates the perspective of the company's strategic capabilities. Using the Stimulus Organism Response (SOR) framework, this study explains that live streaming elements such as interactivity, broadcaster appeal, and content authenticity function as stimuli that influence the internal psychological state of consumers (organisms). These internal conditions include the formation of trust, social presence, and the creation of immersive experiences (purchase experiences) that engage consumers in the flow experience (Csikszentmihalyi, 1990; Lu et al., 2021). Furthermore, the success of this intervention requires support from the company's strategic capabilities. Live streaming innovation is driven by a company's market orientation and technology orientation (Gatignon & Xuereb, 1997), as well as a differentiation strategy through its unique features (Dickson & Ginter, 1987). Conceptual results indicate that the integration of Stimulus Organism Response (SOR) behavioral mechanisms and strategic capabilities drives a positive response in the form of purchase intention and enables companies to achieve a strategic customer-profit trade-off (Carson et al., 1998; Zhang et al., 2022). This article provides a theoretical contribution by bridging the Stimulus Organism Response (SOR) literature with the strategic innovation literature, and provides practical implications for e-commerce players in designing sustainable and competitive live streaming strategies.

**Keywords:** Live Streaming Commerce, SOR Model, Purchase Intention, Innovation, Strategic Capabilities

## INTRODUCTION

The development of digital technology has fundamentally reshaped the way consumers evaluate, interact, and transact with brands online. E-commerce platforms have transformed from mere distribution channels into experience ecosystems that integrate information, social, entertainment, and symbolic value into the consumption process (Kotler & Keller, 2016). Within this landscape, live streaming commerce has emerged as a strategic innovation that expands the concept of social commerce through two-way communication, real-time product demonstrations, and the integration of digital entertainment that strengthens the psychological closeness between broadcasters and audiences (Zhou et al., 2021). This transformation marks a shift in consumer orientation from a utilitarian approach to hedonic, relational, and immersive experiences in decision-making.

The popularity of live streaming is growing as consumer engagement in interaction-based shopping activities increases. Its distinctive characteristics, such as social presence, high interactivity, and concrete product visualizations, can reduce uncertainty and increase the perceived benefits of online shopping (Wongkitrungrueng & Assarut, 2018; Gu et al., 2023). In Indonesia, platforms like TikTok Shop, Shopee Live, and LazLive are accelerating the adoption of this model by delivering products that are more communicative and persuasive than static catalogs (Mindiasari et al., 2025). Consumer enthusiasm for this format reflects the digital generation's need for authentic experiences and meaningful social connections during the purchasing process. From a digital marketing perspective, live streaming represents an interactive communication strategy capable of building emotional value and enhancing product evaluations. To understand the psychological mechanisms that occur in live streaming commerce, the Stimulus Organism Response (SOR) framework is the dominant theoretical approach. Stimuli in the form of broadcaster communication style, content quality, and interactive features influence the organism, namely affective and cognitive states such as trust, emotional involvement, and risk perception (Mehrabian & Russell, 1974; Eroglu et al., 2001). These psychological changes then produce behavioral responses in the form of purchase intentions, impulsive tendencies, and loyalty (Lu et al., 2021; Zhang et al., 2022). The integration of experience theories such as Flow Theory and Experiential Marketing also enriches the understanding of how immersive experiences are formed. Consumers who experience flow tend to be more focused, entertained, and encouraged to participate in transactions (Csikszentmihalyi, 1990), while Experiential Marketing emphasizes sensorial, emotional, and relational values in shaping the shopping experience (Schmitt, 1999).

On the other hand, the effectiveness of live streaming depends not only on consumer psychological dynamics but also on the company's strategic capabilities in managing the digital ecosystem. Market orientation, innovation capabilities, and the ability to utilize technology are key factors determining the success of this interactive marketing format. Gatignon and Xuereb (1997) emphasized that customer orientation and technology orientation simultaneously enhance innovation performance. In the context of live streaming, companies that are able to integrate in-depth consumer understanding with the adoption of interactive technologies will excel in creating relevant, credible, and persuasive content. Thus, strategic capabilities not only enable adaptation to changing consumer behavior but also create competitive differentiation through superior digital experiences. Despite its rapid growth, live streaming still faces challenges related to content authenticity, broadcaster

credibility, and the potential for overconsumption due to real-time persuasion (Li et al., 2024; Wu & Jiao, 2025). These factors emphasize that the success of live streaming commerce is determined not only by technology, but also by the design of communication strategies, marketing ethics, and the quality of interactions between actors within the ecosystem. Therefore, a conceptual study that integrates the SOR model and the firm's strategic capabilities perspective is crucial for understanding how psychological, social, and organizational experiences interact to shape consumer behavior. This literature synthesis provides a comprehensive theoretical foundation for future empirical research and offers strategic insights for companies in designing effective, ethical, and sustainable live streaming experiences.

## **REVIEW OF LITERATURE**

### **A. Live Streaming Commerce**

#### **1. Definition and Core Characteristics**

Live streaming commerce is defined as an electronic commerce format that integrates real-time video broadcasting with transactional elements, providing product demonstrations, two-way interactions, and social features such as live chat, polling, and gifting. The key characteristics frequently highlighted in the literature include interactivity, social presence, content authenticity, and high product visualisation capability (Wongkitrungrueng & Assarut, 2018; Zhou, Xu, & Jin, 2021).

#### **2. Common Theoretical Frameworks**

Empirical and conceptual studies widely employ the Stimulus Organism Response (SOR) framework to explain how live-streaming stimuli, such as interactivity and content quality, shape consumers' internal states (trust, involvement, flow), which subsequently generate behavioural responses such as purchase intention or impulse buying. In addition, Flow Theory and Experiential Marketing are often used to explain immersive experiences that enhance consumer engagement and product evaluation (Lu, Chen, & Kuang, 2021; Chen & Lin, 2018).

#### **3. Influence of Streamer/Broadcaster Characteristics**

The attractiveness and credibility of the streamer, such as charisma, demonstration skills, and the ability to communicate interactively, are identified as strong determinants of trust and purchase intention. Research indicates that streamers who provide authentic demonstrations and engage in two-way communication help reduce perceived risk and strengthen persuasive impact (Yang & Cho, 2021; Song et al., 2024).

#### **4. Role of Platform and Technical Features**

Platform features, including fast in-stream transaction capability, 360° product display, integrated reviews, and information transparency, moderate the effectiveness of live-stream stimuli. Mixed-method studies on major platforms (e.g., Taobao Live) show that interface design shapes perceived ease of use, credibility, and ultimately value co-creation between consumers and sellers (Xiao et al., 2022; Wang, Zhang, & Zhang, 2024).

#### **5. Strategic and Organisational Implications**

Management literature emphasizes that adopting live streaming as a marketing innovation requires synergy between market orientation and technology orientation; without such alignment, the initiative becomes less effective. Live streaming is also regarded as a source

of competitive differentiation when supported by appropriate organisational capabilities (Gatignon & Xuereb, 1997; Dickson & Ginter, 1987).

#### 6. Limitations and Ethical Concerns

Key concerns include risks of overconsumption, information manipulation, and content authenticity issues, which may trigger backlash and regulatory challenges. Recent studies also highlight addictive tendencies and ethical issues associated with real-time selling practices (Li et al., 2024).

### **B. Purchase Intention in Live Streaming Context**

#### 1. Conceptualization of Purchase Intention

Purchase intention is defined as trend cognitive, affective consumers who reflect possibility they do purchase something product . In live streaming commerce context , intention buy formed through influence simultaneous from factor emotional such as enjoyment and involvement, as explained in study about experience affective consumer on interactive media (Chen & Lin, 2018). Factors cognitive such as perceived usefulness and information quality are proven strengthen evaluation consumer to utility And relevance information product , so that increase intention buy (Zhang et al., 2022). Besides that , factor social such as social presence and peer cues through interactivity And real-time comments become driver important to improve trust And perception proximity social between streamers and consumers ( Wongkitrungrueng & Assarut , 2018; Gu, Cheng, & Shen, 2023).

#### 2. Main mediators : trust, flow, perceived risk

Many studies find that trust and flow experience mediate connection between live streaming stimulus and purchase intention. Reducing perceived risk through demonstration product And transparency information also increases intention buy (Lu et al., 2021; Zhang et al., 2022).

#### 3. Role and Dual Processing

Dual-processing framework explains that decision buy on live streaming can based heuristics (emotion , urgency) promotion , charisma streamer) or based processing systematic ( information products , discussion two-sided ). Dependence on heuristics increase when high flow experience . This is explain height impulse buying events in live streaming. (Kahneman, 2011; Rehman et al., 2025).

#### 4. Frequent Moderator Tested

Important moderators reported includes : types product (hedonic vs utilitarian), experience consumer online shopping , literacy technology , and platform features . For example , hedonic products are more prone to to influence social and experience , whereas more utilitarian products influenced quality information . (Gu et al., 2023; Ruusunen et al., 2023).

#### 5. Implications Practical for Increase Purchase Intention

Recommended strategy : strengthen credibility broadcaster ( training ), presenting message two-sided for increase credibility , maximizing feature interactive for create flow, and increase transparency information product for reduce perceived risk. Approach this proven increase purchase intention consistent in studies empirical tertiary . ( Wongkitrungrueng & Assarut , 2018; Wu & Jiao, 2025).

### **c. Live Streaming as an Innovation**

Live streaming has emerged as a strategic corporate innovation due to its ability to integrate marketing communications, product demonstrations, real-time interactions, and direct transactions within a single, immersive digital ecosystem. Literature shows that

characteristics such as interactivity, social presence, and content authenticity increase consumer engagement, trust, and perceived value, thereby driving purchase intention and improving marketing performance (Wongkitrungrueng & Assarut, 2018; Zhou et al., 2021). From an organizational perspective, the effectiveness of live streaming as a source of competitive advantage depends on strategic capabilities such as market and technology orientation, content production capabilities, streamer management, and platform technology integration (Gatignon & Xuereb, 1997; Xiao et al., 2022). While providing differentiation opportunities, live streaming also carries risks such as information manipulation and ethical issues that need to be carefully managed (Li et al., 2024). Thus, live streaming is viewed as a strategic innovation capable of strengthening a company's competitive position when implemented through appropriate organizational capabilities and a consumer-driven strategy.

## **RESEARCH METHOD**

### **Conceptual Method**

This study uses a conceptual approach through narrative synthesis of various literature to examine the phenomenon of live streaming commerce through a process of theoretical synthesis and integration of previous empirical findings. This conceptual approach was chosen because it allows researchers to build a comprehensive theoretical model by connecting concepts, psychological mechanisms, and strategic capabilities of companies within a coherent analytical framework (Creswell, 2014). Thus, this article focuses on establishing logical relationships between the main elements of live streaming, consumer experience, and behavioral responses based on the Stimulus Organism Response (SOR) model, strengthened by the perspectives of dynamic capabilities and marketing innovation.

The method development process was conducted through a cross-disciplinary literature review covering digital marketing, consumer behavior, interactive communication, innovation management, and behavioral economics. The literature analyzed included Scopus-indexed scientific journals, systematic reviews, industry reports, and market research publications that map the development of live streaming commerce globally and regionally. The literature selection took into account its relevance to the dynamics of the Indonesian market, particularly the behavior of the younger generation who show a high sensitivity to interactive content, immersive experiences, and broadcaster credibility. This conceptual approach uses narrative synthesis techniques to integrate SOR theory with supporting theories such as Flow Theory (Csikszentmihalyi, 1990) and Experiential Marketing (Schmitt, 1999). This integration was carried out to explain how digital stimuli in live streaming, including interactivity, social presence, broadcaster communication style, and content quality, influence the organism, namely psychological conditions such as emotion, trust, involvement, and risk perception. Furthermore, these mechanisms are linked to consumer responses in the form of purchase intentions, impulsive behavior, and loyalty. This synthesis approach also allows for exploration of the dynamics of immersive experiences, cognitive flow, and emotional values that emerge during the viewing process.

As a significant update, this conceptual methodology also incorporates the perspective of a firm's strategic capabilities, including market orientation, innovation capabilities, and technological capabilities, to assess how organizations leverage live streaming as a source of competitive advantage. This integration of organizational

perspectives builds on Gatignon and Xuereb's (1997) findings on the role of customer orientation and technology in driving innovation performance, which are relevant to understanding how firms strategically manage content design, broadcaster credibility, and digital interactions. Thus, the analysis encompasses not only consumer-level psychological mechanisms but also organizational factors that determine the effectiveness of live streaming commerce implementation. This comprehensive set of methods aims to produce a more holistic conceptual model, which can serve as a basis for future empirical research. The model is expected to explain the multidimensional relationship between digital stimuli, consumers' internal states, behavioral responses, and firms' strategic capabilities in maximizing the effectiveness of live streaming commerce in the modern digital marketing landscape.

## **RESULTS AND DISCUSSION**

### **Theoretical Study and Discussion**

Developments in marketing studies demonstrate that understanding consumer behavior can no longer be explained solely from a rational perspective, but must consider the emotional, social, and technological interactions that influence the decision-making process. In this context, the Stimulus Organism Response (SOR) framework serves as a fundamental theory explaining how various digital stimuli, such as interactivity, content authenticity, and broadcaster appeal, trigger changes in consumers' psychological states (Mehrabian & Russell, 1974). In live streaming, these stimuli increase attention, trust, and emotional engagement, which then drive behavioral responses such as purchase intention, impulse buying, and brand loyalty (Lu et al., 2021; Zhang et al., 2022). Furthermore, the psychological mechanisms occurring within the organism stage are significantly influenced by consumers' immersive experiences while watching live streaming. The Flow Theory perspective explains that consumers can enter a state of full engagement (flow) when they feel happy, focused, and immersed in activities taking place in real time (Csikszentmihalyi, 1990). In live streaming commerce, a state of flow is created through a combination of product presentation, live interaction, and an entertaining atmosphere that minimizes cognitive distractions. Research shows that the flow experience has a strong influence on product evaluation, perceived value, and purchase intention (Chen & Lin, 2018; Gu et al., 2023). Thus, immersive experiences are a crucial foundation in explaining the effectiveness of live streaming-based marketing communications.

Beyond emotional experiences, Experiential Marketing theory provides insights into how consumer value is formed through multisensory, cognitive, and relational stimuli (Schmitt, 1999). Live streaming provides a space rich in experiential stimuli, from product demonstrations and broadcasters' expressions to social interactions in chat rooms. These elements build a more immersive brand experience than traditional e-commerce formats and enable consumers to build strong emotional connections with both the broadcaster and the brand (Kotler & Keller, 2016). Recent studies have shown that authentic and interactive experiences in live streaming can increase trust and reduce perceived risk in online purchases (Wongkitrungrueng & Assarut, 2018; Xu et al., 2022). Social factors also play a significant role in influencing consumption behavior in digital environments. Social Presence Theory emphasizes that the perception of social presence—for example, through direct communication, digital body language, or the broadcaster's quick responses—can increase

consumers' sense of closeness, comfort, and trust (Short et al., 1976). In live streaming commerce, the charismatic and interactive presence of the broadcaster helps create a social atmosphere that resembles an offline shopping experience (Zhou et al., 2021). This social presence not only drives purchase intentions but also enhances value co-creation between consumers and broadcasters, as explained in Service-Dominant Logic (Wang et al., 2024). The psychological dynamics in live streaming are also influenced by dual-track cognitive processes as explained by Dual-Processing Theory. Consumers can rely on rapid heuristic processing when exposed to emotional stimuli such as broadcaster charisma or promotional urgency (Kahneman, 2011; Rehman et al., 2025). Conversely, when broadcasters provide detailed product information or two-sided messages, consumers can activate more rational, systematic processing (Wu & Jiao, 2025). The interaction between these two processing pathways explains why live streaming can lead to both impulsive and well-considered purchases. Thus, the integration of these marketing and consumer behavior theories provides a comprehensive theoretical framework for understanding how live streaming shapes purchasing decisions in modern e-commerce.

Finally, Gatignon and Xuereb's (1997) study emphasized the crucial role of customer orientation and technology orientation, which must operate simultaneously to enhance innovation performance. In the case of live streaming commerce, customer orientation ensures that live streaming content is relevant to consumers' emotional and informational needs, while technology orientation enables companies to effectively utilize digital features (real-time interactivity, product visualization, and fast transactions). Without these two orientations, live streaming innovation risks becoming merely a technological solution without significant market impact.

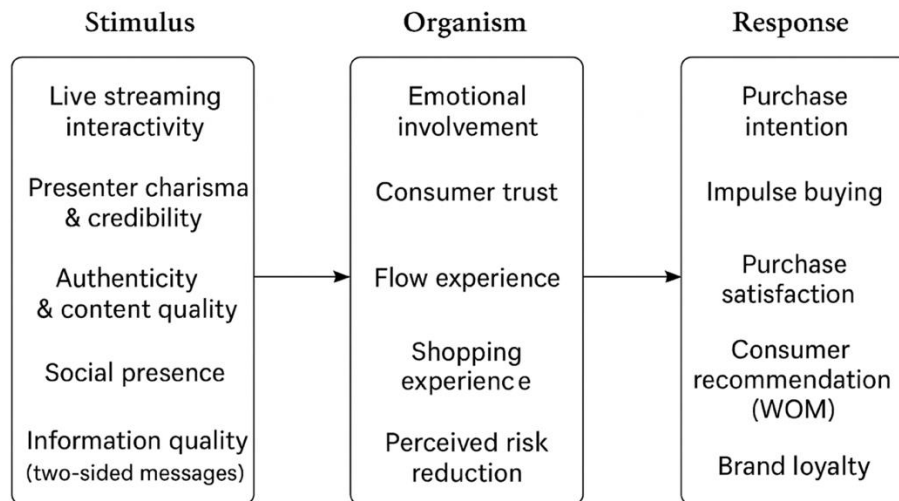
### **Conceptual Framework and Thinking Model**

The conceptual framework of this research is built by integrating several key theories in modern marketing management and consumer behavior, namely Stimulus Organism Response (SOR), Flow Theory, Experiential Marketing, Social Presence Theory, and the contemporary value perspective in Service-Dominant Logic (SDL). This integration is based on the premise that consumer behavior in the live streaming commerce environment cannot be understood linearly, but is the result of simultaneous interactions between digital stimuli, internal psychological processes, and social factors formed within the digital ecosystem.

Within the SOR framework, stimuli include stimuli presented through live streaming features such as interactivity, the credibility and charisma of the broadcaster, the quality of product presentation, and the authenticity of the content (Zhou et al., 2021). These elements serve as initial triggers that shape consumers' initial perceptions of value and risk in online shopping. Live streaming stimuli differ from traditional e-commerce stimuli because they are real-time, dialogic, and allow consumers to participate directly. The organism stage represents the consumer's internal state, encompassing affective responses such as trust, emotional involvement, pleasure, and psychological comfort, as well as cognitive responses such as perceived value, assessed information quality, and reduced perceived risk (Lu et al., 2021). This organismic state is reinforced by the emergence of flow, a state of complete engagement experienced by consumers when they feel fully absorbed in the live streaming activity without distraction (Csikszentmihalyi, 1990). At the same time, multisensory and relational experiences, as described in Experiential Marketing, enrich consumers' interpretations of products and brands (Schmitt, 1999). The response stage occurs when the

psychological experience results in concrete behaviors, such as purchase intention, impulsive behavior, satisfaction, product recommendation intention, and long-term loyalty (Zhang et al., 2022). This response is influenced not only by individual experience but also by the perception of social presence, namely the closeness consumers feel toward the broadcaster or the community formed in the live chat (Wongkitrungrueng & Assarut, 2018). Social presence increases trust, creates deeper emotional connections, and strengthens the value co-creation process between consumers and broadcasters, as described by SDL (Wang et al., 2024).

By combining all these theoretical elements, this research's conceptual framework asserts that live streaming commerce is a multidimensional interaction system that connects rational, emotional, social, and experiential aspects. The interactivity and authenticity of the stimulus encourage positive organismal states, which then result in various forms of behavioral responses. This model provides a strong foundation for empirical understanding of how effective live streaming strategies can influence consumer decisions. To clarify the relationships between variables, Figure 1 below displays the conceptual model developed based on this theory:



**Figure 1.**  
**Conceptual Model of Live Streaming Commerce based on SOR Theory**

This model is visualized as three large, sequential blocks representing the stages of SOR, but enriched with experiential and social elements. The left section is the Stimulus, which consists of:

- a. Live Streaming Interactivity
- b. Broadcaster Attractiveness & Credibility
- c. Content Authenticity & Quality
- d. Social Presence
- e. Information Quality (two-sided messages)

In the middle there is the Organism block, which holds:

- a. Emotional Involvement
- b. Consumer Trust
- c. Flow Experience

- d. Experiential States
- e. Perceived Risk Reduction

Next, the right block contains the Response, which consists of:

- a. Purchase Intention
- b. Impulse Buying
- c. Purchase Satisfaction
- d. Consumer Recommendations (WOM)
- e. Brand Loyalty

The arrow from Stimulus to Organism shows that consumer experiences are shaped by the quality of interactions and content received in real time. The arrow from Organism to Response illustrates that internal psychological experiences are the primary drivers of purchasing behavior. This conceptual model illustrates that the effectiveness of live streaming commerce depends heavily on the quality of the stimuli presented during the digital interaction process. Interactivity and broadcaster credibility play a key role in creating a positive psychological state. For example, a responsive, communicative, and competent broadcaster can strengthen perceptions of authenticity, which in turn increases trust, a key indicator of online purchasing (Xu et al., 2022). Flow and experiential states are the most critical connecting elements that differentiate live streaming from other forms of digital marketing. When consumers are immersed in live streaming activities, they tend to minimize risk assessment and are more open to persuasion, including implicit persuasion through product demonstrations (Chen & Lin, 2018). At this point, emotional and social experiences dominate over rational evaluation, increasing the likelihood of a purchase.

The model also illustrates that social presence is not simply an additional variable but plays a moderating role, strengthening the relationship between stimulus and organism. Social presence creates a conversational atmosphere that resembles real human interaction, which fosters higher engagement and enhances perceived comfort (Wongkitrungrueng & Assarut, 2018). Live commentary, personalized greetings, and real-time interactions strengthen the psychological connection between broadcaster and audience. Furthermore, the model highlights how consumer responses encompass not only purchase intentions but also impulsive behavior, post-purchase satisfaction, and long-term engagement through product recommendations or brand loyalty (Zhang et al., 2022). This confirms that live streaming has strategic potential for building long-term relationships, not just increasing short-term sales. The model also provides a strong theoretical foundation for further research, particularly involving mediating variables (e.g., trust, flow experience) and other moderating variables such as media literacy, digital shopping experience, or product type. Thus, this conceptual framework is not only descriptive but can also be tested as an empirical model in the study of consumer behavior and modern digital marketing.

Innovation in live streaming e-commerce demonstrates a profound strategic shift in response to changing market dynamics. The success of this innovation is inseparable from the role of market orientation and a company's innovative capabilities. Studies confirm that customer orientation and technology orientation simultaneously enhance innovation performance, a relevant prerequisite in the context of live streaming, which combines digital technology and a deep understanding of consumer needs (Gatignon & Xuereb, 1997). Live streaming innovation is viewed as a form of strategic differentiation built through a deep understanding of market dynamics and the heterogeneity of consumer demand (Dickson &

Ginter, 1987). Competitive advantage in the digital ecosystem is achieved when innovation is not merely reactive but reflects a deep market orientation and the ability to manage the customer experience holistically (Day & Wensley, 1988). In the context of live streaming commerce, differentiation is enhanced by the use of tacit knowledge, namely intuition, sensitivity to context, and the broadcaster's communication skills that are not fully codable, which are sources of competitive advantage that are difficult to replicate (Hackley, 1999). Moreover, from a competitive dynamics perspective, innovation in live streaming creates new market niches that often trigger imitation responses from competitors ("competitor see, competitor do") (Debruyne & Reibstein, 2005). Therefore, live streaming functions as a marketing strategy that balances long-term, value-based relationships with short-term financial results (customer-profit compromise) (Carson et al., 1998), thereby sustainably enhancing a company's competitive advantage.

### **Theoretical and Practical Implications**

#### **a. Theoretical Implications**

Theoretically, this study makes an important contribution to broadening the understanding of consumer dynamics in the context of live streaming commerce through the integration of several marketing and consumer behavior theories. First, these conceptual findings reinforce the relevance of the Stimulus Organism Response (SOR) model in interactive digital environments. Stimulus elements such as interactivity, content authenticity, and information quality have been shown to not only trigger cognitive responses but also influence emotional aspects that serve as a bridge to the formation of purchase intentions (Mehrabian & Russell, 1974; Lu et al., 2021). Thus, this study extends the application of SOR theory to the context of real-time video-based marketing, which has previously been more widely used in static online retail environments (Eroglu et al., 2001). Second, this study enriches the literature on Flow Theory, specifically how flow can form in activities characterized by entertainment and simultaneous interaction. Conceptual findings suggest that the combination of interactivity, narrative, and product demonstration can create a state of immersion that facilitates a more positive product evaluation process (Csikszentmihalyi, 1990; Chen & Lin, 2018). This confirms that flow is not only relevant to gaming activities or individual activities, but also in the context of live streaming-based interactive marketing.

Third, this study deepens the understanding of Experiential Marketing by demonstrating that shopping experiences are not only the result of sensory stimuli but are also shaped through the relational dynamics between broadcasters and audiences. Relational elements such as social presence have been shown to strengthen the consistency of consumer experiences and act as a catalyst between stimulus quality and the formation of emotional meanings related to brands (Schmitt, 1999; Wongkitrungrueng & Assarut, 2018). Thus, this study comprehensively connects digital relational aspects with experiential modules. Fourth, this research supports the contemporary perspective on Service-Dominant Logic (SDL), where marketing value is not only generated by companies through products but also created through interactions between consumers and broadcasters. Live streaming provides a space for consumers to engage, ask questions, express preferences, and actively construct value perceptions of a product (Wang et al., 2024). This confirms that value co-creation in digital marketing increasingly relies on technology-mediated interpersonal interactions.

Overall, these theoretical implications suggest that consumer behavior in live streaming commerce is multidimensional and cannot be explained solely through cognitive or emotional approaches. The combination of modern marketing theories provides a strong foundation for further empirical research to more comprehensively test causal relationships.

#### b. Practical Implications

From a practical perspective, this study provides strategic guidance for e-commerce players, marketers, and broadcasters to maximize the potential of live streaming as a marketing tool. First, the findings emphasize the importance of interactivity as a core element that enhances emotional engagement and consumer trust. Therefore, companies need to optimize interactive features such as live chat, polls, quizzes, and gamification to maintain audience attention and create a flow experience (Gu et al., 2023; Chen & Lin, 2018). Second, the quality and credibility of broadcasters are among the most influential factors in shaping trust and purchase intentions. Marketers need to select or train broadcasters to possess strong interpersonal characteristics, such as warmth, communication skills, and the ability to deliver honest and persuasive information, including two-sided messages, which have been shown to enhance credibility (Wu & Jiao, 2025). This helps reduce consumer risk perception, especially in product categories with high levels of uncertainty.

Third, authenticity should be a priority in live streaming strategies. Consumers are increasingly skeptical of overly scripted or manipulative promotional content, making authentic, natural, and transparent presentation key to building long-term relationships (Wongkitrungrueng & Assarut, 2018; Xu et al., 2022). Companies can develop guidelines that encourage broadcasters to showcase personal experiences, provide live demonstrations, and provide honest, real-time answers. Fourth, companies can leverage social presence as a strategy to enhance the experience. Social presence can be enhanced through a warm communication style, addressing the audience by name, storytelling, and building an active live streaming community. This strategy has been shown to increase purchase intention and enhance positive word-of-mouth (WOM) (Yang et al., 2024).

Finally, practical implications also emphasize the importance of developing an integrated consumer experience strategy. Companies need to holistically design every element of live streaming, from visual design and interaction flow to broadcast duration and discount systems, to create a consistent and satisfying experience. When a positive experience is created, consumers not only purchase but also develop loyalty to the broadcaster and brand (Zhang et al., 2022).

#### **Research Limitations and Recommendations**

As a conceptual study, this study has methodological limitations due to the lack of direct empirical data. The developed model is theoretical and needs to be tested using a quantitative approach such as Structural Equation Modeling (SEM) to assess the validity and reliability of the relationships between variables (Hair et al., 2019). Therefore, further research is recommended to collect primary data from consumers using e-commerce live streaming so that causal relationships can be empirically tested.

Another limitation lies in the geographical and cultural context. The live streaming phenomenon in Indonesia has unique characteristics due to its collectivistic culture and high trust in social figures such as influencers or key opinion leaders (Mindiasari et al., 2025). Future research could test this model in a cross-cultural context to understand the differences in perceptions and values between Asian and Western consumers. This is important because

social and cultural factors can moderate the relationship between stimulus and consumer response. Furthermore, future research could expand this model by adding mediating or moderating variables such as perceived enjoyment, social presence, and brand attachment (Zhang et al., 2022). By enriching these psychological variables, future empirical research could provide a more comprehensive understanding of the factors influencing the effectiveness of live streaming commerce strategies in building long-term loyalty.

## CONCLUSION

This conceptual study confirms that live streaming commerce serves not only as a sales channel but has become an essential strategic and innovative intervention in the modern e-commerce ecosystem. Through the integration of the Stimulus Organism Response (SOR) model, this study concludes that the mechanisms of live streaming commerce, including interactivity, broadcaster appeal, and content authenticity, successfully manipulate the internal psychological state of consumers (organisms), such as increasing trust and creating a flow experience (Csikszentmihalyi, 1990). This enriched state of the organization ultimately drives positive behavioral responses in the form of purchase intention and brand loyalty (Zhang et al., 2022), which directly result in increased sales and customer engagement.

This study also emphasizes that live streaming commerce innovation is driven by the simultaneous presence of market orientation and technology orientation (Gatignon & Xuereb, 1997). This combination of orientations ensures that companies are not only responsive to consumer needs but also able to utilize digital technology to create superior interactive formats. Strategically, live streaming commerce is a source of sustainable competitive advantage through a differentiation strategy (Dickson & Ginter, 1987). By utilizing live streaming commerce, companies are able to achieve a customer-profit balance (Carson et al., 1998), namely balancing long-term value creation for customers with short-term profitability targets. Therefore, for e-commerce players, live streaming commerce must be interpreted as a strategic foundation for differentiation, innovation, and increasing competitive value.

## REFERENCES

- Carson, D., Gilmore, A., & Maclaran, P. (1998). Customer or profit focus: An alternative perspective. *Journal of Marketing Practice: Applied Marketing Science*, 4(1), 26–39.
- Chandruangphen, E., Assarut, N., & Sinthupinyo, S. (2022). The effects of live streaming attributes on consumer trust and shopping intentions for fashion clothing. *Cogent Business & Management*, 9(1), 2034238. <https://doi.org/10.1080/23311975.2022.2034238>.
- Chandy, R. K., & Tellis, G. J. (1998). Organizing for radical product innovation: The overlooked role of willingness to cannibalize. *Journal of Marketing Research*, 35(4), 474–487. <https://doi.org/10.1177/002224379803500409>.
- Chen, C.-C., & Lin, Y.-C. (2018). What drives live-stream usage intention? *Telematics and Informatics*, 35(1), 293–303. <https://doi.org/10.1016/j.tele.2017.10.010>.
- Cheung, ML, Pires, GD, Rosenberger, PJ, Leung, WKS, & Sharipudin, MNS (2021). The role of consumer–consumer interaction and consumer–brand interaction in driving

- consumer–brand engagement and behavioral intentions. *Journal of Retailing and Consumer Services*, 61, 102574. <https://doi.org/10.1016/j.jretconser.2021.102574> .
- Chintagunta, P. K., & Desiraju, R. (2005). Strategic pricing and detailing behavior in international markets. *Marketing Science*, 24(1), 67–80. <https://doi.org/10.1287/mksc.1040.0062> .
- Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). SAGE Publications.
- Crosby, L. A., & Stephens, N. (2020). *Customer Satisfaction and Loyalty in Digital Environments* . McGraw-Hill.
- Csikszentmihalyi, M. (1990). *Flow: The psychology of optimal experience*. Harper & Row.
- Danaher, P.J., Hardie, B.G.S., & Putsis, W.P. (2001). Marketing-mix variables and the diffusion of successive generations of a technological innovation. *Journal of Marketing Research*, 38(4), 501–514. <https://doi.org/10.1509/jmkr.38.4.501.18905> .
- Day, G.S., & Wensley, R. (1988). Assessing advantage: A framework for diagnosing competitive superiority. *Journal of Marketing*, 52(2), 1–20. <https://doi.org/10.1177/002224298805200201> .
- Debruyne, M., & Reibstein, D. J. (2005). Competitor see, competitor do: Incumbent entry in new market niches. *Marketing Science*, 24(1), 55–66. <https://doi.org/10.1287/mksc.1040.0064> .
- Dickson, P. R. (1992). Toward a general theory of competitive rationality. *Journal of Marketing*, 56(1), 69–83. <https://doi.org/10.1177/002224299205600107> .
- Dickson, P. R., & Ginter, J. L. (1987). Market segmentation, product differentiation, and marketing strategy. *Journal of Marketing*, 51(2), 1–10.
- Eroglu, S. A., Machleit, K. A., & Davis, L. M. (2001). Atmospheric qualities of online retailing: A conceptual model and implications. *Journal of Business Research*, 54(2), 177–184. [https://doi.org/10.1016/S0148-2963\(00\)00148-2](https://doi.org/10.1016/S0148-2963(00)00148-2) .
- Gao, C., Chen, Z., Yuan, Y., & Song, S. (2022). Research on the business model of live stream marketing on e-commerce platforms. *Journal of Management and Humanity Research*, 7, 15–37. <https://doi.org/10.22457/jmhr.v07a022238> .
- Gatignon, H. (1993). Marketing-mix models. In J. Eliashberg & G.L. Lilien (Eds.), *Marketing Models: Handbooks in Operations Research and Management Science* (pp. 697–732). Elsevier.
- Gatignon, H., Anderson, E., & Helsen, K. (1989). Competitive reactions to market entry: Explaining interfirm differences. *Journal of Marketing Research*, 26(1), 44–55.
- Gatignon, H., Tushman, M.L., Smith, W., & Anderson, P. (2002). A structural approach to assessing innovation: Construct development of innovation locus, type, and characteristics. *Management Science*, 48(9), 1103–1122. <https://doi.org/10.1287/mnsc.48.9.1103.174> .
- Gatignon, H., Weitz, B. A., & Bansal, P. (1990). Brand introduction strategies and competitive environments. *Journal of Marketing Research*, 27(4), 390–401. <https://doi.org/10.1177/002224379002700402> .
- Gatignon, H., & Xuereb, J.-M. (1997). Firm orientation and innovation performance. *Journal of Marketing Research*, 34(1), 77–90. <https://doi.org/10.1177/002224379703400107> .
- Gu, Y., Cheng, X., & Shen, J. (2023). Design shopping as an experience: Exploring the effect of the live-streaming shopping characteristics on consumers' participation intention and

- memorable experience. *Information & Management*, 60, 103810. <https://doi.org/10.1016/j.im.2023.103810> .
- Hackley, C. E. (1999). Tacit knowledge and the epistemology of expertise in strategic marketing management. *European Journal of Marketing*, 33(7/8), 720–735. <https://doi.org/10.1108/03090569910274440> .
- Hair, JF, Black, WC, Babin, BJ, & Anderson, RE (2019). *Multivariate data analysis* (8th ed.). Cengage Learning.
- Kahneman, D. (2011). *Thinking, fast and slow*. Farrar, Straus and Giroux.
- Kaplan, A., & Haenlein, M. (2019). *Siri, Siri in My Hand: Who Is the Fairest in the Land? Artificial Intelligence and Marketing* . Business Expert Press.
- Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for Humanity*. Wiley.
- Kotler, P., & Keller, K. L. (2016). *Marketing management* (15th ed.). Pearson Education.
- Levitt, T. (1960). Marketing myopia. *Harvard Business Review*, July–August, 45–63.
- Li, C., Xia, Z., Liu, Y., Li, S., Ren, S., & Zhao, H. (2024). Is online shopping addiction still a depressive illness? – The induced consumption and traffic trap in live e-commerce. *Heliyon*, 10, e29895. <https://doi.org/10.1016/j.heliyon.2024.e29895> .
- Li, L., & Wang, X. (2025). Predicting live streamers' continuous streaming marketing intention via the extended TPB model. *Journal of Information Economics*, 3(1), 32–51. <https://doi.org/10.55375/jie.2025.124> .
- Lu, B., Chen, Z., & Kuang, L. (2021). Live streaming commerce and consumers' purchase intention: An S–O–R perspective. *Electronic Commerce Research and Applications*, 50, 101098. <https://doi.org/10.1016/j.elerap.2021.101098> .
- Mantrala, M. K. (2002). Allocating marketing resources. In B. Weitz & R. Wensley (Eds.), *Handbook of Marketing*. Sage Publications.
- Mehrabian, A., & Russell, J. A. (1974). *An approach to environmental psychology*. The MIT Press.
- Merritt, K., & Zhao, S. (2022). The power of live stream commerce: A case study of how live stream commerce can be utilized in the traditional British retailing sector. *Journal of Open Innovation: Technology, Markets, and Complexity*, 8(2), 71. <https://doi.org/10.3390/joitmc8020071> .
- Mindiasari, II, Priharsari, D., Setiawan, BD, & Purnomo, W. (2025). Identifying the influence of consumer purchase intention through live streaming shopping: A systematic literature review. *JITECS*.
- Montgomery, D. B., & Moore, M. C. (2005). Reasoning about competitive reactions: Evidence from executives. *Marketing Science*, 24(1), 138–149. <https://doi.org/10.1287/mksc.1040.0076> .
- Peteraf, M.A. (1993). The cornerstone of competitive advantage: A resource-based view. *Strategic Management Journal*, 14(3), 179–191. <https://doi.org/10.1002/smj.4250140303> .
- Pine, B. J., & Gilmore, J. H. (1999). *The Experience Economy* . Harvard Business School Press.
- Rehman, A.U., Švecová, L., Shoaib, M., Veber, J., Maryam, Z., & Ferraris, A. (2025). Understanding consumer impulse buying in live streaming commerce: A streamer communication style and consumer's language literacy perspectives. *International*

- Marketing Review. Advance online publication. <https://doi.org/10.1108/IMR-02-2024-004> .
- Rogers, E.M. (2003). *Diffusion of Innovations* (5th ed.). Free Press.
- Ruusunen, N., Hallikainen, H., & Laukkanen, T. (2023). Does imagination compensate for the need for touch in 360-virtual shopping? *International Journal of Information Management*, 70, 102622. <https://doi.org/10.1016/j.ijinfomgt.2023.102622> .
- Schmidt, J. B. (1995). New product myopia. *Journal of Business & Industrial Marketing*, 10(1), 23–34.
- Schmitt, B. (1999). *Experiential marketing: How to get customers to sense, feel, think, act, and relate*. The Free Press.
- Short, J., Williams, E., & Christie, B. (1976). *The social psychology of telecommunications*. Wiley.
- Solomon, M.R. (2020). *Consumer Behavior: Buying, Having, and Being* (13th ed.). Pearson Education.
- Song, S., Xu, Y., Ma, B., & Zong, X. (2024). Understanding how streamer's self-presentation in e-commerce live streaming affects consumers: The role of persuasion knowledge. *Journal of Theoretical and Applied Electronic Commerce Research*, 19, 1922–1942. <https://doi.org/10.3390/jtaer19030095> .
- Wang, L., Zhang, R.-S., & Zhang, C.-X. (2024). Live streaming e-commerce platform characteristics: Influencing consumer value co-creation and co-destruction behavior. *Acta Psychologica*, 243, 104163. <https://doi.org/10.1016/j.actpsy.2024.104163> .
- Wang, T., & Chou, M. C. (2025). Strategic streamer selection and channel design in live-stream commerce. *Asia Pacific Journal of Marketing and Logistics*. Advance online publication. <https://doi.org/10.1108/APJML-01-2024-0057> .
- Wongkitrungrueng, A., & Assarut, N. (2018). The role of live streaming in building consumer trust and engagement with social commerce sellers. *Journal of Business Research*, 117, 543–556. <https://doi.org/10.1016/j.jbusres.2018.08.032> .
- Wu, X., & Jiao, W. (2025). To be perfect or to be honest? The impact of two-sided product descriptions on purchase intention in live streaming commerce. *Asia Pacific Journal of Marketing and Logistics*. Advance online publication. <https://doi.org/10.1108/APJML-04-2024-0136> .
- Xiao, Q., Wan, S., Zhang, X., Siponen, M., Qu, L., & Li, X. (2022). How consumers' perceptions differ towards the design features of mobile live streaming shopping platforms: A mixed-method investigation of respondents from Taobao Live. *Journal of Retailing and Consumer Services*, 69, 103098. <https://doi.org/10.1016/j.jretconser.2022.103098> .
- Xu, Y., Jiang, W., Li, Y., & Guo, J. (2022). The influences of live streaming affordability in cross-border e-commerce platforms: An information transparency perspective. *Journal of Global Information Management*, 30(2), 1–23. <https://doi.org/10.4018/JGIM.20220301.0a3> .
- Yang, G., Chaiyasoonthorn, W., & Chaveesuk, S. (2024). Exploring the influence of live streaming on consumer purchase intention: A structural equation modeling approach in the Chinese e-commerce sector. *Acta Psychologica*, 249, 104415. <https://doi.org/10.1016/j.actpsy.2024.104415> .

- Yang, L.-Q., & Cho, J.-S. (2021). The effect of e-commerce live streaming shopping on consumers' purchase intention in China—Focusing on features of streamers and contents. *Archives of Business Research*, 9(10), 124–145. <https://doi.org/10.14738/abr.910.11012> .
- Zhang, M., Qin, F., Wang, G. A., & Luo, C. (2022). The impact of live-streaming commerce on consumers' purchase intention. *Journal of Retailing and Consumer Services*, 68, 103103. <https://doi.org/10.1016/j.jretconser.2022.103103> .
- Zhou, Z., Xu, J., & Jin, X. (2021). How live streaming features affect consumers' purchase intentions. *Asia Pacific Journal of Marketing and Logistics*, 33(3), 779–795. <https://doi.org/10.1108/APJML-02-2020-0115>