

AI-Enabled Social Commerce and Strategic Resilience: Dynamic Capabilities in TikTok Shop by Tokopedia and Shopee Live

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Abstract

AI-enabled social commerce has become a strategic form of platform-based digital marketing in Indonesia, where content discovery, live interaction, creators, seller tools, and regulation reshape how digital commerce is organized. This study examines how publicly observable AI-enabled social commerce capabilities support digital marketing strategic resilience in Indonesia's platform ecosystem. It addresses a platform-level gap by shifting attention from consumer outcomes to the ways platforms translate social commerce features into adaptive capabilities. Using a descriptive qualitative comparative case study, the research analyzes TikTok Shop by Tokopedia and Shopee Live through publicly available secondary data, including regulations, corporate announcements, official platform pages, industry reports, academic literature, credible business news, and public market data. The data were examined through document analysis, qualitative content analysis, event chronology, platform comparison, and capability mapping based on the dynamic capabilities framework. The findings indicate that TikTok Shop by Tokopedia illustrates structural resilience through social content and marketplace integration, whereas Shopee Live illustrates functional resilience through livestream commerce, seller support, and in-app interactive shopping. Conceptually, the study shows that personalization, recommendation, content discovery, live shopping, creator mechanisms, advertising, and seller support become strategically relevant when they support sensing, seizing, and reconfiguring. The study contributes a conceptual model linking AI-enabled social commerce capabilities, dynamic capabilities, and digital marketing strategic resilience, while acknowledging that secondary data do not allow examination of internal algorithms, proprietary performance data, or causal effects.

KEYWORDS

AI-enabled social commerce; digital marketing strategic resilience; dynamic capabilities; Indonesia's platform ecosystem

Introduction

Digital marketing has shifted from channel-based promotion toward platform-based value creation. Firms and platforms no longer compete only through advertisements, price promotions, or product visibility, but also through their ability to organize content, data, interaction, recommendation systems, creators, and customer experience across digital ecosystems. Platforms increasingly function as strategic infrastructures that connect sellers, buyers, creators, advertisers, payment systems, logistics providers, and regulators, and this ecosystem role has become central to contemporary digital platform organization (Gawer, 2022; Hein et al., 2020; Jacobides et al., 2018). In this setting, digital marketing becomes a managerial and ecosystem capability that enables firms and platforms to sense market signals, coordinate ecosystem actors, and adjust value propositions under technological and institutional change (Dwivedi et al., 2021; Kannan & Li, 2017; Li et al., 2021;

[Rangaswamy et al., 2020](#); [Verhoef et al., 2021](#); [Vial, 2019](#)).

Indonesia provides a relevant setting for examining this transformation. The country was reported to have 230 million internet users at the end of 2025, with internet penetration of 80.5 percent, and 180 million social media user identities in October 2025 ([Kemp, 2025](#)). The term social media user identities is used carefully because it does not necessarily represent unique individual users. The e-Conomy SEA 2025 report estimated that Indonesia's digital economy would approach US\$100 billion in gross merchandise value in 2025, with e-commerce contributing approximately US\$71 billion and video commerce transaction volume increasing by 90 percent year on year ([Google et al., 2025](#)). These figures are used as contextual market indicators, not as direct evidence of platform-level performance, internal AI implementation, or causal effects. They indicate that Indonesia offers a large and dynamic environment where social media, video content, creators, marketplace infrastructure, and digital transactions increasingly converge.

Social commerce has become one of the clearest expressions of this convergence. Unlike conventional e-commerce, which usually begins with product search, catalogue browsing, and price comparison, social commerce often begins with content discovery, live interaction, creator recommendations, and social proof. Consumers may encounter products through short videos, live shopping sessions, influencer content, comments, reviews, or recommendation-based content before they form a clear purchase intention. Creator message value and credibility can also influence consumer trust in branded social media content ([Lou & Yuan, 2019](#)). This makes social commerce a hybrid form of digital marketing and digital commerce that blends entertainment, information, community, persuasion, and transaction ([Busalim & Hussin, 2016](#); [K. Z. K. Zhang & Benyoucef, 2016](#)). Live commerce also supports trust and engagement because sellers and creators can demonstrate products, answer questions, and create social presence during the shopping process ([Sun et al., 2019](#); [Wongkitrungrueng & Assarut, 2020](#); [M. Zhang et al., 2020](#)). From the seller perspective, livestream commerce also requires relationship-oriented communication and platform-specific selling practices ([Wongkitrungrueng et al., 2020](#)).

Indonesian evidence suggests that live commerce deserves greater attention in platform-based marketing. Prasetya et al. (2025) examined Shopee Live and found that live-stream e-branding influences impulse buying primarily through parasocial interaction. This finding highlights the importance of viewer-streamer relationships in live commerce. However, consumer-level studies are not sufficient to explain how platforms themselves adapt when social commerce is shaped by regulation, competition, data-driven personalization, creator ecosystems, and marketplace partnerships. Much social commerce research still emphasizes trust, purchase intention, engagement, impulse buying, and parasocial interaction, while platform-level capabilities related to artificial intelligence, ecosystem reconfiguration, and strategic resilience remain less developed.

Artificial intelligence is important because it enables platforms to organize large volumes of data, content, products, and user interactions. AI-enabled marketing can support personalization, recommendation systems, customer analytics, targeting, automation, and adaptive experience design, while its business value also depends on organizational AI capability and the careful management of implementation risks ([Davenport et al., 2020](#); [De Bruyn et al., 2020](#); [Huang & Rust, 2021](#); [Mikalef & Gupta, 2021](#)). Reviews of AI in marketing also show its

growing role in digital marketing integration, customer experience, content marketing, consumer research, and marketing operations ([Chintalapati & Pandey, 2022](#); [Mariani et al., 2022](#)). In this study, however, AI-enabled capability is not treated as evidence of direct access to internal algorithms. It refers to publicly documented or publicly observable mechanisms through which platforms organize data, content, recommendation, discovery, advertising, seller tools, creators, and customer experience. This boundary is important because the study relies on secondary data and does not inspect proprietary algorithms, internal platform performance, or feature-level transaction outcomes.

The Indonesian context adds regulatory complexity. The Ministry of Trade Regulation Number 31 of 2023 regulates business licensing, advertising, guidance, and supervision for business actors in trade through electronic systems. A key provision states that electronic commerce system providers with a social commerce business model are prohibited from facilitating payment transactions within their electronic systems ([Ministry of Trade of the Republic of Indonesia, 2023](#)). This rule changed the strategic boundary between social media, product promotion, marketplace functions, and digital transactions. It also pressured platforms to adjust business models, transaction flows, and ecosystem arrangements while preserving the commercial value of content-based shopping.

TikTok Shop by Tokopedia and Shopee Live are selected because they represent contrasting but comparable pathways of platform-based social commerce in Indonesia. TikTok Shop by Tokopedia represents a social content-driven commerce model that faced regulatory pressure and then operated through integration with Tokopedia under PT Tokopedia, with TikTok committing more than US\$1.5 billion in investment over time ([GoTo, 2024](#)). This case is treated as evidence of structural reconfiguration because it connects social content strength with marketplace infrastructure. Shopee Live represents a different pathway because it develops social commerce within an established e-commerce ecosystem through livestreaming, buyer-seller interaction, seller support, in-app promotion, and interactive commerce features ([Shopee Seller Centre, 2025](#)). Later public news about the Google and Sea partnership is used only as an indication of Shopee's AI-oriented strategic direction, not as evidence that this study measures Shopee's internal AI implementation or causal performance effects ([Reuters, 2026](#)).

These two cases allow the study to compare structural resilience and functional resilience. TikTok Shop by Tokopedia illustrates how a social content-based commerce model can adapt through ecosystem integration after regulatory disruption. Shopee Live illustrates how an established marketplace can strengthen social commerce through live interaction, seller tools, and platform-based shopping experience renewal. The comparison is not intended to represent all social commerce platforms in Indonesia. Rather, it is used analytically to understand how different platform origins, regulatory pressures, and capability bases shape different resilience pathways.

The theoretical gap addressed in this study lies at the intersection of social commerce, AI marketing, dynamic capabilities, and strategic resilience. Existing social commerce studies have explained how consumers respond to trust, social interaction, influencer credibility, live streaming, and purchase intention. AI marketing studies have explained how AI supports personalization, automation, analytics, and customer experience. Dynamic capabilities research has explained how organizations adapt through sensing, seizing, and reconfiguring, while

organizational resilience research has emphasized anticipation, coping, adaptation, and learning (Conz & Magnani, 2020; Duchek, 2020; Hillmann & Guenther, 2021; Schilke et al., 2018; Teece, 2018; Warner & Wäger, 2019). However, fewer studies explain how publicly observable AI-enabled social commerce capabilities are translated into platform-level mechanisms of digital marketing strategic resilience in a regulated and competitive market.

This gap is empirically important in Indonesia because social commerce does not develop only as a consumer trend. It also develops as a platform strategy shaped by regulatory boundaries, ecosystem partnerships, seller participation, creator-based marketing, recommendation-driven attention, and video-based shopping behavior. The comparison between TikTok Shop by Tokopedia and Shopee Live adds value because it captures two distinct pathways within the same national context. The first pathway concerns structural adaptation through social content and marketplace integration, while the second concerns functional renewal through livestream commerce, seller support, and in-app interactive shopping. This comparison helps clarify why similar social commerce technologies may produce different strategic resilience mechanisms across platform ecosystems.

Accordingly, this study asks the following research question: how do publicly observable AI-enabled social commerce capabilities support digital marketing strategic resilience in Indonesia's platform ecosystem? To answer this question, the study uses a descriptive qualitative comparative case study of TikTok Shop by Tokopedia and Shopee Live based on publicly available secondary data. The objective is to explain how social commerce capabilities such as personalization, recommendation, content discovery, live shopping, creator affiliate mechanisms, digital advertising, and seller support become strategically meaningful when they support sensing, seizing, and reconfiguring. The novelty of this study lies in its platform-level perspective, its empirical focus on Indonesia's regulated social commerce environment, and its conceptual model linking AI-enabled social commerce capabilities, dynamic capabilities, and digital marketing strategic resilience. The proposed model should be understood as an analytical synthesis rather than a statistically tested causal model.

Methods

Research Type and Case Design

This study uses a descriptive qualitative approach with a comparative case study design based on publicly available secondary data. This design is appropriate because the study examines platform-level capabilities, strategic responses, regulatory adaptation, and ecosystem reconfiguration rather than statistical causality or platform performance measurement. The comparative case logic is used to understand how two platform cases operating in the same national context may develop different pathways of digital marketing strategic resilience. The study does not claim to represent all social commerce platforms in Indonesia. Instead, it uses two theoretically relevant cases to compare different capability configurations and resilience mechanisms.

Cases, Unit of Analysis, and Research Setting

The research setting is Indonesia's platform-based social commerce ecosystem. TikTok Shop by Tokopedia

and Shopee Live were selected through purposive theoretical sampling because both cases are highly relevant to social commerce development in Indonesia, operate within the same regulatory and competitive environment, and represent contrasting but comparable pathways of platform-based social commerce. TikTok Shop by Tokopedia illustrates a social content-driven commerce model that adapted through integration with Tokopedia after regulatory change. Shopee Live illustrates a livestream commerce model developed within an established e-commerce ecosystem through live interaction, seller support, in-app promotion, and interactive shopping features. The unit of analysis is platform capability and strategic response. The study focuses on publicly observable AI-enabled social commerce capabilities, including personalization, recommendation systems, content discovery, live shopping, shoppable video, creator affiliate mechanisms, digital advertising, and seller support. These capabilities are examined in relation to digital marketing strategic resilience through the dynamic capabilities framework.

Data Sources and Document Selection

The study used publicly available secondary data consisting of government regulations, official corporate documents, official platform pages, industry reports, public market data, academic literature, and credible business news. The final analytical corpus consisted of 40 documents. Empirical and contextual documents were primarily limited to the period from 2020 to 2026 because this period covers TikTok's public explanation of recommendation logic, the regulatory change in Indonesia, the TikTok Shop and Tokopedia integration, recent public market indicators, Shopee Live documentation, and later AI-oriented industry developments. Academic literature ranged from 2009 to 2025 because the study also required established methodological, theoretical, and conceptual references on document analysis, social commerce, AI marketing, digital platforms, dynamic capabilities, and organizational resilience.

Documents were included when they met four criteria. First, they were directly relevant to social commerce, AI-enabled marketing, digital platform ecosystems, dynamic capabilities, strategic resilience, TikTok Shop by Tokopedia, Shopee Live, or Indonesian social commerce regulation. Second, they came from traceable and credible sources, such as government institutions, official corporate or platform sources, peer-reviewed journals, recognized industry reports, or reputable business news. Third, they provided information that could support case description, event chronology, capability mapping, or theoretical interpretation. Fourth, they allowed verification through source identity, publication year, document type, or institutional authorship. Documents were excluded when they were duplicated, not traceable to an original source, unrelated to the research question, based mainly on speculative commentary, or unable to support the analytical categories used in the study. Corporate and platform documents were interpreted cautiously because they may reflect organizational communication interests. (See [Table 1](#)).

Data Collection Procedure

Data were collected through systematic document searching, screening, extraction, and classification. The search used combinations of keywords such as social commerce, AI marketing, digital marketing strategic resilience, TikTok Shop by Tokopedia, Shopee Live, live shopping, creator affiliate, recommendation system, dynamic capabilities, platform ecosystem, and social

commerce regulation in Indonesia. Sources were located through official government and corporate websites, official platform pages, academic databases, Google Scholar, industry report websites, and credible business news sources. The collected documents were recorded in a document log and then screened according to relevance, credibility, publication context, source traceability, and analytical usefulness. Relevant information was entered into an extraction matrix covering source identity, issuing organization or author, publication year, document type, main content, related concept, case relevance, analytical function, and validation notes.

Instrumentation and Analytical Tools

Because this study relies on public documents rather than interviews or surveys, no questionnaire or interview guide was used. The main analytical tools were a document extraction matrix, a source credibility checklist, and a coding protocol based on the dynamic capabilities framework. The extraction matrix helped ensure consistency in recording information from different source types. The source credibility checklist helped distinguish government regulations, corporate communication, official platform explanations, industry estimates, academic literature, and business news. The coding protocol guided the classification of evidence into AI-enabled social commerce capabilities, sensing, seizing, reconfiguring, and digital marketing strategic resilience.

Data Analysis

The data were analyzed through document analysis, qualitative content analysis, event chronology, platform comparison, and strategic capability mapping. Document analysis was used to interpret regulations, corporate announcements, official platform pages, industry reports, and business news. Qualitative content analysis was used to code recurring themes related to platform features, AI-related mechanisms, live shopping, creator ecosystems, seller support, regulatory response, and ecosystem adaptation. Event chronology was used to organize key developments from 2020 to 2026, while platform comparison was used to identify similarities and differences between TikTok Shop by Tokopedia and Shopee Live.

The analysis followed six sequential steps. First, the authors familiarized themselves with the documents and recorded source metadata in the extraction matrix. Second, open coding was conducted to identify relevant statements about social commerce features, recommendation, content discovery, live shopping, seller tools, creator mechanisms, advertising, regulation, market context, and platform partnerships. Third, axial coding grouped these statements into capability dimensions, including personalization and recommendation, live shopping and real-time interaction, creator affiliate and creator ecosystem, shoppable video and content-transaction integration, digital advertising and seller support, and ecosystem reconfiguration. Fourth, theoretical coding mapped these dimensions onto sensing, seizing, and reconfiguring. Fifth, cross-case comparison was used to compare TikTok Shop by Tokopedia and Shopee Live in terms of ecosystem origin, adaptive pressure, capability base, strategic action, and resilience pathway. Sixth, the findings were synthesized into a conceptual model linking AI-enabled social commerce capabilities, dynamic capabilities, and digital marketing strategic resilience.

To avoid overstating the evidence, each coded claim was classified as a data-based description, an analytical interpretation, or an author inference. A data-based description refers to information directly stated in a public source, such as a regulation, official announcement, official platform page, or industry report. An analytical interpretation refers to the authors' explanation of how the public evidence relates to dynamic capabilities or strategic resilience. An author inference refers to a conceptually reasoned connection that is not directly stated by the source, such as interpreting a publicly reported strategic development as an indication of AI-oriented direction. Inferences were retained only when they were consistent with the theoretical framework and supported by the broader evidence pattern. The study therefore does not treat publicly observable features as proof of internal algorithms, proprietary platform performance, or causal effects. (See [Table 2](#)).

Trustworthiness, Triangulation, and Ethical Considerations

Trustworthiness was strengthened through source triangulation, analyst triangulation, peer checking, and audit trail documentation. Source triangulation was conducted by comparing information across different source types. Regulatory claims were checked against the official regulation, corporate partnership claims were checked against official corporate announcements, market context claims were checked against industry reports and public market data, and platform feature claims were checked against official platform pages. Academic literature was used to support conceptual interpretation rather than to substitute empirical evidence. Future-oriented public news, such as AI-related industry development reported in 2026, was treated only as an indication of strategic direction and not as evidence of current internal AI implementation. Analyst triangulation and peer checking were conducted within the author team. The first author and one co-author independently coded a subset of 10 documents, representing approximately 25 percent of the final corpus. Differences in interpretation were discussed with the broader author team until agreement was reached on the coding categories and evidence boundaries. The final coding decisions were recorded in an audit trail consisting of the document log, extraction matrix, coding notes, source validation notes, and revision memos. This procedure was used to improve transparency and reduce individual interpretive bias, while recognizing that qualitative document analysis remains interpretive.

This study used only publicly available secondary data and did not involve human participants, private user data, confidential platform records, scraping of restricted data, or unauthorized data collection. Therefore, formal ethical approval was not required. Nevertheless, the authors handled corporate and platform documents cautiously because such documents may reflect institutional communication interests. All claims were checked against traceable sources, and unsupported claims were removed or reframed as cautious interpretation.

During manuscript revision, ChatGPT, GPT-5.5 Pro by OpenAI, was used on 12 June 2026 to support drafting, structuring, language refinement, consistency checking, and response synthesis. The AI tool was not used to collect data, select sources, conduct independent empirical coding, calculate results, fabricate data, invent citations, or generate unsupported empirical claims. The authors verified all sources, references, tables, interpretations, and final claims, and the authors retained full responsibility for the accuracy, integrity, and final content of the manuscript.

Table 1. Document Categories, Selection Criteria, and Analytical Use

Data Category	Documents Retained	Inclusion and Exclusion Criteria	Analytical Use
Government regulations	1	The study included an officially enacted regulation relevant to electronic commerce and social commerce governance, namely the Ministry of Trade Regulation Number 31 of 2023.	To analyze regulatory pressure, compliance boundaries, and governance implications.
Corporate documents	1	The study included official corporate announcements directly related to the TikTok Shop and Tokopedia transaction. Reposted articles, unsupported commentary, and non-official summaries were excluded.	To analyze strategic partnership, ecosystem integration, and platform reconfiguration.
Official platform pages	3	The study included public platform pages from TikTok Newsroom, TikTok Shop, and Shopee Seller Centre that explain publicly observable features or seller-facing mechanisms. User-generated tutorials, non-official pages, and pages without relevance to the research question were excluded.	To identify publicly observable platform features, seller tools, creator mechanisms, live shopping, recommendation-related explanations, and social commerce functions.
Industry reports and public market data	2	The study included DataReportal and e-Conomy SEA because they provide public market indicators and contextual data. Media summaries that did not clearly identify the original data source were excluded.	To explain Indonesia's digital market context, social media scale, e-commerce growth, and video commerce relevance.
Academic literature	32	The study included peer-reviewed and methodologically relevant academic sources on social commerce, AI marketing, digital platforms, dynamic capabilities, resilience, and document analysis. Studies unrelated to platform capabilities, digital marketing, or social commerce were excluded.	To support conceptual development, analytical categories, methodological justification, and theoretical interpretation.
Credible business news	1	The study included Reuters because it reports a relevant public strategic development involving Google and Sea. Speculative media claims, blogs, and unsourced commentary were excluded.	To triangulate public strategic events and AI-oriented platform development, while not treating future-oriented news as evidence of current internal platform capability.
Total	40	The final corpus consisted of sources that were relevant, traceable, credible, and analytically useful for the comparative case study.	To support case description, event chronology, capability mapping, cross-case comparison, and conceptual model development.

Source: Developed by the authors based on the document selection process.

Table 2. Operationalization and Coding Scheme of Key Analytical Concepts

Concept	Operational Meaning	Coding Indicators and Examples	Evidence Boundary
Publicly observable AI-enabled social commerce capability	A platform capability that publicly indicates the organization of data, content, creators, interaction, promotion, sellers, and transaction-related infrastructure through AI-related or data-driven mechanisms.	Personalization, recommendation systems, content discovery, live shopping, shoppable video, creator affiliate mechanisms, digital advertising, and seller support.	Classified as publicly documented when directly described by official or credible sources. Classified as AI-related interpretation only when linked to recommendation, discovery, data-driven marketing, or public AI-oriented development. Internal algorithms and proprietary performance are not observed.
Sensing	The platform's ability to recognize regulatory, market, technological, competitive, and consumer behavior changes.	Regulatory signals, market growth indicators, social media user identities, video commerce growth, competitive pressure, and public AI-oriented development.	Indicates observable or interpretable recognition of environmental change, not direct evidence of internal managerial decision-making.
Seizing	The platform's ability to turn recognized opportunities or pressures into strategic action, platform features,	TikTok Shop and Tokopedia integration, live shopping features, seller education, creator affiliate mechanisms, in-app	Indicates publicly observable strategic action, not proof of financial performance or causal impact.

	partnerships, or seller-facing mechanisms.	promotion, advertising tools, and platform partnerships.	
Reconfiguring	The platform's ability to rearrange ecosystem resources, relationships, business models, transaction-related flows, and platform experience.	Marketplace integration, transaction flow adjustment, social content and marketplace connection, live commerce embedding, seller ecosystem renewal, and creator ecosystem management.	Indicates observable ecosystem adjustment, not direct access to internal reorganization processes.
Digital marketing strategic resilience	The platform's ability to maintain and renew digital marketing relevance under regulatory, competitive, technological, and behavioral change.	Compliance relevance, user experience renewal, seller support, creator ecosystem participation, platform competitiveness, and ecosystem sustainability.	Treated as an analytical outcome of capability orchestration, not as a statistically tested causal outcome or measured platform performance.

Source: Developed by the authors based on Teece (2018), Duchek (2020), Davenport et al. (2020), Huang and Rust (2021), Bowen (2009), Nowell et al. (2017), and the empirical data structure.

Result and Discussion

This section integrates results and discussion because the empirical context, platform profiles, capability mapping, regulatory responses, and resilience mechanisms are closely connected. To improve analytical transparency, the section distinguishes data-based findings, analytical interpretation, and author inference. Data-based findings refer to information directly stated in public sources, such as regulations, corporate announcements, official platform pages, industry reports, and credible business news. Analytical interpretation refers to the authors' explanation of how those public data relate to dynamic capabilities and strategic resilience. Author inference refers to a cautious conceptual reading that extends beyond the literal wording of the sources, but remains grounded in the broader evidence pattern and theoretical framework. This distinction is important because the study relies on secondary data and does not access internal algorithms, proprietary performance data, or platform-level transaction outcomes.

Indonesia's Social Commerce Ecosystem

Indonesia's social commerce ecosystem is examined here as contextual evidence rather than as direct evidence of platform performance. DataReportal reported 230 million internet users in Indonesia at the end of 2025, with internet penetration of 80.5 percent, and 180 million social media user identities in October 2025 (Kemp, 2025). The term social media user identities is used carefully because it does not necessarily refer to unique individual users. The e-Conomy SEA 2025 report estimated that Indonesia's digital economy would nearly reach US\$100 billion in gross merchandise value in 2025, with e-commerce projected to contribute approximately US\$71 billion and video commerce transaction volume increasing by 90 percent year on year to 2.6 billion transactions (Google et al., 2025). These figures are treated as market-level indicators that describe the broader environment in which social commerce platforms operate. They are not interpreted as evidence of TikTok Shop by Tokopedia's or Shopee Live's internal AI implementation, platform-level gross merchandise value, conversion performance, or causal business outcomes.

Table 3 should therefore be read as contextual evidence. The data-based finding is that Indonesia has a large internet population, substantial social media user identities, a large projected digital economy, a strong e-commerce sector, and fast-growing video commerce

transaction volume. The analytical interpretation is that these conditions make Indonesia a relevant setting for examining social commerce as a platform-based marketing capability. The author inference is limited to the case-selection logic that TikTok Shop by Tokopedia and Shopee Live are analytically relevant because both operate at the intersection of content, creators, sellers, marketplace infrastructure, and video-based shopping. The table does not imply that the study measures platform performance, internal algorithms, or causal effects.

Strategic Event Chronology

The development of social commerce in Indonesia is interpreted through a chronology that separates confirmed historical events, contextual market estimates, and later strategic developments. The strongest confirmed regulatory event is the issuance of the Ministry of Trade Regulation Number 31 of 2023, which states that electronic commerce system providers with a social commerce business model are prohibited from facilitating payment transactions within their electronic systems (Ministry of Trade of the Republic of Indonesia, 2023). This regulation provides the clearest public evidence of institutional pressure that reshaped the boundary between social media, promotion, marketplace functions, and digital transactions. The strongest confirmed corporate event is the combination of Tokopedia and TikTok Shop Indonesia under PT Tokopedia, as announced by GoTo in 2024 (GoTo, 2024). The 2025 market indicators are used as contextual estimates of Indonesia's digital commerce environment, while the 2026 Reuters report on Google and Sea is used only as a later public indication of AI-oriented strategic direction for Shopee, not as evidence of current internal Shopee Live algorithms or measured platform performance.

Table 4 clarifies that not all chronological entries have the same evidentiary status. The 2023 regulation and the 2024 TikTok Shop by Tokopedia transaction are treated as confirmed events that directly shape the case analysis. The 2025 e-Conomy SEA data are treated as contextual estimates that explain why social commerce and video commerce are strategically important in Indonesia. The 2026 Reuters report is treated as a later strategic development that helps contextualize Shopee's AI-oriented direction, but it does not provide evidence of implemented internal AI systems in Shopee Live. The analytical interpretation drawn from the chronology is that resilience in social commerce involves regulatory sensing, strategic seizing, and ecosystem reconfiguration. This interpretation remains bounded by the public and secondary nature of the

evidence.

Brief Profiles of the Case Platforms

TikTok Shop by Tokopedia represents a social content-driven commerce configuration that is publicly associated with TikTok’s content discovery system and Tokopedia’s marketplace infrastructure. TikTok explains that the For You feed recommends videos by ranking content based on user interactions, video information, and device or account settings (TikTok, 2020). TikTok Shop also publicly describes its commerce model through discovery-based shopping touchpoints, including LIVE shopping, shoppable videos, Shop Page, and Shop Tab (TikTok Shop, n.d.). The integration with Tokopedia is a confirmed corporate event because GoTo announced that Tokopedia and TikTok Shop Indonesia were combined under PT Tokopedia, with TikTok committing more than US\$1.5 billion in investment over time (GoTo, 2024). These public sources support the interpretation that TikTok Shop by Tokopedia represents structural resilience through the connection between social content discovery and marketplace infrastructure. However, this interpretation does not imply access to TikTok’s internal algorithms, proprietary performance data, or internal integration processes.

Shopee Live represents a livestream commerce pathway within Shopee’s established e-commerce ecosystem. Shopee Seller Centre explains that Shopee Live enables sellers to promote products and interact directly with buyers through livestreaming (Shopee Seller Centre, 2025). This public documentation supports the description of Shopee Live as a seller-facing and buyer-facing interactive commerce feature. The later Reuters

report on the Google and Sea partnership indicates that Shopee is connected to a broader AI-oriented strategic development, including the exploration of an AI agentic shopping prototype (Reuters, 2026). This report is used cautiously as contextual evidence of AI-oriented strategic direction, not as evidence that Shopee Live’s internal algorithms or feature-level performance were examined in this study. Therefore, Shopee Live is interpreted as a case of functional resilience because social commerce is strengthened within an existing marketplace infrastructure through livestream interaction, seller support, and interactive shopping experience renewal.

Table 5 indicates that the two cases are comparable because both operate within Indonesia’s social commerce environment, but they are not identical in ecosystem origin or evidence base. The data-based findings establish that TikTok Shop by Tokopedia is publicly connected to recommendation-based content discovery and marketplace integration, while Shopee Live is publicly documented as a livestream commerce feature within an existing e-commerce ecosystem. The analytical interpretation classifies TikTok Shop by Tokopedia as structural resilience because the case involves platform and marketplace integration after regulatory pressure. Shopee Live is classified as functional resilience because the case centers on strengthening live interaction, seller support, and interactive shopping within an existing marketplace. The author inference is limited to connecting these public features to the dynamic capabilities framework. The classification does not imply that the study directly observes internal AI systems, proprietary business performance, or causal effects.

Table 3. Indonesia’s Social Commerce Ecosystem Indicators

Indicator	Secondary Data Finding	Evidence Type and Boundary	Analytical Use for the Study
Internet users	230 million internet users in Indonesia at the end of 2025, with 80.5 percent internet penetration.	Data-based contextual indicator from DataReportal. This figure indicates internet adoption, not social commerce usage or platform performance.	It supports the argument that Indonesia provides a large digital environment for platform-based marketing.
Social media user identities	180 million social media user identities in October 2025.	Data-based contextual indicator with methodological caution. User identities may not represent unique individuals.	It indicates that social media provides an important environment for content-based product discovery, but it does not measure social commerce conversion.
Digital economy size	Indonesia’s digital economy was estimated to nearly reach US\$100 billion in GMV in 2025.	Estimated market-level indicator from e-Conomy SEA 2025. It is not a case-specific performance metric.	It shows that Indonesia has a large digital commerce environment that creates incentives for platform innovation.
E-commerce contribution	E-commerce was projected to contribute approximately US\$71 billion in GMV in 2025.	Estimated sector-level indicator. It does not represent the GMV of TikTok Shop by Tokopedia or Shopee Live.	It explains why marketplace infrastructure remains central to social commerce monetization.
Video commerce growth	Video commerce transaction volume increased by 90 percent year on year to 2.6 billion transactions.	Aggregated sector-level indicator. It does not identify which platform generated the growth.	It supports the relevance of video-based shopping for analyzing live commerce and content-commerce integration.

Source: Developed by the authors from Kemp (2025) and Google et al. (2025).

Initial Mapping of AI-Enabled Social Commerce Capabilities

The initial mapping in this section classifies social commerce capabilities according to the strength and type of public evidence available. The analysis does not treat all platform features as direct evidence of internal

AI capability. Instead, it distinguishes publicly documented capabilities, verified AI-related mechanisms, inferred AI-related features, and resilience interpretation. Publicly documented capabilities refer to features or actions described in official platform pages, corporate announcements, regulations, industry reports, or credible business news. Verified AI-related

Table 4. Strategic Event Chronology of Social Commerce in Indonesia

Period	Evidence Category	Data-Based Finding	Main Source	Analytical Use and Boundary
2023	Confirmed regulatory event	The Ministry of Trade Regulation Number 31 of 2023 prohibited PPMSEs with a social commerce business model from facilitating payment transactions on their electronic systems.	Ministry of Trade of the Republic of Indonesia (2023)	This event is used as evidence of regulatory pressure that changed the boundary between social media, promotion, and transaction. It is not used as evidence of platform performance.
2024	Confirmed corporate event	Tokopedia and TikTok Shop Indonesia were combined under PT Tokopedia, with TikTok committing more than US\$1.5 billion in investment over time.	GoTo (2024)	This event is used as evidence of ecosystem integration and structural reconfiguration. It is not interpreted as proof of financial success, market dominance, or causal resilience.
2025	Contextual market estimate	Indonesia's digital economy was estimated to nearly reach US\$100 billion in GMV, e-commerce was projected to reach approximately US\$71 billion, and video commerce transaction volume grew by 90 percent year on year.	Google, Temasek, & Bain & Company (2025)	This indicator explains the market context and strategic incentives for content-commerce innovation. It is not treated as case-specific evidence for TikTok Shop by Tokopedia or Shopee Live.
2026	Later public strategic development	Google and Sea announced a strategic partnership to develop AI tools, including the exploration of an AI agentic shopping prototype for Shopee.	Reuters (2026)	This development is used as a cautious indication of Shopee's AI-oriented strategic direction. It is not treated as evidence of current internal Shopee Live AI implementation or causal performance effects.

Source: Developed by the authors from Ministry of Trade of the Republic of Indonesia (2023), GoTo (2024), Google et al. (2025), and Reuters (2026).

mechanisms refer to public explanations that explicitly describe recommendation, ranking, personalization, or AI-oriented development. Inferred AI-related features refer to features that are conceptually related to AI-enabled marketing, but are not directly supported by internal algorithmic evidence. Resilience interpretation refers to the authors' analytical reading of how these capabilities may support adaptation through dynamic capabilities.

TikTok Shop by Tokopedia has stronger public evidence for content discovery and recommendation-related capability because TikTok explains that the For You feed recommends videos by considering user interactions, video information, and device or account settings (TikTok, 2020). TikTok Shop also publicly presents discovery-based commerce through LIVE shopping, shoppable videos, Shop Page, and Shop Tab (TikTok Shop, n.d.). The integration with Tokopedia is a confirmed corporate event that supports the interpretation of ecosystem reconfiguration (GoTo, 2024). Shopee Live has stronger public evidence for livestream commerce, seller support, and real-time buyer-seller interaction because Shopee Seller Centre describes Shopee Live as a feature that enables sellers to promote products and interact directly with buyers through livestreaming (Shopee Seller Centre, 2025). The Google and Sea partnership reported by Reuters is treated only as a later public indication of AI-oriented strategic direction for Shopee, not as proof of Shopee Live's internal AI algorithms or feature-level performance (Reuters, 2026).

Table 6 should therefore be read as an evidence-bounded capability map rather than as proof of internal AI implementation. The data-based finding is that TikTok Shop by Tokopedia has stronger public evidence for recommendation-related content discovery, shoppable video, creator-oriented commerce, and ecosystem integration, while Shopee Live has stronger public evidence for livestream commerce, seller support, and

real-time buyer-seller interaction. The analytical interpretation is that these capabilities may support digital marketing strategic resilience when they enable sensing, seizing, and reconfiguring. The author inference is limited to connecting publicly documented platform features and strategic events to the dynamic capabilities framework. The table does not imply that the study observes internal algorithms, proprietary platform dashboards, feature-level transaction outcomes, advertising effectiveness, seller performance, or causal effects.

Interpreting AI-Enabled Social Commerce through Dynamic Capabilities

The evidence-bounded capability map becomes analytically meaningful when interpreted through the dynamic capabilities framework. In this study, sensing, seizing, and reconfiguring are not treated as directly observed internal managerial routines. They are interpreted from publicly available evidence, including regulation, official corporate announcements, official platform documentation, industry reports, and credible business news. Sensing refers to the platform-level recognition of regulatory, market, technological, competitive, and behavioral signals. Seizing refers to publicly observable actions that translate those signals into platform features, ecosystem partnerships, seller-facing mechanisms, or strategic initiatives. Reconfiguring refers to observable changes in ecosystem arrangements, platform experience, transaction-related pathways, seller participation, or content-commerce integration. This interpretation is consistent with dynamic capabilities research, which explains how firms renew resources and capabilities in changing environments (Schilke et al., 2018; Teece, 2018; Warner & Wäger, 2019).

Table 7 presents the analytical chain linking publicly observable AI-enabled social commerce capabilities to sensing, seizing, reconfiguring, and digital marketing

strategic resilience. The table is designed to avoid treating public platform features as direct proof of internal AI implementation. It therefore separates public evidence, dynamic capability interpretation, resilience outcome, and alternative explanations.

Table 7 shows that AI-enabled social commerce capabilities should be interpreted as part of a broader strategic capability system. The data-based findings identify public platform features, regulatory events, corporate integration, seller-facing mechanisms, and later AI-oriented strategic developments. The analytical interpretation links those findings to sensing, seizing, and reconfiguring. The resilience interpretation is that TikTok Shop by Tokopedia follows a structural resilience pathway because it adapts through social content and marketplace integration after regulatory pressure, while Shopee Live follows a functional resilience pathway because it strengthens livestream commerce, seller support, and interactive shopping within an existing marketplace. However, the matrix also shows that resilience cannot be attributed to AI-enabled capabilities alone. Market power, financial resources, regulatory compliance strategies, platform partnerships, seller incentives, marketplace infrastructure, promotional intensity, and logistics capacity may also shape resilience. Therefore, the conceptual claim of this study is not that AI directly causes resilience, but that publicly observable AI-enabled social commerce capabilities can support resilience when they are orchestrated with dynamic capabilities and complementary platform resources.

Structural and Functional Resilience in Platform Ecosystems

The comparison between TikTok Shop by Tokopedia and Shopee Live reveals two evidence-bounded and analytically transferable resilience pathways. These pathways should be read together with the dynamic capabilities matrix in Table 7. In this study, structural resilience refers primarily to a platform's ability to preserve strategic relevance by rearranging ecosystem architecture, partnership configuration, transaction-related pathways, or marketplace infrastructure under disruption. Functional resilience refers primarily to a platform's ability to preserve strategic relevance by renewing interaction, seller participation, shopping mechanisms, and user experience within an existing platform architecture. These two categories are not mutually exclusive because a platform may contain both structural and functional elements. Each case is classified according to its dominant observed adaptation logic as supported by public evidence. TikTok Shop by Tokopedia is interpreted as a case of structural resilience because the publicly confirmed response to regulatory disruption involved a change in ecosystem configuration through integration with Tokopedia. Shopee Live is interpreted as a case of functional resilience because the publicly documented response is expressed through the strengthening of livestream commerce, seller support, and interactive shopping within an existing e-commerce ecosystem. The distinction is analytical rather than causal because the study does not observe internal decision-making processes, proprietary platform performance, or feature-level business outcomes.

TikTok Shop by Tokopedia illustrates structural resilience because the integration with Tokopedia allowed the social content-driven commerce model to be connected with marketplace infrastructure after the regulatory boundary between social commerce and transaction facilitation changed. From the dynamic capabilities perspective, this can be interpreted as

reconfiguring because the platform arrangement, transaction-related pathway, and ecosystem relationship were rearranged in response to regulatory pressure. However, this structural resilience should not be attributed only to AI-enabled recommendation or content discovery capability. It may also reflect TikTok's financial resources, GoTo's marketplace infrastructure, the strategic value of Tokopedia as a local e-commerce partner, regulatory compliance strategy, seller ecosystem continuity, user base strength, and the need to preserve commercial relevance in Indonesia. Therefore, the role of AI-enabled social commerce capability is best understood as one part of a broader strategic capability system rather than as an independent cause of resilience.

Shopee Live illustrates functional resilience because social commerce is strengthened inside an already established marketplace structure. The public evidence used in this study supports the interpretation that Shopee Live enables livestream product promotion and direct buyer-seller interaction, while the broader AI-oriented direction reported in later public news is treated only as strategic context. From the dynamic capabilities perspective, Shopee Live reflects functional renewal because the platform can adapt to video-based shopping behavior and competitive pressure without changing its core marketplace structure. However, this resilience may also be shaped by Shopee's existing marketplace scale, seller base, payment and logistics infrastructure, promotional intensity, user familiarity, seller education, and platform traffic. These factors may strengthen livestream commerce even when internal AI mechanisms are not directly observable from public documents.

The comparison therefore suggests that structural and functional resilience should be understood as analytical categories rather than as labels that belong only to the two cases examined in this article. Structural resilience captures adaptation through ecosystem or architectural reconfiguration when disruption changes the conditions under which a platform can operate. Functional resilience captures adaptation through the renewal of platform interaction, seller participation, shopping mechanisms, and user experience when the core platform architecture remains relatively stable. In the TikTok Shop by Tokopedia case, the dominant observed adaptation logic is structural because the public evidence centers on integration with Tokopedia after regulatory pressure. In the Shopee Live case, the dominant observed adaptation logic is functional because the public evidence centers on livestream commerce, seller-facing renewal, and interactive shopping within Shopee's existing marketplace architecture. In both cases, AI-enabled social commerce capabilities matter when they support sensing, seizing, and reconfiguring, but their strategic value depends on complementary resources and institutional conditions. This interpretation avoids a technology-deterministic conclusion and recognizes that resilience in platform ecosystems is produced through the orchestration of technology, partnerships, governance, financial resources, seller participation, creator participation, and marketplace infrastructure.

Table 8 shows that resilience should not be interpreted as a uniform or purely technology-driven platform response. The data-based finding is that TikTok Shop by Tokopedia has public evidence of structural reconfiguration through integration with Tokopedia, while Shopee Live has public evidence of livestream commerce and seller-facing functional renewal within Shopee's existing marketplace. The analytical interpretation is that TikTok Shop by Tokopedia follows a structural resilience pathway, whereas Shopee Live follows a functional resilience pathway. The alternative interpretation is that both pathways may also be

explained by complementary resources, including market position, financial capacity, platform partnerships, regulatory compliance strategy, seller ecosystem strength, payment and logistics infrastructure, promotional intensity, and user base. The study therefore argues that AI-enabled social commerce capabilities support digital marketing strategic resilience only when they are combined with dynamic capabilities and complementary platform resources.

From Platform Features to Strategic Resilience

The preceding analysis shows that social commerce features should not be interpreted as strategic capabilities by themselves. In this study, a platform feature becomes strategically meaningful when it is combined with data-driven visibility, seller or creator participation, marketplace infrastructure, regulatory alignment, and managerial orchestration. A livestream feature, for example, becomes strategically meaningful when it helps sellers maintain direct communication with buyers, supports platforms in responding to video-based shopping behavior, and strengthens user experience under competitive pressure. Similarly, recommendation-related content discovery becomes strategically meaningful when it helps platforms organize attention and connect users with relevant products, creators, sellers, and shopping touchpoints. These interpretations remain bounded by public secondary data and do not imply that the study measures conversion rates, recommendation accuracy, advertising return, seller performance, or internal algorithmic effectiveness.

The first stage is publicly documented platform features. In this study, these features include recommendation-related content discovery, LIVE shopping, shoppable video, seller support, creator or affiliate participation, livestream interaction, advertising support, marketplace integration, and transaction-related pathways. These features provide the empirical starting point because they are traceable through public sources such as official platform pages, corporate announcements, regulations, industry reports, and credible business news. At this stage, the evidence remains descriptive. The study does not infer internal algorithms, platform dashboards, feature-level transaction outcomes, conversion rates, seller performance, or causal effects from the existence of these features.

The second stage is the interpreted capability bundle. Publicly documented features become a capability bundle when they are analytically grouped according to their strategic function. Recommendation-related content discovery and shoppable video form a content-discovery and content-commerce integration bundle. LIVE shopping, livestream interaction, and seller communication form an interactive commerce bundle. Creator participation, affiliate mechanisms, seller support, and advertising support form an ecosystem participation bundle. Marketplace integration and transaction-related pathways form an ecosystem reconfiguration bundle. These bundles are interpretive categories developed from public evidence, not direct observations of internal platform routines.

The third stage is dynamic capability activation. The capability bundles become strategically relevant when they are connected to sensing, seizing, and reconfiguring. Sensing occurs when platforms are interpreted as recognizing regulatory change, user attention, video-based shopping behavior, seller needs, competitive pressure, and AI-oriented platform development. Seizing occurs when platforms translate those signals into public strategic actions, such as platform integration, livestream

commerce, seller support, creator mechanisms, advertising tools, and interactive shopping features. Reconfiguring occurs when platforms rearrange ecosystem architecture, transaction-related pathways, marketplace relationships, seller participation, or shopping experience. This stage explains why the same type of social commerce feature may have different strategic meaning across platform ecosystems.

The fourth stage is the resilience pathway. When dynamic capability activation becomes visible in public evidence, the study interprets the outcome as either structural resilience, functional resilience, or a possible combination of both. Structural resilience refers to adaptation through ecosystem or architectural reconfiguration under disruption, while functional resilience refers to renewal of interaction, seller participation, shopping mechanisms, and user experience within an existing platform architecture. TikTok Shop by Tokopedia is classified according to a dominant structural adaptation logic because its public evidence centers on social content and marketplace integration after regulatory pressure. Shopee Live is classified according to a dominant functional adaptation logic because its public evidence centers on livestream commerce, seller support, and interactive shopping renewal within Shopee's existing marketplace architecture.

This mechanism extends prior social commerce research that has mainly focused on consumer trust, purchase intention, social support, engagement, and live shopping interaction (Busalim & Hussin, 2016; Sun et al., 2019; Wongkitrungrueng & Assarut, 2020; K. Z. K. Zhang & Benyoucef, 2016). Consumer-level mechanisms remain important because social commerce depends on trust, social influence, interaction, and perceived authenticity. However, the proposed mechanism explains that consumer engagement is also shaped by platform-level capability bundles and their activation through dynamic capabilities. Prasetia et al. (2025) showed that Shopee Live can influence impulse buying through parasocial interaction. This study complements that insight by explaining how publicly documented platform features can be interpreted as part of a broader digital marketing strategic resilience mechanism.

The mechanism also avoids a technology-deterministic interpretation. AI-enabled social commerce capabilities do not automatically produce resilience or business performance. Their strategic value depends on complementary platform resources and institutional conditions, including market position, financial capacity, platform partnerships, regulatory compliance strategy, marketplace infrastructure, seller ecosystem strength, payment and logistics capacity, and creator participation. Therefore, the conceptual claim is not that AI directly causes resilience. Rather, the study argues that digital marketing strategic resilience emerges when publicly documented platform features are interpreted as capability bundles, activated through dynamic capabilities, and expressed through structural or functional resilience pathways.

Conceptual Model of Digital Marketing Strategic Resilience

Based on the comparative findings and the evidence-boundary logic developed in the previous sections, this study proposes an evidence-bounded conceptual model of digital marketing strategic resilience. The model is organized around the mechanism through which resilience emerges from publicly available evidence. The mechanism consists of four linked stages: publicly documented platform features, interpreted capability bundle, dynamic capability activation, and resilience pathway. The model should

therefore be read as an analytical synthesis from secondary data rather than as a statistically tested causal model.

The first stage of the model is publicly documented platform features. These include personalization, recommendation-related content discovery, live shopping, real-time interaction, creator and affiliate participation, seller ecosystem support, shoppable video, content-commerce integration, digital advertising, marketplace integration, and seller support. These features are treated as publicly documented or publicly interpretable evidence, not as proof of internal algorithms or proprietary platform performance.

The second stage is the interpreted capability bundle. At this stage, platform features are grouped according to their strategic function. Content discovery, shoppable video, and recommendation-related visibility form a content-commerce capability bundle. LIVE shopping, livestream interaction, and seller communication form an interactive commerce capability bundle. Creator participation, affiliate mechanisms, advertising support, and seller support form an ecosystem participation capability bundle. Marketplace integration and transaction-related pathways form an ecosystem reconfiguration capability bundle. This stage is important because the study does not move directly from platform features to resilience. It first interprets features as capability bundles within clear evidence boundaries.

The third stage is dynamic capability activation. Sensing allows platforms to interpret regulatory shifts, market growth, user attention, technological change, seller needs, and competitive pressure. Seizing allows platforms to mobilize platform features, partnerships, seller tools, creator mechanisms, campaigns, and strategic initiatives. Reconfiguring allows platforms to rearrange ecosystem relationships, transaction pathways, marketplace integration, seller participation, and platform experience. Dynamic capabilities therefore function as the strategic mechanism that connects capability bundles to resilience pathways.

The fourth stage is the resilience pathway. Digital marketing strategic resilience appears when capability bundles activated through sensing, seizing, and reconfiguring help platforms maintain or renew strategic relevance under regulatory, competitive, technological, and behavioral change. The model distinguishes structural resilience and functional resilience as two possible pathways. TikTok Shop by Tokopedia is interpreted as following a structural resilience pathway because the dominant observed adaptation logic is social content and marketplace integration after regulatory pressure. Shopee Live is interpreted as following a functional resilience pathway because the dominant observed adaptation logic is livestream commerce, seller support, and interactive shopping renewal within an established marketplace. These pathways are analytical categories rather than causal outcomes, and they may overlap when a platform combines architectural reconfiguration with feature-based renewal.

The model also includes complementary platform resources and institutional conditions because resilience cannot be explained by AI-enabled features alone. Market position, financial resources, platform partnerships, regulatory compliance, marketplace infrastructure, payment and logistics capacity, and seller or creator base shape whether publicly documented features can become meaningful capability bundles and whether those bundles can be activated through dynamic capabilities. The arrows in the model indicate conceptual relationships and capability orchestration, not statistically tested causal

effects.

Figure 1 should be read from left to right as a four-stage conceptual mechanism. Publicly documented platform features provide the evidence base for the analysis. These features are then interpreted as capability bundles when they perform related strategic functions, such as content-commerce integration, interactive commerce, ecosystem participation, or ecosystem reconfiguration. The capability bundles become strategically meaningful when they activate dynamic capabilities through sensing, seizing, and reconfiguring. The final stage is the resilience pathway, where platform adaptation is interpreted as structural resilience, functional resilience, or a combination of both. This model clarifies that AI-enabled social commerce capabilities do not operate in isolation. They support resilience only when they are combined with complementary resources, institutional alignment, and capability orchestration. The model also clarifies the evidentiary boundary of the study because it is derived from publicly available secondary data and does not test causal effects, internal algorithms, proprietary platform performance, or internal managerial routines.

Theoretical, Managerial, and Policy Implications

Theoretically, this study contributes to social commerce literature by shifting the analytical focus from consumer-level outcomes to platform-level strategic capability. Previous studies have explained trust, purchase intention, social interaction, consumer engagement, and live shopping experience in social commerce (Busalim & Hussin, 2016; Sun et al., 2019; Wongkitrungrueng & Assarut, 2020; K. Z. K. Zhang & Benyoucef, 2016). This study extends that discussion by showing how publicly observable social commerce features become strategically meaningful when they are interpreted as part of a broader capability system involving content discovery, recommendation-related visibility, livestream interaction, creator participation, seller support, marketplace integration, and regulatory adaptation. The theoretical contribution is therefore not a claim that AI directly causes resilience, but an evidence-bounded explanation of how AI-enabled social commerce capabilities can support sensing, seizing, and reconfiguring in regulated platform ecosystems.

The study also contributes to AI marketing, dynamic capabilities, and resilience research by clarifying the mechanism through which platform features become strategic. AI-enabled marketing is often discussed in relation to personalization, automation, targeting, and customer experience (Davenport et al., 2020; Huang & Rust, 2021; Kumar et al., 2024). This study adds that, in social commerce, AI-related and data-driven capabilities become resilient only when they are orchestrated with complementary platform resources, institutional conditions, and ecosystem governance. The distinction between structural resilience and functional resilience further extends resilience theory by showing that platforms may adapt through different pathways. TikTok Shop by Tokopedia reflects structural resilience through social content and marketplace integration after regulatory pressure, while Shopee Live reflects functional resilience through livestream commerce, seller support, and interactive shopping renewal within an established marketplace.

For platform managers, the findings imply that social commerce features should not be managed as isolated tools. Live shopping, shoppable video, recommendation-related content discovery, creator mechanisms, seller education, digital advertising, and marketplace infrastructure need to be integrated into a coherent digital

marketing capability architecture. In the TikTok Shop by Tokopedia case, platform managers need to ensure that social content discovery, creator participation, seller onboarding, product information, and transaction-related pathways remain consistent with marketplace governance and regulatory compliance. In the Shopee Live case, platform managers need to strengthen livestream quality, seller readiness, product information accuracy, customer service responsiveness, and platform support for interactive shopping. Across both cases, strategic resilience requires coordination among technology teams, marketing teams, compliance teams, seller support teams, and ecosystem partners.

For regulators, the findings imply that social commerce governance should balance innovation, consumer protection, fair competition, seller protection, and transaction compliance. The Ministry of Trade Regulation Number 31 of 2023 clarified an important boundary by prohibiting social commerce business models from facilitating payment transactions within their own electronic systems ([Ministry of Trade of the Republic of Indonesia, 2023](#)). This boundary can protect consumers and market order, but it also creates implementation challenges because content, promotion, creator influence, product discovery, and transaction pathways are increasingly connected. Regulatory practice should therefore focus not only on whether a platform is categorized as social media or marketplace, but also on how recommendation visibility, product claims, seller responsibility, transaction flows, data use, and consumer redress are governed across the ecosystem.

The policy trade-off is that overly restrictive regulation may weaken innovation, seller access, creator participation, and digital marketing experimentation, while overly permissive regulation may increase risks related to misleading promotion, opaque recommendation systems, unfair competition, unsafe products, and weak transaction accountability. A balanced approach would encourage social commerce innovation while requiring clearer compliance mechanisms. Relevant governance areas include recommendation transparency, disclosure of sponsored and affiliate content, seller verification, product information accuracy, consumer complaint handling, transaction compliance, data governance, and accountability in platform partnerships. These areas are particularly important when social content and marketplace infrastructure are integrated, as in TikTok Shop by Tokopedia, and when livestream interaction becomes a major selling mechanism, as in Shopee Live.

For sellers and small businesses, the findings imply that social commerce participation requires more than product availability and price competition. Sellers need capabilities in content planning, livestream communication, product demonstration, customer response, data interpretation, compliance awareness, and post-purchase service. Sellers using livestream commerce should treat live interaction as a trust-building process, not only as a promotion channel. They also need to understand platform rules, transaction pathways, product disclosure requirements, and customer protection expectations. In an AI-enabled and recommendation-driven environment, sellers should not depend only on platform visibility, discounts, or algorithmic exposure. They need to build consistent product credibility, audience relationships, and operational reliability.

For creators and affiliates, the findings imply that social influence should be managed with transparency and responsibility. Creators can strengthen social commerce by translating product information into accessible and engaging content, but they also create risks when product

claims, sponsorship disclosure, or affiliate incentives are unclear. Creator participation should therefore be supported by clear disclosure practices, accurate product communication, responsible content standards, and coordination with sellers and platforms. In this sense, creators are not merely promotional intermediaries. They are ecosystem actors whose credibility, content quality, and ethical conduct influence consumer trust, seller performance, and platform resilience.

Overall, the implications suggest that digital marketing strategic resilience in AI-enabled social commerce depends on shared ecosystem governance. Platform managers need capability orchestration, regulators need adaptive and transparent governance, sellers need operational and content capabilities, and creators need responsible influence practices. The central managerial and policy message is that social commerce resilience is produced not only through AI-enabled features, but through the alignment of technology, regulation, platform partnerships, seller protection, creator accountability, transaction compliance, and consumer trust.

The conceptual advancement of this study lies in the distinction between structural resilience and functional resilience as transferable analytical categories for understanding platform-based social commerce adaptation. Rather than treating resilience as a generic ability to survive disruption, the study specifies two forms of platform resilience. Structural resilience explains how platforms preserve strategic relevance through ecosystem or architectural reconfiguration when regulatory, transactional, or partnership conditions change. Functional resilience explains how platforms preserve strategic relevance through the renewal of interaction, seller participation, shopping mechanisms, and user experience within an existing platform architecture. This distinction contributes to social commerce research by moving beyond consumer-level outcomes and contributes to platform resilience literature by showing that resilience pathways depend on the dominant adaptation logic through which publicly documented features are interpreted as capability bundles and activated through sensing, seizing, and reconfiguring.

Boundary Conditions, Cautions, and Future Research

The findings should be interpreted within several boundary conditions. First, this study is based on publicly available secondary data. It identifies publicly documented capabilities, regulatory events, corporate announcements, official platform explanations, market indicators, and evidence-bounded interpretations. It does not measure internal algorithms, recommendation accuracy, conversion rates, return on advertising spend, feature-level gross merchandise value, seller-level performance, consumer-level outcomes, platform profitability, or long-term financial resilience. Therefore, the findings should not be read as evidence that AI-enabled capabilities directly cause platform performance or strategic resilience.

Second, the two cases were selected for theoretical relevance rather than statistical representativeness. TikTok Shop by Tokopedia and Shopee Live provide contrasting cases because they operate in the same Indonesian social commerce environment but follow different resilience pathways. TikTok Shop by Tokopedia is analytically useful for understanding structural resilience through social content and marketplace integration after regulatory pressure. Shopee Live is analytically useful for understanding functional resilience through livestream commerce, seller support, and interactive shopping renewal within an established marketplace. However, these two cases do not represent all social commerce platforms, all e-commerce models, or all digital marketing strategies in

Indonesia.

Third, corporate announcements, official platform pages, industry reports, and business news have different evidentiary functions. Corporate and platform documents may reflect institutional communication interests. Industry reports provide market-level indicators, but they do not provide case-specific performance evidence. Business news may identify strategic developments, but it should not be treated as proof of internal platform implementation unless supported by official or technical evidence. For this reason, the study separates data-based findings, analytical interpretation, and author inference throughout

the analysis.

These boundary conditions shape the interpretation of the conceptual model. The study does not argue that AI-enabled social commerce capabilities independently generate resilience. Instead, it argues that publicly observable AI-enabled social commerce capabilities can support digital marketing strategic resilience when they are orchestrated through sensing, seizing, and reconfiguring, and when they are combined with complementary platform resources, regulatory compliance, marketplace infrastructure, seller participation, creator participation, and ecosystem governance.

Table 5. Brief Case Profile of TikTok Shop by Tokopedia and Shopee Live

Case Platform	Data-Based Profile	Publicly Documented or Observable Features	Analytical Interpretation	Evidence Boundary
TikTok Shop by Tokopedia	A social content-driven commerce model connected to Tokopedia's marketplace infrastructure after the TikTok Shop Indonesia and Tokopedia combination under PT Tokopedia.	For You feed recommendation factors, discovery-based commerce, LIVE shopping, shoppable videos, Shop Page, Shop Tab, creator-related commerce mechanisms, and Tokopedia marketplace infrastructure.	Represents structural resilience because the case involves ecosystem integration between social content discovery and marketplace infrastructure after regulatory change.	The study observes public explanations and corporate announcements only. It does not access TikTok's internal recommendation algorithm, proprietary performance data, or internal integration process.
Shopee Live	A livestream commerce feature within Shopee's established e-commerce ecosystem.	Livestream product promotion, direct seller-buyer interaction, seller education, in-app live shopping support, and a broader AI-oriented strategic direction reported through the Google and Sea partnership.	Represents functional resilience because the case strengthens social commerce within an existing marketplace through live interaction, seller support, and shopping experience renewal.	The study relies on seller-facing public documentation and credible business news. It does not examine Shopee Live's internal algorithms, transaction outcomes, conversion rates, or feature-level performance.

Source: Developed by the authors from TikTok (2020), TikTok Shop (n.d.), GoTo (2024), Shopee Seller Centre (2025), and Reuters (2026).

Table 6. Evidence-Bounded Mapping of AI-Enabled Social Commerce Capabilities

Capability Dimension	TikTok Shop by Tokopedia: Public Evidence and Evidence Status	Shopee Live: Public Evidence and Evidence Status	AI-Related Interpretation and Evidence Boundary	Strategic Resilience Interpretation
Personalization and recommendation	TikTok publicly explains that the For You feed recommends videos based on user interactions, video information, and device or account settings. TikTok Shop also presents discovery-based shopping through its platform touchpoints. This is treated as verified public evidence of recommendation-related content discovery, not as access to the internal algorithm.	The current public evidence used in this study does not provide feature-specific algorithmic details for Shopee Live. The Reuters report on Google and Sea indicates a later AI-oriented direction for Shopee, but it does not verify Shopee Live's internal recommendation mechanism.	TikTok has stronger publicly documented recommendation-related evidence. Shopee Live's AI-related interpretation is more cautious because it is based on later strategic direction rather than feature-specific algorithmic disclosure.	This capability may support sensing by helping platforms interpret user attention and distribute relevant content or shopping experiences, but the study does not measure personalization accuracy or conversion effects.
Live shopping and real-time interaction	TikTok Shop publicly identifies LIVE shopping as part of its discovery-based commerce model. This is treated as a	Shopee Seller Centre publicly states that Shopee Live enables sellers to promote products and interact	Live shopping is not automatically classified as an AI mechanism. It is classified as a social commerce capability	This capability may support seizing by turning content attention into real-time engagement,

	publicly documented social commerce feature.	directly with buyers through livestreaming. This is treated as publicly documented evidence of live commerce and seller-buyer interaction.	that may be supported by data-driven discovery or platform visibility mechanisms when connected to recommendation and content distribution.	seller communication, and interactive product presentation.
Creator affiliate and creator ecosystem	TikTok Shop publicly supports creator-based commerce mechanisms that connect content, creators, products, and commercial participation. This is treated as publicly documented creator ecosystem evidence when supported by TikTok Shop materials.	The current evidence base documents Shopee Live primarily as a seller-facing livestream feature. Creator or affiliate-related interpretation for Shopee Live is treated cautiously unless supported by additional official Shopee documentation.	Creator ecosystem capability is stronger in the TikTok Shop by Tokopedia case based on the current corpus. For Shopee Live, the evidence supports seller participation more directly than creator affiliate capability.	This capability may support seizing by expanding marketing reach through creators, sellers, and social influence, but the study does not measure creator performance or commission outcomes.
Shoppable video and content-transaction integration	TikTok Shop publicly identifies shoppable videos, LIVE shopping, Shop Page, and Shop Tab as shopping touchpoints. These are treated as publicly documented evidence of content-commerce integration.	Shopee Live integrates product promotion and buyer-seller interaction within an e-commerce application. This is treated as publicly documented evidence of livestream-commerce integration rather than shoppable video capability in the same sense as TikTok Shop.	TikTok Shop by Tokopedia has stronger public evidence for shoppable video and content-led commerce. Shopee Live has stronger public evidence for livestream commerce embedded in marketplace infrastructure.	This capability may support seizing by connecting product discovery, product explanation, and transaction-related pathways, but the study does not observe feature-level conversion data.
Digital advertising and seller support	TikTok Shop's commerce ecosystem publicly indicates seller-linked promotional touchpoints and discovery-based selling mechanisms. Advertising-related interpretation is treated as ecosystem-level interpretation unless supported by specific advertising documentation.	Shopee Seller Centre provides public seller-facing guidance for Shopee Live, including livestream product promotion and buyer interaction. This is treated as publicly documented evidence of seller support.	Seller support is more directly documented for Shopee Live in the current corpus. Advertising capability is interpreted cautiously because the study does not access platform advertising dashboards, targeting systems, or return on advertising spend.	This capability may support seizing and reconfiguring by helping sellers participate in social commerce, but the study does not evaluate seller adoption, advertising efficiency, or seller-level performance.
Ecosystem reconfiguration	The combination of TikTok Shop Indonesia and Tokopedia under PT Tokopedia is a confirmed corporate event. This supports the interpretation of structural reconfiguration after regulatory change.	Shopee Live is documented as a live commerce feature within an established e-commerce ecosystem. The Reuters report indicates a later AI-oriented strategic direction for Shopee, but it is not treated as implemented Shopee Live reconfiguration.	TikTok Shop by Tokopedia has stronger evidence of structural reconfiguration because of the confirmed corporate integration. Shopee Live is interpreted as functional renewal because it strengthens social commerce within an existing marketplace structure.	This capability may support reconfiguring by adjusting platform arrangements, seller participation, and shopping experience design under regulatory and competitive pressure.

Source: Developed by the authors from TikTok (2020), TikTok Shop (n.d.), GoTo (2024), Shopee Seller Centre (2025), Reuters (2026), and the evidence-boundary procedure in the Method section.

Table 7. Dynamic Capabilities Matrix Linking Public Evidence, Strategic Mechanisms, and Resilience Outcomes

Capability Group	Public Evidence from the Two Cases	Sensing Interpretation	Seizing Interpretation	Reconfiguring Interpretation	Resilience Outcome and Alternative Interpretation
Personalization, recommendation, and content discovery	TikTok publicly explains that the For You feed recommends videos based on user interactions, video information, and device or account settings, while TikTok Shop publicly presents discovery-based shopping touchpoints. For Shopee Live, the current corpus provides weaker feature-specific algorithmic evidence, while the Reuters report indicates a later AI-oriented direction for Shopee.	This capability indicates that platforms can read user attention, content engagement, product visibility, and market interest from publicly observable recommendation or discovery mechanisms.	TikTok Shop by Tokopedia can use discovery-based commerce to connect content attention with shopping touchpoints. Shopee Live's seizing is interpreted more cautiously because the public evidence supports livestream commerce more directly than internal recommendation capability.	TikTok Shop by Tokopedia links content discovery with marketplace infrastructure after integration with Tokopedia. Shopee Live may reconfigure shopping experience through later AI-oriented development, but this remains a cautious inference rather than observed internal implementation.	The resilience outcome is the ability to maintain marketing relevance in an attention-driven commerce environment. However, this outcome may also be influenced by platform traffic scale, user base, content network effects, and brand visibility rather than AI-enabled recommendation alone.
Live shopping and real-time interaction	TikTok Shop publicly identifies LIVE shopping as one of its discovery-based shopping touchpoints. Shopee Seller Centre publicly states that Shopee Live enables sellers to promote products and interact directly with buyers through livestreaming.	This capability indicates platform recognition of video-based shopping behavior, real-time product explanation, and interactive buyer-seller communication.	Platforms seize this signal by providing live shopping spaces where sellers, creators, and buyers can interact around product information, promotion, and social presence.	Live shopping reconfigures the shopping journey by embedding product explanation, entertainment, interaction, and transaction-related pathways into a single platform experience.	The resilience outcome is functional renewal of customer engagement and seller communication. However, the effectiveness of live shopping may also depend on seller quality, discount intensity, host credibility, logistics reliability, and promotional subsidy rather than platform capability alone.
Creator, affiliate, and social influence mechanisms	TikTok Shop publicly supports creator-oriented commerce mechanisms that connect content, creators, and products. For Shopee Live, the current evidence more directly supports seller livestream participation than creator affiliate capability.	This capability indicates recognition that social influence, creator credibility, and community-based persuasion are important in social commerce.	TikTok Shop by Tokopedia can seize this opportunity by mobilizing creators as marketing intermediaries. Shopee Live seizes social interaction primarily through sellers and livestream hosts within an existing marketplace environment.	Creator and affiliate mechanisms reconfigure marketing from platform-owned promotion toward ecosystem-based participation involving creators, sellers, hosts, and audiences.	The resilience outcome is broader ecosystem participation and extended marketing reach. However, this may also be driven by commission schemes, influencer economics, seller incentives, and creator monetization opportunities rather than AI-enabled capability alone.
Shoppable video and content-transaction integration	TikTok Shop publicly presents shoppable videos, LIVE shopping,	This capability indicates recognition that consumers may	Platforms seize this behavior by connecting content, product	TikTok Shop by Tokopedia reconfigures social content	The resilience outcome is continuity between content discovery and

	Shop Page, and Shop Tab as shopping touchpoints. Shopee Live publicly supports product promotion and buyer interaction inside an e-commerce application.	begin shopping from content exposure, livestream interaction, and social proof rather than from direct product search.	information, seller communication, and transaction-related pathways more closely.	and marketplace infrastructure through Tokopedia integration. Shopee Live reconfigures marketplace interaction by embedding livestream-based engagement within an existing e-commerce environment.	commerce participation. However, this outcome may also depend on transaction compliance, marketplace infrastructure, payment arrangements, logistics integration, and regulatory alignment rather than AI-enabled content integration alone.
Digital advertising and seller support	TikTok Shop's public commerce ecosystem indicates seller-linked promotional touchpoints and discovery-based selling mechanisms. Shopee Seller Centre provides seller-facing guidance for Shopee Live, including livestream product promotion and buyer interaction.	This capability indicates recognition of seller needs, promotional competition, and the importance of enabling merchants to participate effectively in social commerce.	Platforms seize this signal by providing seller support, livestream guidance, promotional tools, and platform education that help sellers use social commerce features.	Seller support reconfigures the platform ecosystem by turning sellers into active participants in content production, live interaction, and product communication.	The resilience outcome is stronger seller participation and ecosystem activity. However, seller participation may also be shaped by market power, advertising budget, promotional subsidies, seller training, platform fees, and competitive pressure rather than AI-enabled tools alone.
Ecosystem reconfiguration and platform partnership	GoTo announced that TikTok Shop Indonesia and Tokopedia were combined under PT Tokopedia, while Shopee Live remains embedded in Shopee's established e-commerce ecosystem. The Reuters report indicates a later AI-oriented strategic development involving Google and Sea.	This capability indicates recognition of regulatory boundaries, marketplace requirements, competitive pressure, and AI-oriented platform development.	TikTok Shop by Tokopedia seizes regulatory pressure through corporate integration and marketplace partnership. Shopee Live seizes interactive shopping opportunities through livestream commerce and later AI-oriented strategic direction.	TikTok Shop by Tokopedia reconfigures social content and marketplace infrastructure through structural integration. Shopee Live reconfigures more functionally by enriching the existing marketplace with livestream interaction, seller support, and shopping experience renewal.	The resilience outcome is structural resilience for TikTok Shop by Tokopedia and functional resilience for Shopee Live. However, this outcome may also be driven by financial resources, regulatory compliance strategy, platform partnerships, marketplace infrastructure, and competitive positioning rather than AI-enabled social commerce capability alone.

Source: Developed by the authors from Ministry of Trade of the Republic of Indonesia (2023), TikTok (2020), TikTok Shop (n.d.), GoTo (2024), Shopee Seller Centre (2025), Reuters (2026), Schilke et al. (2018), Teece (2018), and Warner and Wäger (2019).

Table 8. Structural and Functional Resilience Pathways

Analytical Dimension	TikTok Shop by Tokopedia	Shopee Live	Evidence Boundary and Alternative Interpretation	Resilience Interpretation
Initial ecosystem logic	Social content, product discovery, recommendation-related content distribution, and creator-oriented commerce connected with Tokopedia's marketplace infrastructure.	Established e-commerce marketplace strengthened by livestream commerce, seller support, product promotion, and direct buyer-seller interaction.	The comparison is based on publicly available documents and does not measure internal platform strategy, internal AI systems, or proprietary performance outcomes.	Different ecosystem origins shape different resilience needs and explain why adaptation may occur through different pathways.
Main adaptive pressure	Regulatory pressure after the governance boundary between social commerce and transaction facilitation changed in Indonesia.	Competitive pressure in interactive shopping, seller engagement, livestream commerce, and user experience renewal.	Regulatory pressure is directly supported by public regulation and the TikTok Shop by Tokopedia corporate event. Competitive pressure for Shopee Live is interpreted from market context and platform feature development rather than from internal strategy documents.	Regulation is more central to structural resilience, while competitive and behavioral change is more central to functional resilience.
Primary strategic response	Integration of TikTok Shop Indonesia with Tokopedia under PT Tokopedia.	Strengthening of Shopee Live as a livestream commerce feature inside Shopee's existing e-commerce ecosystem.	TikTok Shop by Tokopedia has stronger public evidence of structural reconfiguration. Shopee Live has stronger public evidence of feature-based and seller-facing renewal.	TikTok Shop by Tokopedia is interpreted as structural resilience because its dominant observed adaptation logic is ecosystem reconfiguration, while Shopee Live is interpreted as functional resilience because its dominant observed adaptation logic is feature-based and seller-facing renewal.
Dominant publicly observable capability base	Recommendation-related content discovery, shoppable video, live shopping, creator-oriented commerce, and marketplace integration.	Livestream product promotion, real-time buyer-seller interaction, seller education, in-app shopping support, and marketplace transaction infrastructure.	TikTok's recommendation-related capability is publicly documented through its explanation of content recommendation, while Shopee Live's public evidence is stronger for livestream commerce and seller support than for internal AI mechanisms.	Capability differences influence how platforms translate social commerce features into resilience mechanisms.
Complementary resources	Financial resources, GoTo partnership, Tokopedia infrastructure, local marketplace legitimacy, seller continuity, and compliance-oriented ecosystem arrangement.	Marketplace scale, seller base, payment and logistics infrastructure, promotional resources, user familiarity, seller education, and platform traffic.	These complementary resources may explain resilience together with AI-enabled capabilities. The study cannot isolate the independent effect of AI-enabled capabilities.	Resilience is better understood as capability orchestration rather than as a direct result of technology adoption alone.
Strategic risk	Compliance risk, integration complexity, ecosystem openness, competition oversight, seller	Livestream quality, seller readiness, promotion density, user fatigue, seller dependency, recommendation relevance, and	These risks show that resilience also requires governance, implementation capacity, seller protection, and sustainable ecosystem management.	Resilience requires both innovation and governance because platform adaptation can create new operational, competitive, and regulatory risks.

	transition, and dependence on partnership execution.	competition in interactive shopping.		
Overall resilience pathway	Structural resilience through social content and marketplace integration after regulatory disruption.	Functional resilience through livestream commerce, seller support, and interactive shopping renewal within an established marketplace.	The classification is an analytical interpretation based on public evidence, not a causal test of platform performance.	Similar social commerce technologies can support different resilience pathways because platforms may adapt through different dominant logics, including structural reconfiguration, functional renewal, or a combination of both.

Source: Developed by the authors based on GoTo (2024), TikTok (2020), TikTok Shop (n.d.), Shopee Seller Centre (2025), Reuters (2026), Schilke et al. (2018), Teece (2018), Warner and Wäger (2019), and the evidence-boundary procedure in this study.

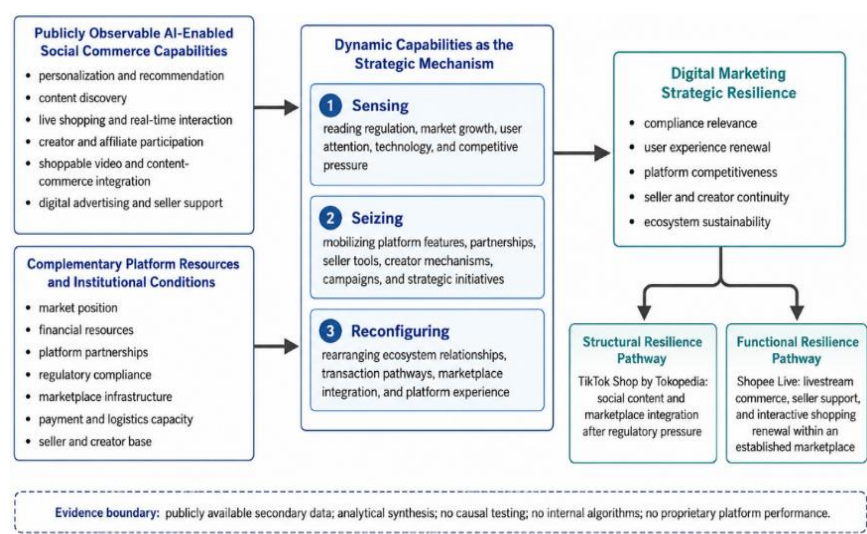


Figure 1. Conceptual Model of Digital Marketing Strategic Resilience Based on Evidence-Bounded AI-Enabled Social Commerce Capabilities

Source: Developed by the authors based on Teece (2018), Duchek (2020), Davenport et al. (2020), Huang and Rust (2021), and the empirical findings.

Future research can strengthen and extend the proposed model in several ways. Quantitative studies can test the relationships among AI-enabled social commerce capabilities, dynamic capabilities, seller performance, consumer trust, platform engagement, and resilience outcomes. Longitudinal research can examine how platform resilience develops before and after regulatory change, partnership formation, feature redesign, or AI-oriented platform innovation. Interview-based studies with platform managers, sellers, creators, regulators, and consumers can provide direct evidence about decision-making processes, governance challenges, seller experience, and creator accountability. Digital trace analysis can also examine livestream interaction, content engagement, recommendation exposure, and seller participation more directly. Comparative studies across Southeast Asian markets would help explain how different regulatory environments, platform structures, and market conditions shape social commerce resilience.

Conclusion

This study establishes that publicly observable AI-enabled social commerce capabilities support digital

marketing strategic resilience when platform features are interpreted as capability bundles and activated through sensing, seizing, and reconfiguring. The main empirical finding is that TikTok Shop by Tokopedia and Shopee Live illustrate different dominant adaptation logics within Indonesia's regulated platform ecosystem. TikTok Shop by Tokopedia follows a structural resilience pathway because the public evidence centers on social content and marketplace integration after regulatory pressure. Shopee Live follows a functional resilience pathway because the public evidence centers on livestream commerce, seller support, and interactive shopping renewal within an existing e-commerce architecture. These findings show that similar social commerce technologies can support different resilience pathways depending on platform origin, regulatory pressure, marketplace infrastructure, partnerships, and complementary resources.

The main conceptual contribution is a transferable framework that explains platform-based social commerce resilience through four linked stages: publicly documented platform features, interpreted capability bundle, dynamic capability activation, and resilience pathway. This framework advances social commerce research by moving beyond consumer outcomes toward platform-level capability analysis. It also contributes to platform resilience and dynamic capabilities literature by distinguishing

structural resilience from functional resilience as analytical categories. Structural resilience captures ecosystem or architectural reconfiguration under disruption, while functional resilience captures the renewal of interaction, seller participation, shopping mechanisms, and user experience within an existing platform architecture. The study therefore establishes that resilience in AI-enabled social commerce is not a direct outcome of technology adoption, but a process of capability orchestration involving platform features, complementary resources, and institutional conditions.

The key limitation is that the study relies on publicly available secondary data and two theoretically selected cases. The analysis does not access internal algorithms, proprietary platform dashboards, feature-level transaction data, conversion rates, seller performance, advertising returns, or internal managerial decision-making. This limitation does not weaken the conceptual contribution, but it defines the scope of the claims. The findings should be read as an evidence-bounded conceptual interpretation of publicly documented platform adaptation rather than as a causal test of platform performance.

Future research can extend this framework through quantitative testing, longitudinal analysis, interview-based inquiry, digital trace analysis, and cross-market comparison. Quantitative studies can examine relationships among AI-enabled social commerce capabilities, dynamic capabilities, seller performance, consumer trust, platform engagement, and resilience outcomes. Longitudinal and cross-country research can explain how regulatory change, AI-oriented platform development, and ecosystem partnerships shape resilience over time. Interview and digital trace studies can provide richer evidence about platform decision-making, seller experience, creator accountability, livestream interaction, and recommendation exposure. Overall, this article establishes that digital marketing strategic resilience in AI-enabled social commerce is best understood as an evidence-bounded, platform-level process in which documented features become capability bundles, capability bundles activate dynamic capabilities, and dynamic capabilities shape structural or functional resilience pathways.

Author contributions

Arus Reka Prasetya contributed to the conceptualization of the study, research design, coordination of the manuscript development, analysis of digital marketing strategy, synthesis of the conceptual model, and final manuscript review. Ismail Solihin contributed to the development of the strategic management framework, the interpretation of dynamic capabilities, the analysis of strategic resilience, and the

refinement of the theoretical contribution. Ivan Gumilar Sambas Putra contributed to the analysis of AI-enabled social commerce capabilities, platform innovation, digital marketing mechanisms, and managerial implications. Risma Nurazizah contributed to secondary data organization, source mapping, documentation of platform-related materials, and initial data classification. M Rizki Ramdhani contributed to the preparation of the data extraction matrix, preliminary coding support, reference checking, and technical preparation of tables. All authors reviewed and approved the final manuscript.

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Conflict of interest

The authors declare that there are no financial, personal, institutional, or professional conflicts of interest that could have influenced the design, analysis, interpretation, or reporting of this study. The authors also declare that the research was conducted independently and that all interpretations presented in this article are based on publicly available secondary data and academic analysis.

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