

Enhancing Online Conversion in Douyin Live-Streaming Commerce Through an Integrated Lewin–AIDA Framework

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ABSTRACT

Douyin live-streaming commerce has become an important channel for digital selling in China. By combining short-form video traffic, real-time interaction, product demonstrations, and instant purchasing capabilities, it has changed the way consumers discover, evaluate, and buy products online. However, attracting viewers does not always lead to successful conversion. Many live-streaming businesses face a common challenge: traffic enters the live room, but only a limited proportion of viewers proceed to product clicks, add-to-cart behavior, or completed orders. This paper discusses the adoption of an integrated Lewin–AIDA framework for understanding and improving online conversion in Douyin live-streaming commerce. Lewin's Change Model explains how live-streaming operations can be diagnosed, redesigned, and stabilized through the stages of unfreeze, change, and refreeze. The AIDA framework explains how viewers move from attention to interest, desire, and action during the consumer decision process. By combining these two perspectives, this paper argues that conversion improvement should be viewed as both an organisational change process and a customer-response process. The proposed framework contributes to digital marketing literature by linking internal live-streaming routines with observable conversion outcomes in platform-based commerce.

Keywords: Douyin, live-streaming commerce, online conversion, Lewin's Change Model, AIDA framework, digital marketing

INTRODUCTION

The rapid development of digital platforms has reshaped the way consumers search for information, interact with sellers, and make purchasing decisions. In recent years, social commerce has become an important extension of electronic commerce, as it combines online transactions with social interaction, content sharing, and real-time communication. Among different forms of social commerce, live-streaming commerce has attracted growing attention because it allows sellers to demonstrate products, answer questions immediately, and create a more interactive shopping experience.

In China, Douyin has become one of the most influential platforms for live-streaming commerce (Na et al., 2025). Its short-video traffic, algorithmic recommendation system, and integrated shopping functions provide businesses with new opportunities to reach consumers and promote products. However, high traffic does not always lead to high conversion. Many live-streaming sellers can attract viewers into the live room, but fail to guide them effectively toward product clicks, add-to-cart behaviour, or completed purchases. Therefore, online conversion has become a key issue in Douyin live-streaming commerce (Arora et al., 2021). The challenge of conversion is not only related to consumer behaviour, but also to the way live-streaming activities are organised and managed. Weak product presentation, unclear team roles, inconsistent procedures, and ineffective calls to action may all reduce conversion performance. To address this issue, this paper discusses the adoption of an integrated Lewin–AIDA framework in Douyin live-streaming commerce (Hussain et al., 2018). Lewin's Change Model explains how live-streaming routines can be diagnosed, changed, and stabilised, while the AIDA framework explains how viewers move from attention to interest, desire, and action (Luo et al., 2022). This study

therefore provides a theoretical perspective for understanding online conversion improvement as both an organisational change process and a customer-response process.

REVIEW OF LITERATURE

Douyin Live-Streaming Commerce

Douyin live-streaming commerce is a platform-based selling activity that combines short-video traffic, real-time communication, product presentation, and instant transaction functions(Wang et al., 2022).Unlike traditional e-commerce, where consumers mainly depend on product descriptions, images, and customer reviews, live-streaming commerce allows sellers to present products directly and respond to viewers during the selling process. This makes the shopping experience more immediate, interactive, and persuasive.

In Douyin live-streaming commerce, consumers may enter a live room through platform recommendations, short-video previews, influencer accounts, or promotional activities. Once they enter the live room, their decision-making is affected by the streamer's presentation, product explanation, pricing strategy, interaction style, and purchase guidance(Na et al., 2025).Therefore, the live room is not only a sales channel, but also a communication space where product value is created and delivered in real time.

However, live-streaming traffic does not automatically produce sales. Many sellers can attract viewers but fail to retain them, while others may keep viewers watching but fail to guide them toward product clicks, add-to-cart behaviour, or final orders. This shows that online conversion in live-streaming commerce is a staged process. Viewers need to move from initial attention to deeper interest, then to purchase desire, and finally to concrete action (Arianto, 2024).

The conversion problem is also closely connected with internal operations. A live-streaming session usually involves product selection, script preparation, anchor presentation, assistant support, audience interaction, promotion timing, and post-session review. If these activities are not well organised, the live room may appear fragmented and inconsistent. Weak product explanation, unclear team roles, poor interaction, and ineffective calls to action can all reduce the possibility of conversion. Therefore, improving online conversion requires both customer-facing communication and backstage operational discipline.

Lewin's Change Model and AIDA Framework

Lewin's Change Model provides a useful explanation of how organisations move from existing practices to improved routines. The model includes three stages: unfreeze, change, and refreeze. The unfreeze stage refers to the process of recognising current problems and preparing members to accept the need for change (Ting, 2021). In live-streaming commerce, this may involve identifying low conversion rates, reviewing existing live-streaming practices, and questioning whether current routines are able to support better performance.

The change stage refers to the introduction of new practices, behaviours, or procedures. In the context of Douyin live-streaming commerce, this may include redesigning the live-streaming process, clarifying team responsibilities, improving anchor scripts, strengthening product demonstrations, and establishing a more systematic way of reviewing performance. This stage is important because it turns the awareness of problems into specific improvement actions.

The refreeze stage focuses on stabilising the new practices after they have been tested and accepted. For live-streaming teams, this may involve documenting standard procedures, training anchors and assistants, using performance checklists, and monitoring conversion indicators regularly. Without this stage, new practices may remain temporary and the team may easily return to old habits. Therefore, Lewin's model is useful for explaining how live-streaming operations can be improved and sustained over time.

While Lewin's Change Model explains the organisational side of improvement, the AIDA framework explains the consumer response process. AIDA refers to attention, interest, desire, and action. It describes how consumers move from noticing a product or message to developing interest, forming purchase desire, and finally taking

action (Saifudin et al., 2025). This framework is particularly suitable for live-streaming commerce because the selling process is highly dependent on communication, persuasion, and real-time guidance.

In Douyin live-streaming commerce, attention may be created through live-room titles, short-video previews, opening hooks, visual presentation, and platform traffic. Interest may be developed through product explanations, demonstrations, storytelling, and interactions with viewers. Desire may be stimulated through benefit framing, price comparison, social proof, limited-time offers, and trust-building messages (Firmansyah et al., 2024). Action occurs when viewers click the product link, add the product to cart, place an order, or complete payment.

The AIDA framework helps explain why some live-streaming sessions fail to convert viewers. If the opening is weak, viewers may not stay long enough to understand the product. If the product explanation is unclear, viewers may not develop interest. If the value proposition is not convincing, viewers may not form purchase desire. If the call to action is weak or confusing, viewers may not complete the transaction. Therefore, AIDA provides a useful structure for analysing the viewer journey in live-streaming commerce.

The Adoption of an Integrated Lewin–AIDA Framework in Douyin Live-Streaming Commerce

The integration of Lewin's Change Model and the AIDA framework provides a stronger perspective for understanding online conversion in Douyin live-streaming commerce (Firmansyah et al., 2024). Lewin's model explains how live-streaming teams can improve their internal routines, while AIDA explains how viewers respond to live-streaming content. When the two models are combined, online conversion can be understood as both an organisational change process and a customer-response process.

At the unfreeze stage, the live-streaming team first identifies the main problems in the current conversion funnel. For example, low live-room entry may indicate weak attention strategies. Short viewing duration may suggest that the content fails to create interest. Low product clicks or add-to-cart rates may show that product value has not been communicated clearly enough to create desire. Low order completion may indicate ineffective calls to action or barriers in the purchase process. By linking operational problems with AIDA stages, the team can locate where conversion loss occurs (Li et al., 2025).

At the change stage, the team introduces targeted improvements according to different stages of the viewer journey. To improve attention, the team may redesign the opening hook, live-room title, product sequence, and traffic entry strategy. To build interest, it may improve product demonstrations, interaction scripts, and question-handling methods. To stimulate desire, it may strengthen benefit explanation, price logic, promotional timing, and social proof (Huang et al., 2025). To encourage action, it may refine call-to-action wording, product-link reminders, ordering guidance, and urgency messages.

At the refreeze stage, effective practices are turned into stable routines. This may include live-streaming standard operating procedures, anchor scripts, interaction checklists, performance dashboards, and post-session review mechanisms. The aim is to ensure that successful practices are repeated and improved over time rather than depending only on the experience of individual streamers. Through this process, live-streaming operations become more structured, consistent, and measurable.

The integrated Lewin–AIDA framework is useful because it connects internal management with external conversion outcomes. It reminds live-streaming businesses that conversion is not only about attracting more viewers. It also depends on whether the organisation can guide viewers smoothly from attention to interest, from interest to desire, and from desire to action. At the same time, each stage of the customer journey requires corresponding operational support from the live-streaming team.

This framework also provides practical value for businesses using Douyin as a sales platform. It helps managers diagnose whether poor conversion is caused by weak traffic attraction, insufficient engagement, unclear product value, or ineffective purchase guidance. It also supports the development of more standardised live-streaming procedures that can be tested, reviewed, and sustained. In this way, the integrated Lewin–AIDA framework offers a useful theoretical basis for improving online conversion in Douyin live-streaming commerce.

CONCLUSION

As discussed in the literature, online conversion in live-streaming commerce cannot be explained only by traffic volume or promotional activities (Liu & Liang, 2025). In Douyin live-streaming commerce, viewers need to pass through a series of stages before a transaction is completed. At the same time, the effectiveness of this process depends greatly on how live-streaming activities are organised, delivered, and reviewed. Therefore, the integrated Lewin–AIDA framework provides a suitable theoretical perspective for understanding online conversion improvement.

In sum, Lewin’s Change Model offers a useful foundation for explaining how live-streaming teams can diagnose existing problems, introduce new operating routines, and stabilise effective practices. Meanwhile, the AIDA framework helps explain how viewers move from attention to interest, desire, and action. By combining these two models, this paper highlights that conversion improvement should be viewed as both an internal organisational change process and an external customer-response process. This integrated view is especially relevant to Douyin live-streaming commerce, where operational consistency and customer engagement are closely connected.

This paper may provide guidance for future studies in digital marketing and live-streaming commerce, particularly in examining how standardised live-streaming procedures influence customer journey outcomes. It may also help practitioners understand that improving conversion requires more than attracting viewers. Businesses need to design clearer live-streaming routines, strengthen product presentation, improve interaction, and guide customers more effectively toward purchase action. Future researchers are encouraged to further examine the integrated Lewin–AIDA framework across different platforms, industries, and product categories.

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