

**WHAT MARKET SIGNALS MATTER? DIGITAL READINESS AND THE
SENSING OF DASHBOARD ANOMALIES AMONG LIVESTREAMING MSME
SELLERS IN JABODETABEK**

**SINYAL PASAR APA YANG PENTING? KESIAPAN DIGITAL DAN
PENDETEKSIAN ANOMALI DASBOR DI KALANGAN PENJUAL UMKM
LIVESTREAMING DI JABODETABEK**

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ABSTRACT

Micro, small, and medium enterprises (MSMEs) selling through TikTok Shop operate in one of the most data-rich environments available to small firms, yet many struggle to convert dashboard data into competitive advantage. This study examines the first-order question of what market signals sellers actually monitor and how their digital readiness shapes the way they sense and prioritize dashboard anomalies during a live session. Anchored in the Resource-Based View, the Knowledge-Based View, and the sensing microfoundation of Dynamic Capabilities Theory, the study uses a qualitative descriptive design. Primary data were collected through semi-structured in-depth interviews with five informants, comprising four TikTok Shop sellers across the fashion, food, beauty, and smartwatch categories and one Multi-Channel Network consultant, and were triangulated with a direct analysis of the LIVE Dashboard. Data were analyzed through manual thematic analysis following the interactive model of Miles, Huberman, and Saldaña. The findings show that, despite operating in different categories, the sellers converge on a small set of conversion-oriented signals, namely Click-Through Rate, check-out rate, Gross Merchandise Value, and advertising Return on Investment, while consciously ignoring the majority of available metrics. The way this sensing is organized, however, diverges into two configurations of digital readiness: an embedded configuration, in which a trained host senses and acts in a single step, and a centralized configuration, in which the owner or a dedicated data staff member senses and instructs the host. The intensity of sensing is found to be endogenous to platform design, rising as the Gross Merchandise Value based algorithm increased the financial risk of each session. The study contributes a seller-side, real-time account of the sensing capability and argues that competitive advantage in livestream commerce rests not on the dashboard data, which is available to all, but on the interpretation capability, which is rare and difficult to imitate.

Keywords: Digital Readiness, Sensing Capability, Livestream Commerce, Dashboard Interpretation, MSME, Tiktok Shop

ABSTRAK

Usaha mikro, kecil, dan menengah (UMKM) yang berjualan melalui TikTok Shop beroperasi di salah satu lingkungan yang paling kaya data bagi usaha kecil, namun banyak yang kesulitan mengubah data dasbor menjadi keunggulan kompetitif. Penelitian ini mengkaji pertanyaan tingkat pertama, yaitu sinyal pasar apa yang sebenarnya dipantau oleh penjual dan bagaimana kesiapan digital mereka membentuk cara mereka menangkap dan memprioritaskan anomali dasbor selama sesi siaran langsung. Berlandaskan Resource-Based View, Knowledge-Based View, dan mikrofondasi sensing dari Dynamic Capabilities Theory, penelitian ini menggunakan desain deskriptif kualitatif. Data primer dikumpulkan melalui wawancara mendalam semi-terstruktur dengan lima informan, terdiri atas empat penjual TikTok Shop pada kategori fesyen, makanan, kecantikan, dan jam tangan pintar, serta satu konsultan Multi-Channel Network, dan ditriangulasi dengan analisis langsung terhadap LIVE Dashboard. Data dianalisis melalui analisis tematik manual mengikuti model interaktif Miles, Huberman, dan Saldaña. Hasil penelitian menunjukkan bahwa, meskipun beroperasi pada kategori yang berbeda, para penjual menyepakati sekumpulan kecil sinyal yang berorientasi konversi, yaitu Click-Through Rate, tingkat check-out, Gross Merchandise Value, dan Return on Investment iklan, sambil secara sadar mengabaikan sebagian besar metrik yang tersedia. Namun, cara sensing ini diorganisasikan terbagi menjadi dua konfigurasi kesiapan digital, yaitu konfigurasi tertanam, di mana host terlatih menangkap dan bertindak dalam satu langkah, dan konfigurasi tersentralisasi, di mana pemilik atau staf data khusus menangkap sinyal dan mengarahkan host. Intensitas sensing terbukti bersifat

endogen terhadap desain platform, meningkat seiring algoritma berbasis Gross Merchandise Value menaikkan risiko finansial pada tiap sesi. Penelitian ini memberikan kontribusi berupa penjelasan kapabilitas sensing dari sisi penjual secara real-time dan berargumen bahwa keunggulan kompetitif dalam livestream commerce tidak terletak pada data dasbor, yang tersedia bagi semua pihak, melainkan pada kapabilitas interpretasi, yang langka dan sulit ditiru.

Kata Kunci: kesiapan digital, kapabilitas sensing, livestream commerce, interpretasi dasbor, UMKM, TikTok Shop

INTRODUCTION

The digital economy has become a central engine of growth for micro, small, and medium enterprises (MSMEs) in Indonesia. MSMEs account for around 61 percent of national gross domestic product and absorb roughly 97 percent of the workforce, which places them at the center of the national economic agenda (Kementerian Koordinator Bidang Perekonomian Republik Indonesia, 2024). At the same time, internet penetration has reached about 79.5 percent of the population, equivalent to around 221.5 million users (APJII, 2024). This combination of a large MSME base and widespread connectivity has made social commerce, and livestream selling in particular, a dominant channel for small sellers.

Within this landscape, TikTok Shop has emerged as a leading platform. Livestream selling has become the primary transaction mechanism on the platform, with a large share of sales occurring during live sessions (Septiani, 2024). To support sellers, TikTok provides the LIVE Dashboard, a rich analytics environment that displays real-time metrics such as Click-Through Rate, Click-to-Order Rate, Average Viewing Duration, Gross Merchandise Value, and a breakdown of traffic sources (TikTok Seller Center, 2025). In principle, this gives even the smallest seller access to the kind of real-time performance data that was once available only to large retailers.

Access to data, however, is not the same as the ability to use it. National indicators suggest that Indonesian digital

adoption is uneven in quality. The Indonesia Digital Index (IMDI) records an empowerment pillar score of only 25.68, the lowest of its four pillars, which indicates that the capacity to use digital tools productively lags behind mere access (Kominfo, 2024). For MSME livestream sellers, this creates a paradox: they operate in one of the most data-rich environments available to small firms, yet many cannot translate that data into competitive advantage. Access has outpaced the capability to interpret.

Existing research on livestream commerce has concentrated overwhelmingly on the consumer side, examining purchase intention, trust, interactivity, and impulse buying (Wongkitrungrueng and Assarut, 2020; Sintani et al., 2025). Far less is known about the seller side, and in particular about the cognitive act of interpreting dashboard data in real time. This is a meaningful gap, because in a livestream the signals shift within minutes, and the seller must decide, almost continuously, which signals matter and which can be ignored. The first-order question is therefore not how the seller acts, but what the seller senses.

This article addresses that first-order question. It focuses on a single research question drawn from a larger study: *what configurations of digital readiness guide the cognitive interpretation of dashboard anomalies among MSME TikTok Shop sellers in Jabodetabek?* The Jabodetabek metropolitan area is selected because it is the densest and most competitive MSME

cluster in Indonesia, where the pressure to interpret data quickly is highest and the sensing capability is therefore most visible. The objective is to identify which market signals sellers actually monitor and to explain how their digital readiness shapes the way those signals are sensed and prioritized.

The significance of this question is both theoretical and practical. Theoretically, it shifts the analytical focus of livestream commerce research from the consumer to the seller, and from the outcome of a purchase to the cognitive process that precedes a tactical decision. Practically, it reframes the digital divide among MSMEs. If the divide were only about access, then the widespread availability of the LIVE Dashboard would have closed it. The persistence of a performance gap among sellers who all possess the same dashboard suggests that the divide is instead about the readiness to interpret, which is a capability that policy and training can address directly. Understanding what sellers sense, and how their readiness organizes that sensing, is therefore a necessary first step toward designing effective support for MSME digital empowerment.

LITERATURE REVIEW

Resource-Based View and the Interpretation Capability

The Resource-Based View (RBV) argues that a firm gains a sustained competitive advantage from resources that are valuable, rare, inimitable, and non-substitutable (Barney, 1991). In the livestream context, the LIVE Dashboard and its data are available to every seller on equal terms, so the data itself cannot be the source of advantage. What differs between sellers is the capability to interpret that data. The RBV therefore directs attention away from the tool and toward the interpretation capability as

the true strategic resource. This capability satisfies the four RBV conditions: it is valuable because it improves conversion, rare because not all sellers possess it, inimitable because it rests on accumulated experience, and non-substitutable because no automated feature has yet replaced the situated judgement of an experienced seller. The RBV thus provides the foundational logic of this study, namely that in a setting of equal data access, advantage must come from an unequally distributed capability.

Knowledge-Based View

The Knowledge-Based View (KBV) extends the RBV by treating knowledge as the most strategically important resource of the firm (Grant, 1996). It distinguishes explicit knowledge, which can be codified and shared, from tacit knowledge, which is embedded in experience and difficult to transfer. The dashboard supplies explicit knowledge that is identical for all sellers, whereas the interpretation of that data draws on tacit knowledge accumulated through experience. The process by which sellers convert tacit experience into explicit rules corresponds to the externalization step in the knowledge creation model of Nonaka and Takeuchi (1995).

Dynamic Capabilities and Sensing

Dynamic Capabilities Theory decomposes a firm's adaptive capacity into sensing, seizing, and transforming (Teece, 2007). Sensing is the capability to scan the environment and identify meaningful signals. Although the framework was developed to explain firm-level adaptation, Eisenhardt and Martin (2000) argue that in high-velocity settings dynamic capabilities take the form of simple, experiential, real-time routines. A livestream session is

precisely such a high-velocity setting, which makes the sensing microfoundation an appropriate lens for the moment-by-moment monitoring of the dashboard. This study concentrates on sensing, the entry point of the interpretation process. Sensing is analytically prior to seizing and transforming, because a seller cannot interpret or act upon a signal that has not first been noticed. In a livestream, where dozens of metrics update continuously, the very act of deciding which signal to attend to is a consequential capability, and it is this capability that the present study seeks to describe.

Digital Readiness of MSMEs

Digital readiness refers to the combination of digital literacy and organizational capacity that enables a firm to adopt and exploit digital tools. Studies of Indonesian MSMEs consistently find that digital literacy and owner or managerial support are decisive for whether digital adoption becomes strategic rather than superficial (Hartono et al., 2025; Nurlina et al., 2023). Digital readiness in this study is understood to include not only the individual literacy of the seller but also the way the selling team is organized to deploy that literacy, since a capability held by one person becomes an organizational capability only when it is embedded in a role structure. This study treats digital readiness as the contextual factor that shapes how sensing is organized within the selling team.

Livestream Commerce and the Research Gap

Research on livestream commerce has grown rapidly, but it has concentrated on the consumer side. Studies examine how streamer credibility, interactivity, and real-time interaction drive consumer trust,

engagement, and impulsive purchasing (Wongkitrungrueng and Assarut, 2020; Sintani et al., 2025). These studies explain why viewers buy, but they treat the seller as a relatively undifferentiated actor. The seller-side question, namely how the person running the session reads and responds to performance data in real time, has received little attention, especially in the Indonesian MSME context. This gap is important because the seller's interpretation is the mechanism that connects the availability of dashboard data to the performance of the session. Without describing that mechanism, the field cannot explain why sellers with identical tools achieve different results. The present study addresses this gap by focusing on the sensing stage of the seller's interpretation process.

Research Framework

Figure 1 presents the research framework that guides this study. Digital readiness, comprising the digital literacy background, the learning source, and the organizational capacity of the seller, acts as the contextual input. This input shapes two elements of the sensing process, namely the configuration of the sensing role and the prioritization of signals, which together produce the cognitive interpretation of dashboard anomalies. The intensity of monitoring within this process is moderated by platform design, since changes in the algorithm alter the financial risk of each session and therefore the closeness with which sellers watch their data.



Figure 1. Research Framework for Sensing in Livestream Commerce

Source: author analysis (2026)

RESEARCH METHOD

Research Type and Approach

This study uses a qualitative descriptive design, which is appropriate when the aim is to describe and interpret a process that is not directly observable through quantitative measures. The process of interest, the interpretation of dashboard signals in real time, is a cognitive act that a survey cannot capture, and which the existing literature has not yet described from the seller side. The design therefore prioritizes depth

and information richness over statistical representativeness.

Informants and Sampling Technique

The study uses purposive sampling to select information-rich cases (Patton, 2015). Five informants were interviewed, comprising four active TikTok Shop sellers and one Multi-Channel Network (MCN) consultant who provides an expert, cross-seller perspective. To protect their privacy, all informants are anonymized with the codes P1 to P5. The four sellers cover four product categories in order to capture cross-category variation, as summarized in Table 1.

Table 1. Informant Profile

Code	Product Category	Experience	Key Characteristics
P1	Fashion / household bundles	~5 years	Digital marketing background; trains host to read the dashboard
P2	Food / snacks	~4 years	Demographic-data-driven market expansion
P3	Beauty / perfume	Since 2023	Self-taught; dedicated data team; highest conversion
P4	Smartwatch	~4 years	Self-taught via Google; monitors every 5 minutes
P5	MCN consultant	Certified	Cross-seller perspective; monitors the order list

Source: author analysis (2026)

Informant Criteria and Data Saturation

The seller participants were required to operate within the Jabodetabek market, to qualify as a micro or small enterprise, to use livestream as the primary sales channel, to conduct live sessions of at least one hour on a regular basis, to record a consistent monthly livestream Gross Merchandise Value, to have at least one year of experience, and to actively use the LIVE Dashboard in daily operations. The number of informants was

determined by data saturation rather than fixed in advance. By the fifth interview, no new cognitive interpretation technique and no new category of monitoring behavior emerged, which indicated that saturation had been reached (Creswell and Creswell, 2018).

Data Collection and Analysis Technique

Primary data were collected through semi-structured in-depth interviews lasting between sixty and ninety minutes, conducted in Bahasa Indonesia and transcribed verbatim. The

interview data were triangulated with a direct analysis of the LIVE Dashboard of three sellers, documented through screenshots taken during actual live sessions. Data were analyzed through manual thematic analysis following the interactive model of Miles, Huberman, and Saldaña (2014), which proceeds through familiarization, first-cycle descriptive coding, organization in a spreadsheet, pattern coding into themes, and conclusion drawing. Trustworthiness was addressed through triangulation, an audit trail linking every code to a specific quote, and a codebook to maintain consistency.

RESULTS AND DISCUSSION

The analysis of the sensing capability produced three connected findings: the convergence of sellers on a small set of core signals, the emergence of two configurations of digital readiness that organize the sensing, and the endogenous intensity of monitoring. Each is presented and discussed in turn.

Convergence on a Small Set of Core Signals

The most consistent finding across all four sellers is that they do not attempt to read the entire dashboard. Instead, each seller filters the many available indicators down to a small set of core

signals. This filtering is itself an act of sensing, because deciding which metric to watch is a judgement about which signal matters. The beauty seller (P3) makes this filtering explicit:

“Out of the many metrics on the live dashboard, we only sort and focus on around ten metrics.” (P3, beauty seller)

When asked to name the most important metrics, the sellers converge on a strikingly similar list centered on the conversion funnel and its cost. The food seller (P2) names Click-Through Rate, check-out rate, and Gross Merchandise Value, while the smartwatch seller (P4) names advertising Return on Investment, viewers, and Click-Through Rate:

“The main metrics I monitor are the advertising ROI value, the actual number of viewers, and the CTR value.” (P4, smartwatch seller)

Table 2 summarizes the signals prioritized by each participant. The overlap around Click-Through Rate, check-out or Gross Merchandise Value, and advertising Return on Investment is strong, even though the sellers operate in different product categories and received no shared training.

Table 2. Core Signals Prioritized by Each Informant

Informant	Signal 1	Signal 2	Signal 3	Note
P1	GPM (GMV per Mille)	Impressions / views	GMV	1000 views = Rp1 million
P2	CTR	Check-out rate	GMV	Demographic data
P3	GMV	CTR Live	Advertising ROI	~10 metrics
P4	Advertising ROI	Viewers	CTR	Every 5 minutes
P5	Actual GMV	Ad spend	Order list	Order list, not CTR

Source: author analysis from interview transcripts (2026)

This convergence is analytically important. Although the four sellers

operate in different categories, they all sense the same underlying construct,

namely the efficiency with which attention is converted into orders at an acceptable cost. Click-Through Rate and check-out rate capture the conversion funnel, Gross Merchandise Value captures the outcome, and advertising Return on Investment captures the cost of the traffic that feeds the funnel. The fact that the sellers independently arrive at the same mental model, without any shared training, is a strong indication that these few signals are the true drivers of livestream performance. The fashion seller (P1) adds a distinctive benchmark, Gross Merchandise Value per Mille, expressed as a rule that one thousand views should produce at least one million rupiah of Gross Merchandise Value. This is an example of the externalization of tacit knowledge into an explicit rule in the sense of Nonaka and Takeuchi (1995), and it confirms the observation of Eisenhardt and Martin (2000) that sensing in high-velocity settings takes the form of simple experiential heuristics.

The expert informant (P5) sharpens the pattern by distinguishing between predictive and confirmatory signals. While the individual sellers watch Click-Through Rate as their main early signal, the consultant argues that the true confirmation of performance is the incoming order stream:

"The actual indicator is monitored through the incoming order list in the Seller Center, not merely by looking at a predictive metric such as CTR. If, within three to four consecutive minutes, the order chart shows zero, it becomes an absolute signal that the tactic must be changed immediately." (P5, MCN consultant)

This distinction reveals that the sensing capability has levels. A basic level watches the predictive metric, while an advanced level also watches the confirmatory signal and treats a gap in orders as an absolute trigger. The layered view marks the difference between an experienced agency and an individual seller, and it demonstrates that sensing is not a single skill but a graded capability.

Two Configurations of Digital Readiness

While the sellers converge on what to sense, they diverge sharply on how the sensing is organized within the team. Two configurations emerge from the data, and the difference between them is explained by the digital readiness of the seller. In the first, embedded configuration, the sensing capability is placed in the on-camera host. The fashion seller (P1), who has a digital marketing background, trains the host to read the dashboard directly:

"We train the host to understand the dashboard. They must really understand it, because they are the one who directly makes the decisions as well." (P1, fashion seller)

In the second, centralized configuration, the sensing capability is concentrated in the owner or a dedicated data staff member, while the host focuses only on the on-camera performance. The beauty seller (P3), who learned the dashboard through self-teaching, deliberately keeps the technical metrics away from the host:

"For the livestream team, that is the host, I deliberately do not give that deep an education, so as not to burden their performance. Technical metrics like these are the portion of the digital

marketing team.” (P3, beauty seller)

The distinction matters because it determines how quickly a sensed signal can be converted into an action. In the embedded configuration, the host senses and acts in a single step, which is fast but demands a highly trained host. In the centralized configuration, the owner senses and then instructs the host, which protects the performance quality of the host but adds a coordination step. Neither configuration is superior in the abstract; the choice reflects the digital

literacy of the host and the organizational readiness of the seller. This is the core answer to the research question: digital readiness does not determine which signals are sensed, since those are broadly shared, but it determines how the sensing role is configured, and therefore how the interpretation capability is embedded in the organization.

Table 3 summarizes the two configurations along the dimensions that distinguish them, drawing on the accounts of the four sellers.

Table 3. Comparison of the Two Digital Readiness Configurations

Dimension	Embedded Configuration	Centralized Configuration
Location of sensing	On the on-camera host	On the owner or a dedicated data staff member
Readiness background	Stronger digital literacy (e.g. digital marketing background)	Self-taught; larger team
Speed of action	Fast: sense and act in one step	Adds a coordination step
Host burden	High: host must understand the metrics	Low: host focuses on performance
Example informant	P1 (fashion)	P3 (beauty), P4 (smartwatch)

Source: author analysis from interview transcripts (2026)

Learning Source and the Formation of Readiness

A further pattern that underlies the two configurations concerns how the sellers acquired their sensing capability in the first place. Because there is no formal manual for the LIVE Dashboard, the sellers learned it mostly through self-teaching and trial and error, and the route they took shaped the readiness they now hold. The smartwatch seller (P4), who came from a non-digital background, describes learning the dashboard independently through online searches:

“The learning process was purely self-taught. We searched independently

through Google, because our basic background is not in digital marketing at all, but in the tourism sector.” (P4, smartwatch seller)

The beauty seller (P3) had a similar experience, exploring the meaning of each metric directly from the definitions provided inside the dashboard interface. This self-taught route is significant for the research question because it explains why these sellers tend toward the centralized configuration: having built the capability themselves, they retain it centrally rather than transferring it fully to a host. By contrast, the fashion seller (P1), whose readiness came from a prior digital

marketing background, was able to codify that knowledge into a simple rule and train the host to apply it, which supports the embedded configuration. The learning source is therefore an antecedent of digital readiness, and it helps to account for the configuration that each seller adopts. This finding reinforces the argument that the sensing capability is built over time and embedded in the organization, consistent with the tacit learning process described by the Knowledge-Based View (Grant, 1996; Nonaka and Takeuchi, 1995).

Sensing Intensity as Endogenous to Platform Design

The third finding concerns the intensity of monitoring, which is continuous and physically built into the live setup. The smartwatch seller (P4) monitors the dashboard roughly every five minutes and keeps the screen beside the camera at all times, and connects this intensity directly to a change in the platform:

“This is different from the old system, where we did not need to monitor the data so tightly because the financial risk was not as large as it is now, after the change to the GMV algorithm system of TikTok Shop.” (P4, smartwatch seller)

This is a significant finding because it shows that the intensity of sensing is not a fixed trait of the seller but a response to the perceived volatility of the environment. As the platform raised the financial stakes of each session through its Gross Merchandise Value based algorithm, the sellers intensified their sensing. The sensing behavior is therefore endogenous to platform design: a change in the algorithm directly changed how closely the sellers watch their data. This observation connects the

sensing capability to the broader view of strategic responses as adaptive reactions to a volatile environment, and it reinforces the argument that sensing is a dynamic capability rather than a static routine.

Discussion

Taken together, the three findings answer the research question and carry a clear theoretical implication. The convergence on a small set of signals shows that the dashboard data, which is available to every seller, cannot by itself be the source of competitive advantage. Since the inputs are effectively identical, any performance difference must originate in the interpretation, which is consistent with the Resource-Based View proposition that the rare and inimitable resource is the interpretation capability rather than the data (Barney, 1991). The two configurations of digital readiness show how that capability is embedded in the organization, and the endogenous intensity of sensing shows that the capability is genuinely dynamic, adjusting to the platform environment. The externalization of tacit experience into explicit rules, such as the Gross Merchandise Value per Mille benchmark, illustrates the knowledge process at the heart of the Knowledge-Based View (Grant, 1996; Nonaka and Takeuchi, 1995).

These findings differ from the dominant consumer-side literature on livestream commerce by opening the seller-side black box of in-session sensing, and they extend the sensing microfoundation of Dynamic Capabilities Theory to the level of a single live session that unfolds over minutes rather than months. In doing so, the study responds to the practical paradox with which it began: the gap between MSME sellers is not a gap in data access, which is equal, but a gap in

the readiness to sense and interpret that data.

The two configurations also carry a practical implication for how support programs should be designed. Because the sensing role can be embedded in a host or centralized in an owner, training that targets only the business owner may not reach the person who actually senses the data in the embedded configuration. Effective digital literacy programs for livestream MSMEs should therefore identify who holds the sensing role in a given team and direct training accordingly, rather than assuming a single standard structure. This reframes digital empowerment from a matter of teaching individuals to read a dashboard into a matter of building an appropriate sensing routine within the selling team.

Finally, the endogenous intensity of sensing has an implication for platform governance. Because monitoring intensity rose in response to the increased financial risk of the Gross Merchandise Value based algorithm, platform design choices directly shape the cognitive burden placed on small sellers. A platform that raises the stakes of each session without providing clearer or simpler signals effectively transfers risk to the least resourced actors. This suggests that the design of the dashboard is not a neutral backdrop to the sensing capability but an active determinant of how demanding that capability must be, a point that connects the seller-level findings of this study to the broader question of platform responsibility toward MSMEs.

CONCLUSION

This study examined what configurations of digital readiness guide the way MSME TikTok Shop sellers in Jabodetabek sense and prioritize dashboard signals during a live session. Three conclusions follow. First, despite

operating in different product categories and without any shared training, the sellers converge on a small set of conversion-oriented signals, namely Click-Through Rate, check-out rate, Gross Merchandise Value, and advertising Return on Investment, while consciously ignoring the majority of available metrics. Sensing is thus selective rather than exhaustive. Second, digital readiness shapes not which signals are sensed but how the sensing is organized, producing two configurations: an embedded configuration, associated with a stronger digital literacy background, in which a trained host senses and acts in one step; and a centralized configuration, associated with a self-taught owner and a larger team, in which the owner or a dedicated data staff member senses and instructs the host. Third, the intensity of sensing is endogenous to platform design, rising as the Gross Merchandise Value based algorithm increased the financial risk of each session.

The study contributes a seller-side, real-time account of the sensing capability and argues that competitive advantage in livestream commerce rests on the interpretation capability, which is rare and difficult to imitate, rather than on the dashboard data, which is available to all. For practitioners, the implication is that MSME sellers should invest in building an explicit sensing routine and a clear division of the sensing role, rather than assuming that access to the dashboard is sufficient. The study is limited by its focus on five informants in a single metropolitan area and by its qualitative, non-statistical design; future research could test whether the two readiness configurations predict measurable performance across a larger and more geographically diverse sample of sellers.

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