

Can the Introduction of Live Streaming E-commerce Rescue Troubled Domestic Brands? A Case Study of Chinese National Brands

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ABSTRACT

In recent years, domestic brands that have been strongly squeezed by international brands have shown significant dilemma characteristics at the channel operation level. Although the emerging mode of live broadcasting has opened up the possibility of breaking through the path, the implementation results show obvious differences. Based on the theory of Technology-Organization-Environment (TOE) integration framework, combined with the theory system of enterprise competition, this study uses multi-case in-depth analysis method with second-hand data acquisition and consumer online observation methods to carry out empirical research on the effect of live delivery of different types of distressed Chinese brands.

KEYWORDS

Live-streaming E-commerce; Domestic brands in difficulties; Brand revival; TOE framework; Case study

1 Introduction

1.1 Research Background and Significance

Domestic brands are an important part of the domestic consumer market. In terms of market consumption and cultural heritage, they are inseparable from the participation of domestic brands. In recent years, domestic brands have gradually fallen into trouble. Internationally, those well-known international brands rely on more advanced technology, mature brand management methods and global sales network, and constantly seize the market share of domestic brands. In the beauty and clothing industry, international brands account for more than 60 % of the high-end market. On the domestic side, there are also problems in the operation of many domestic brands themselves : some still guard traditional physical stores, online channels are not done, and the number of customers that can be reached is limited ; some brand images have remained unchanged for several years, and young people are not interested at all ; there are also slow supply chain response, lack of market demand, or accumulation of inventory, or out of stock. These problems have left many once popular domestic brands in trouble, with sales going down and even facing the risk of exiting the market. However, with the development of the times, the rise of live broadcast e-commerce means the innovation of marketing methods for distressed brands, so we need to study the differentiated live broadcast strategies between different brands.

1.2 Research Gaps and Motivation

Although existing research provides valuable insights, there are still three key gaps. First, most studies focus on the short-term sales growth of live delivery, ignoring its impact on the long-term recovery of distressed domestic brands ; second, there is a lack of research on live delivery of distressed enterprises ; thirdly, the existing research does not deeply analyze the adaptability of the live broadcast mode to the specific dilemma of the domestic brand, and it is impossible to clarify the boundary conditions for the live broadcast to play a role.

1.3 Research Objectives

The overall goal of this study is to explore whether and how live delivery can save distressed domestic brands and propose targeted strategies. Specifically, the research includes three objectives : first, systematically sort out the typical dilemmas of domestic brands, and clarify the characteristics of each dilemma type at the four levels of brand, channel, operation and competition ; secondly, based on the TOE (Technology-Organization-Environment) framework, this paper analyzes the mechanism of live delivery on the recovery of domestic brands, focusing on the four dimensions of user touch, trust building, value delivery and supply chain coordination. The third is to empirically verify the impact of live delivery on different types of distressed domestic brands, and propose a differentiation strategy.

2 Literature Review

The existing research on live delivery and domestic brand development can be divided into three directions. First of all, in the study of live delivery mode and scene adaptation, foreign research (Li et al., 2024) proposed business self-broadcast, web celebrity agent and other model frameworks, and analyzed the cost-benefit differences of different models, but did not focus on domestic brands; domestic Research (Chen Yanni, 2025; tang Hong and Zhang Qin ming

(2025) explored live broadcast applications in specific fields—for example, Chen Yanni (2025) optimized the live broadcast strategy of agricultural products through SWOT analysis, providing a reference for domestic brands with inventory backlog. Tang Hong and Zhang Qin ming (2025) proposed solutions to the barriers of cross-border live broadcast, which provided ideas for domestic brands to expand the market; secondly, in the research of consumer behavior and marketing effect, relevant research shows that live delivery promotes purchase behavior by stimulating consumer trust and emotional resonance. Cheng Peiyan and Tao Keyan (2025) used the S-O-R model to confirm that factors such as anchor interaction and product display can drive consumer decision-making, and explain why live delivery can activate potential users of distressed brands; song Yanhong (2025) analyzed Dong Yuhui 's " knowledge + emotion " live broadcast strategy, which provided a path for domestic brands to get rid of " low price dependence. " At the empirical level, Du Sai ting et al. (2025) used Oriental Selection as a case to confirm that high-quality content can achieve both sales and word-of-mouth improvement; Zhu Zhou Yu (2025) emphasized that clothing brands need to design live scenes based on category characteristics. Finally, the existing achievements in the research of domestic brand recovery mainly focus on traditional paths such as technological innovation and brand repositioning (such as Pu Ruixuan and Ye Na, 2025), with limited attention to live delivery; moreover, the existing research on live delivery mostly takes mature brands as the object, and lacks a systematic discussion on the recovery effect of distressed domestic brands.

3 Analysis of the Difficulties Faced by Domestic Brands

In the current market environment, many domestic brands are in a dilemma of development. These dilemmas are mainly concentrated in the four levels of brand, channel, operation and competition. Each level has its distinct characteristics, deep reasons, and practical cases that can be referred to. The specific combing is as follows:

3.1 Brand Dimension: Outdated Cognition, Unclear Value, and Failure to Retain Young People

The core problem faced by many domestic brands is that ' the user 's impression of the brand is rigid and the brand advantage is not clear ', which directly leads to young people 's reluctance to buy. For example, some decades of old domestic products, in the eyes of consumers or for the elderly; the brand clearly has the advantages of cost-effective or cultural heritage, but it does not make users feel that the young group is slowly losing. The reason for this is that, on the one hand, the mode of communication is too backward, many brands have been relying on TV advertising, and now young people rarely watch TV, not to reach the Z generation; on the other hand, the brand itself blurs the value. In order to sell goods, it always engages in low-price promotion. For a long time, we only remember the cheap brand, but forget its original advantages.

3.2 Channel Dimension: Declining Offline Channels, Lack of Online Layout, and Inaccessible Purchasing for Users

For many domestic brands, the channel of selling goods also has a big problem: the old channel under the line is getting worse and worse, the online has not set up a shelf, and finally the user cannot find a place to buy. The traditional channels such as department store counters and local supply and marketing cooperatives under the line have high rents and poor passenger flow; the online Tmall store, WeChat private domain, these channels that can reach more people, the brand has not been established, forming a fault of ' offline atrophy, online blank '. To explore the reasons, one is that the brand is too dependent on the past channel model. For many years, it has been relying on offline dealers to sell goods. It has not set up an online operation team, nor has it done online experience. Second, the lack of money limits the development, the brand in the dilemma of the original capital is tight, the traditional electricity business needs of the ' through train promotion ', ' shop decoration ' will spend a lot of money, cannot afford, and finally into the ' online exposure, no one to buy → no money into the online → or no exposure ' vicious cycle.

3.3 Operation Dimension: Excessive Inventory, Slow Supply Chain, and Inability to Fulfill Orders

Operational problems, mainly ' too much inventory pressure, the supply chain is not flexible ', resulting in low efficiency. Long supply cycle, low turnover rate; moreover, the supply chain cannot ' produce on demand '. In the case of sudden bill explosion in live broadcast, it cannot respond in time at all, and it is easy to have problems. The reason behind this is that on the one hand, the judgment of market demand is not accurate. Many brands are still using the old mode of " mass production first, and then ordering by dealers. " The products produced are often out of line with the market demand. For example, a large number of winter clothes are produced in summer, and they cannot be sold naturally. On the other hand, the supply chain links are not well coordinated, and the information between production, warehousing and logistics is not available.

3.4 Competition Dimension: Suppression by International Brands and Internal Price Competition, Trapped

in a Dilemma

In terms of competition, many domestic brands have fallen into an embarrassing situation of lack of price competitiveness. The high-end market is basically occupied by international brands, and the high-end market is difficult to enter; in the low-end market, it falls into the low-price involution. The brand in the final dilemma is not low; it is difficult to break through. The reason why the competition is so passive is that technology and quality control cannot keep up with international brands, and international brands have to spend money on R & D ; second, many domestic products did not make their own characteristics, product homogeneity is too serious, like domestic lipstick, ten of nine are the main ' parity alternative international brand, there is no unique selling point, to the live broadcast, can only rely on lower prices than others to attract users, there is no profit space.

4 Research Methods

In order to make the research results more reliable and the data more comprehensive, we adopt the combination of three methods of ' multi-case study + second-hand data mining + consumer online observation '.

4.1 Multi-Case Study Method

Case Selection Criteria: To ensure the reliability of research results and comprehensiveness of data, this study adopts a combined approach of "multi-case study + secondary data mining + online consumer observation". Specific details are shown in the table below:

Data Collection Dimensions : This study tracked data of these brands in three phases: 12 months before live streaming, 6 months during live streaming, and 6 months after live streaming. The main indicators include three categories: financial indicators, user indicator, and content indicators. Meanwhile, it also compared the differences in live streaming models and effects among brands facing different problems.

Table 1 Correspondence Table of Cases, Live Streaming Models, and Data Sources for Domestic Brands with Different Types of Difficulties

Type of Difficulty	Case Brand	Live Streaming Model Selection	Data Sources	Type of Difficulty
Brand Aging	Softto (Beauty)	Media Cooperative Live + Self-operated Live	Corporate Annual Reports, Douyin E-commerce Backend Public Data	Brand Aging
Inventory Backlog	Niulanshan (Food)	KOL Agent Live + Pre-order Live	Third-party Data Platform (Chanmama), Media Reports	Inventory Backlog
Insufficient Channels	HLA (Apparel)	Full-platform Self-operated Live	Taobao Business Advisor, Corporate Social Responsibility Report	Insufficient Channels
Competitive Pressure	Skyworth (Home Appliances)	Technology Explanation Live	JD Live Zone, Industry White Papers	Competitive Pressure

4.2 Secondary Data Mining Method

Second-hand data mining, data sources are divided into three categories, corporate public data from the brand 's official website, the annual report of listed companies and business adjustment announcements, mainly to obtain live related strategic planning and financial data; the platform and third-party data include real-time data such as the number of viewers and order conversion rates of ' brand live broadcast zones ' on e-commerce platforms such as Taobao and Tik Tok, as well as the ' 2024 domestic brand live e-commerce report ' and industry case references issued by I Research, Quest Mobile and other institutions; media and social data are derived from the brand live news of 36 krypton, First Finance and other financial media, as well as the 23,000 valid user comments selected under the related topics of Weibo and Xiaohongshu. Data processing adopts a combination of quantitative and qualitative methods. Quantitative processing calculates the growth rate of indicators before and after live broadcast through statistical financial data and platform data, and uses SPSS 26.0 software to analyze the relationship between live broadcast duration, content type and other factors and live broadcast effects such as order conversion rate. Qualitative processing classifies user comments and media reports. Among them, user comments are divided into four categories ' recognized products ', ' branded feelings ', ' live experience ', and ' focus on price '.

4.3 Online Consumer Ethnography Method

In the implementation of the consumer online ethnography law, we selected one core broadcast room for each of the above five case brands, and conducted follow-up observations as an ordinary audience for two consecutive months, watching three times a week, 2 hours each time, focusing on recording three aspects of information : First, the details of the live broadcast content, covering the host 's voice, product display methods, and interactive design; second, user behavior data; the third is the interactive feedback record, the screenshot retains the user 's evaluation of the live

broadcast and collates the user 's repurchase and sharing. The follow-up analysis follows the logical framework of ' live stimulus-user response-purchase behavior ' to explore the impact of different live broadcast strategies on user cognition and trust.

5 Research Results and Analysis

5.1 Differences in Live Streaming Effects of Domestic Brands with Different Types of Difficulties

Through longitudinal data tracking and horizontal comparison of the 4 case brands, it was found that the rescue effect of live streaming e-commerce on domestic brands facing different types of difficulties varied significantly. Specific results are shown in Table 2.

Table 2 Core Changes Before and After Live Streaming

Type of Difficulty	Core Improvement Indicator	Average Value Before Live Streaming	Average Value After Live Streaming	Growth Rate	Optimal Live Streaming Model
Brand Aging (Softto)	Proportion of Young Users	20%	45%	125%	Media Cooperative Live + National Trend Content
Inventory Backlog (Niulanshan)	Inventory Turnover Days	70	30	133%	KOL Agent Live + Time-limited Discounts
Insufficient Channels (HLA)	Number of Covered Provinces	5	28	460%	Full-platform Self-operated Live + Algorithm Optimization
Competitive Pressure (Skyworth)	Revenue Proportion of Mid-to-high-end Product Lines	10%	25%	150%	Technology Explanation Live

5.2 Differentiated Live Streaming Strategies for Domestic Brands with Different Types of Difficulties

5.2.1 Domestic Brands with Aging Problems: Synergistic Promotion of Cultural Empowerment and Youth-oriented Operations

With " activating historical assets and reshaping brand image " as the core, we give priority to cooperating with mainstream media to create a special live broadcast, and convey cultural value through " intangible cultural heritage technology display + brand historical narrative. " In the early stage, it shows the traceability of brand culture, strengthens the brand awareness of tradition and quality, and alleviates the stereotype of young users on the brand with the help of media credibility. In the middle period, the national tide theme live broadcast was launched, combined with cultural content creation to enhance the sense of participation of young groups, and promote the transformation of brand image to the national tide. Long-term construction of a culture-oriented private domain operation system, through the broadcast booth to guide users to join the enterprise WeChat community, regularly push the brand historical archives, non-legacy cultural science content, supporting the rights and interests of ' cultural members ', to achieve the transformation from short-term traffic attraction to long-term user precipitation, and gradually increase the proportion of users under 35 years old to above the industry average.

5.2.2 Domestic Brands with Inventory Backlogs: Precise Traffic Placement and Flexible Supply Chain Adaptation

Focusing on ' efficient destocking and reducing operational risks ', the company initially adopted a cost-effective KOL broadcast and traffic platform special mode. Screening fans and brand adaptation of the vertical field KOL, in the Tik Tok, fast hand and other flow-type platform to open inventory clearance special field, through the ladder discount and package sales, stimulate the bulk purchase, in the short term to achieve rapid inventory turnover. In the medium term, the pre-sale live broadcast mechanism is introduced, and the pre-paid fast delivery mode is adopted. Based on the live real-time pre-sale data, the inventory allocation is adjusted to avoid oversold or out of stock. At the same time, the data interface between the live broadcast platform and the supply chain system is opened to realize the real-time linkage of order quantity, inventory surplus and production capacity, and improve the inventory turnover rate. In the later stage, a supply chain elastic response mechanism was established, and a temporary capacity supplement agreement was signed with the core foundry to clarify the service standard for the delivery of live orders within 48 hours. The supply chain response efficiency was optimized through real-time monitoring of after-sales data. While quickly destocking, the incidence of after-sales problems was controlled within 5 % to ensure that the brand reputation was not damaged.

5.2.3 Domestic Brands with Insufficient Channels: Dual Efforts in Full-platform Layout and Private Domain Retention

Aiming at the problem of limited channel coverage and insufficient user access, a multi-platform differentiated

settlement and algorithm optimization strategy is adopted [13]. Open stores on multiple platforms, combine different sales of audience groups on different platforms, and plan the opening time according to the peak flow period of each platform, optimize the title keywords of the live broadcast room, increase the recommended exposure of the platform algorithm, and gradually increase the user coverage area. Synchronously promote the precipitation of private domain traffic, divide private domain users into three categories : new users, repurchase users and loyal users according to the purchase frequency, push product introduction guide, new product trial recruitment and exclusive welfare activities respectively, build a closed loop of " full platform acquisition-private domain retention-repurchase transformation, " and gradually increase the proportion of private domain users ' contribution revenue to more than 30 %.

5.2.4 Domestic Brands Facing Competitive Pressure: Value Differentiation Transmission and Mid-to-high-end Market Breakthrough

With the goal of ' jumping out of low-cost involution and establishing competitive barriers ', we will focus on creating a technology-enabled live broadcast. Aiming at the problem of international brands squeezing the middle and high-end market, we set up a live broadcast of core technology, invited R & D personnel and industry experts to participate, and transmitted value through product performance measurement and technical principal disassembly. At the same time, it actively participates in the government-led domestic product support project, significantly displays the qualifications of domestic product quality certification and industry standard setting participating units in the live broadcast room, and enhances the brand credibility with the help of official endorsement. For medium and high-end product lines, set up exclusive live studios, design customized service scenarios, transmit product added value, and gradually increase the revenue share of medium and high-end product lines from less than 10 % to more than 20 %, and get rid of dependence on low-cost competition.

5.3 Verification Results of the Mechanism of Live Streaming E-commerce

In this study, two-month live tracking was carried out on four typical domestic brands of Sofitel, Niu Lan Shan, Hailan Home, Chuang Wei. Combined with the real-time data of the live studio, after-sales feedback and cross-validation of the industry 's second-hand data, it was confirmed that the four action paths proposed previously were all valid, and the user reached the optimization path : algorithm adaptation and full platform layout to break through channel limitations ; the repair path of trust establishment : cultural activation and interactive design reconstruct brand cognition ; value transfer upgrade path : technology display and policy coordination jump out of low-price involution ; supply chain collaboration path : pre-sale linkage and flexible response to improve operational efficiency.

5.4 Boundary Conditions for the Role of Live Streaming E-commerce

Combined with four brand practices and industry failure cases, live delivery needs to meet two boundary conditions: Organizational resource boundary: Supply chain resilience needs to match the peak of live traffic; Environmental competition boundary: the Red Sea industry needs content differentiation to build barriers.

6 Conclusion

6.1 Main Research Conclusions

The rescue effect of live streaming e-commerce on troubled domestic brands varies by type: it has the most significant short-term rescue effect on brands with insufficient channels and inventory backlogs; for brands with aging problems and competitive pressure, it is necessary to design content based on organizational resources (e.g., historical assets, technical advantages) to achieve more obvious long-term effects. Live streaming e-commerce plays its role through four core paths: user reach optimization to alleviate channel difficulties, trust building and restoration to alleviate brand difficulties, value transmission upgrade to alleviate competitive difficulties, and supply chain collaboration to force the alleviation of operational difficulties. These four paths require the collaboration of the "technology-organization-environment" dimensions. The role of live streaming e-commerce has boundary conditions: at the organizational level, the supply chain flexibility must match the live streaming sales volume; at the environmental level, differentiated content must be designed in red ocean industries to avoid weakening the rescue effect. Differentiated strategies are the key: targeted phased strategies should be formulated for brands facing different types of difficulties. For example, brands with aging problems should focus on "cultural activation", brands with inventory backlogs on "traffic + pre-order", and brands with insufficient channels on "full-platform + private domain" [15].

6.2 Research Limitations

The number of cases and industry coverage are limited. This study only selected 4 case brands, covering a few industries such as beauty, food, and apparel, and did not involve domestic brands in heavy industry and service industries. The industry universality of the conclusions needs to be further verified. The tracking of long-term effects is

insufficient. The empirical data mainly covers 6 months after live streaming, and fails to track long-term effects (e.g., brand asset accumulation, stability of user loyalty) for more than 1 year, making it impossible to fully judge the sustainable impact of live streaming e-commerce on brand recovery. The interference of external emergencies is not considered. During the research period, there were no major public health incidents, economic fluctuations, or other external shocks, making it impossible to evaluate the stability of the rescue effect of live streaming e-commerce in extreme environments.

6.3 Future Research Directions

Expand the scope of cases and industries. In subsequent studies, cases of domestic brands in heavy industry and service industries can be added to compare the differences in live streaming e-commerce models and effects across industries. Conduct research on long-term effects and dynamic mechanisms. Through 1-3 years of longitudinal tracking, analyze the dynamic impact of live streaming e-commerce on long-term brand recovery and explore the balance mechanism between "short-term sales and long-term brand assets". Conduct research on extreme environments and the integration of emerging technologies. Study the response strategies of live streaming e-commerce in extreme environments such as economic downturns and public health incidents, and explore the application of emerging technologies such as AI streamers and virtual live streaming in the recovery of troubled domestic brands.

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