



Review the Effectiveness of E-commerce Digital Marketing in Increasing Entrepreneurs' Benefits in Thailand

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Abstract

Background and Aims: Small and Medium Enterprises Literature study digital transformation, internal process implementation, change, or introduction of new technology, but changing the business model to help entrepreneurs progress quickly.

Methodology: Review the literature related to digital marketing, the work processes involved between E-commerce entrepreneurs, consumers, new technologies, and past innovations.

Results: The content of this article can help create an understanding. Electronic commerce: To create a perspective on academic processes and benefits for modern marketers, change the model to make it more convenient for consumers and businesses. However, they face increasing risks and difficulties in the adoption of new digital technologies. The costs, familiarity, and training costs are increasing. This is mostly due to resource and skill limitations, and it understands the value that fully meets the business. This article will explain the benefits that entrepreneurs, businessmen, and academics will benefit from creating knowledge effectively.

Conclusion: This literature survey will help academics and entrepreneurs gain a comprehensive understanding of the effectiveness of digital e-commerce marketing in enhancing benefits for entrepreneurs in Thailand. It is also a high-quality study that considers specific cultural, economic, and technological factors influencing digital marketing strategies in the Thai market.

Keywords: E-commerce; Entrepreneur; Digital Marketing

Interdiction

Hilbert (2020) digital technology, including its omnipresent connectedness and powerful artificial intelligence, is the most recent long wave of humanity's socioeconomic evolution. Digital transformation is playing an increasingly important role in various sectors, including business



operators, customer satisfaction, and the growth and competitiveness of companies. (Shehadeh et al., 2023) Thailand has made the most visible and formal move in the digital age. (Sinpeng, 2021) Digital transformation is one of the key drivers for advanced manufacturing, supply chains, and production, and is also a catalyst for providing strategic advantages to companies looking to grow. (Al Mashalah et al., 2022) The adoption of digital technologies, especially in small businesses, is becoming more flexible. (Faruque et al., 2024). Digital transformation is part of the Fourth Industrial Revolution, also known as Industry 4.0. Industry 4.0. (Kumar et al., 2019) A new form of production based on digital transformation is characterized by the integration and merging of various digital technologies. Digital technologies also seem to facilitate (Uhlemann et al., 2017) the adoption of other types of innovation, such as innovations in logistics, marketing, transportation, technology, communication, and modern marketing. (Al-Ababneh et al., 2023)

Purnomo et al. (2024). Digital transformation is a top priority in a country's policies to support entrepreneurs, SMEs, and MSMEs. Joining the ranks of the Thai government's economic recovery and rehabilitation plans. (Benyaapikul, 2021) Another area in which the Thai government is dedicated to supporting digital transformation is through various programs to promote the transition to Industry 4.0. SMEs. (Kohpaiboon, 2020) The digital transformation and the transition to Industry 4.0. (Ghobakhloo & Iranmanesh, 2021) Since SMEs represent the majority of businesses and are the backbone of most economies (Lukács, 2005), the adoption of low-cost digital technologies can also make a positive difference to SMEs. (McFarlane et al., 2022) Despite these advantages, digital adoption poses significant challenges for companies, especially SMEs, and even more so in rural and peripheral areas. (Omrani et al., 2022)

In terms of digital infrastructure, a clear urban-rural gap exists even in highly industrialized countries. (Jiang & Jin, 2024; Thomä (2023). Regarding the spatial impact of digitalization, the concern is often expressed that rural areas and the companies located there are disadvantaged by a digital divide compared to urban regions. The Thai government currently has measures to promote e-commerce, covering (Amornkitvikai & Tangpoolcharoen, 2019). The e-commerce of Thailand, when compared and projected between Covid 19 and post- covid 19.

Salisu et al. (2025) show that, overall, there will be an upward trend, especially in product trading activities, which is considered a direction consistent with the context of the country's economic and social development. (Tansuchat, 2022; Benyaapikul, 2021)

As the country moves towards full digitalization, the Thai government should accelerate the development of e-commerce businesses (Jongwanich, 2023). Thailand's policy focuses on building the potential of both old and new entrepreneurs to have comprehensive knowledge and skills in e-commerce, as well as improving laws and policies in line with the situation, adjusting the role of the government. (Thawesaengskulthai et al., 2024)

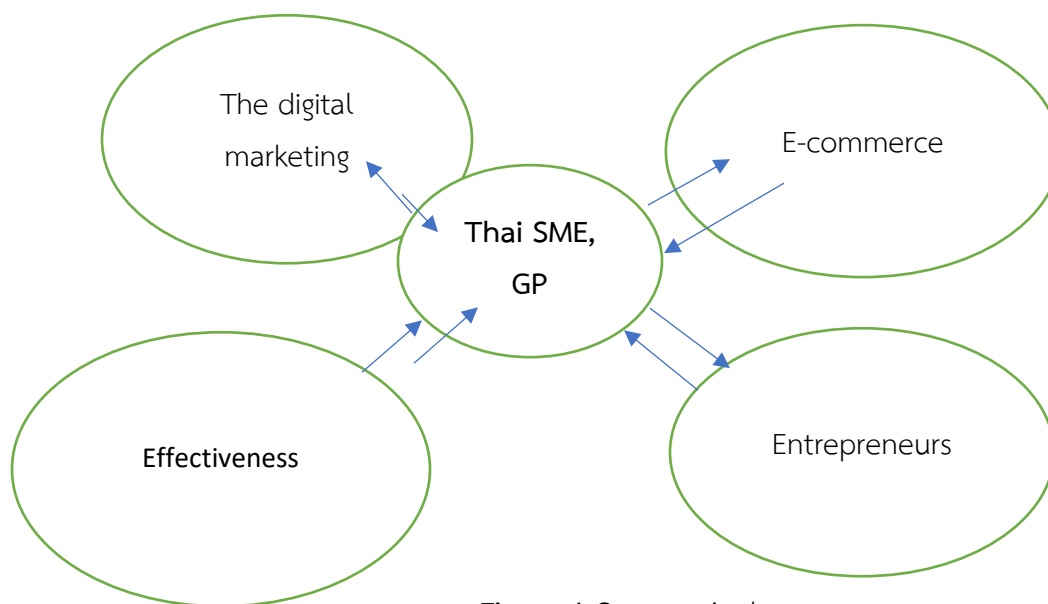


Figure 1 Source: Author

Government auctions are an important business opportunity for SMEs supported by the government to participate in the development of the country's economy and society. Therefore, auctions are essential for entrepreneurs who wish to succeed in the government sector. One of the important measures is that SMEs must support the products or services to access government procurement more easily. We will, therefore, invite you to learn about THAI SME-GP and what government auction participants should know.

What is THAI SME-GP? THAI SME-GP is an SME registration service organized by the Office of Small and Medium Enterprises Promotion (OSMEP) to promote and support SMEs and the government (Chatsuwan et al., 2023). agencies in using it as information for considering the procurement of SME products or services. Entrepreneurs must register on the website when they pass the criteria set by OSMEP, provide product and service information in the system, and receive benefits from various government policies and measures, such as determining the proportion of procurement from SMEs or granting special privileges in the auction process.

Governments must play a role in supporting e-commerce

In the era of the Fourth Industrial Revolution, technology plays a significant role in people's work and daily lives. (Xu, Et al, 2018) The government plays an important role in stimulating and promoting all sectors to accept and accelerate the use of e-commerce for benefits, which is an important mechanism driving the country's economic growth. (Turner, Et al, 2016)

The role of the Thai government in the expansion of the technology market (Intarakumnerd, 2019) can be explained in the context of the economic theory of the law of supply and demand,



supply-demand pull, and supply push theory, which states that widespread use of technology, innovation, and e-commerce can be achieved through government intervention. In addition to the demand for e-commerce from consumers (Thanyawatpornkul, 2024)

Strategies to support e-commerce.

The government can set strategies to support e-commerce by combining technologies (Lertwongsatien & Wongpinunwatana, 2003). The economic supply and consumer demand are as follows: promoting e-commerce in state enterprises in which the government is a major shareholder or a public organization. (Amornkitvikai & Tangpoolcharoen, 2019) such as developing innovations in industrial groups (Wongwuttiwat et al., 2024). Establishing new industries and piloting the use of e-commerce in public organizations. (Arromdee, & Suntrayuth, 2020)

Proposals for Increasing Perspectives.

Providing opportunities for private organizations to participate, collaborating with science and technology agencies to support the development of e-commerce, learning societies, professional associations, and providing research funding; promoting education to develop and extend e-commerce, such as including it in general education courses in universities, promoting vocational education, internships, lifelong learning, and training to develop related skills; developing an information network about e-commerce, such as a search network for information centers, consultation centers, database development, service and coordination units, promoting and supporting finance, such as subsidized loans, joint investment, procurement of materials and equipment, preparation of related services and buildings, loan guarantees, export credits, and promotion through tax measures, such as indirect tax collection, tax compensation, and contribution payments.

Digital Entrepreneurship: How to Start Your Online Digital Business

Pettis, C. (2001). This is because technology has continuously advanced and developed, making communication easier for everyone in the world. This type of communication is called borderless communication, allowing us to do business in many forms without time or distance limitations using an Internet network system that allows businesses to connect all over the world. (Mattelart et al., 2024) Human activities aim to meet needs through the exchange process by performing various business activities to bring goods or services from manufacturers to consumers or service users, thereby satisfying their needs. At the same time, it achieves its business objectives. (Gao, Et al, 2011)

Kuzborska (2005). The impossibility of digital products being copied, stored, or felt in any way led to the conclusion that digital products are attributable to services. Cusumano, (2008). (Cusumano, M. A. (2008). Dramatic changes in the software business over the past few years have





important implications for both users and producers of software products and services. (Narayanaswami & Raghunath, 2003, October), powerful models for facilitating automatic interactions between resource-constrained mobile devices, time-starved users, and pervasive infrastructure. (Lee & Lee, (2020) The Industry 4.0 era has brought a shift in consumers' purchasing behaviors from traditional retailing to online and/or mobile channels, triggered by advanced digital technologies and easy access to the global market. Singh et al. (2024) The moderating role of digital consumer protection in impacting the association between the five variables: usability of services, facilitating conditions of the consumers, usage experience, trust, and technology self-efficacy of the customers and the consumers' intention to use digital financial services has been investigated in this research. Singh et al. (2024). Similarly, it moderates the relationship between the usability of financial services and the intention to use digital financial services. However, there was no moderate relationship between facilitating conditions, usage experience, trust, and consumers' intention to use digital financial services. Kraiwanit et al. (2024). This analysis aimed to discern the relationship between various independent variables, including social support, social presence, trust, perceived risk, service reliability, perceived usefulness, perceived ease of use, time saving, convenience, consumption, discount, and promotion, and the dependent variable of Worldcoin wallet adoption.

Business digital transformation

Conceptual foundations: Demystifying digital transformation. Although many studies have attempted to define DT, there remains a theoretical ambiguity regarding its exact nature. DT has been defined in terms of changes that occur, but this definition, while comprehensive, can be overly simple. Human behavior when working with artificial intelligence, nature, and human culture in organizations has changed. Defining human digital productivity in the world of technology is useful for human resource jobs and future preparation. (Tanphan, et al. 2023)

Kahawatte (2020). One of the goals of this project was to develop a viable business model that would create tangible value for Transformer Asset Managers, enable MR to capture some of this value as profit, allow for the growth of the MR's new Digital Venture in Automation (AV) business unit, and sustain profits and growth for an extended period.

Franklin and Franklin (2016). An in-depth exploration of the multifaceted nature of digital transformers reveals that it is not just about change but also about the nature, direction, and consequences of that change.

Zmud and Armenakis (1978). The probable causes of change can be categorized as the intervention itself, internal invalidity, or external invalidity. The term "change" can be seen as misleading, as these changes may not necessarily lead to desired outcomes. Every organization





has the capacity to provide rationale, the ability to identify the right strategic direction, and the willingness to overcome temptations that lead to entrepreneurial mediocrity and pathology.

Nadkarni & Prügl (2021). In recent years, scholarly attention has been on a steady rise, leading to a significant increase in the number of papers addressing different technological and organizational aspects of digital transformation.

Vial (2021) Managing business digital transformers (BDT) has been one of the most prevalent challenges facing companies in recent decades. However, DT is a multidimensional concept, and its definition varies depending on interpretation, perception, and perspective.

In summary, business digital transformation is a complex phenomenon that is difficult to define using a fixed definition.

In Europe and other parts of the world, the ongoing digital transformation, often referred to as the “Fourth Industrial Revolution”, is probably the most significant innovation in the past 300 years, extending far beyond the “digital economy” and involving all economic sectors. The impact of this major event has already been felt in many aspects of human life, and can be explored in at least three dimensions: economic, social, and political. (Kuruczleki, et al. 2016) These advancements are elements of the substantial changes that characterize the fourth industrial revolution - a phenomenon worth studying in detail. The European Union has been explicitly concerned about the shift to a knowledge economy.

Therefore, it is appropriate to use a strict business economics approach for analysis even in the digital world. (Christensen, 2016) The three dimensions that characterize the company are “so interconnected that it is difficult to identify clear and unique objectives in each dimension.” As mentioned earlier, digital transformers are primarily concerned with the concept of transformation, transforming customer relationships, business processes, and the way in which value is created. In line with the Fourth Industrial Revolution, digital companies should create an innovation ecosystem that provides opportunities to all stakeholders involved in relational capital. (Ahmad, et al, 2020)

Summery The process for implementing this digital communication strategy involves the following steps.

One participant selected a niche area of interest. Identify channels or topics that align with the interests of the audience and the company’s expertise and potentially expand upon them. The sources were carefully. Review industry websites, forums, groups, social media channels, and professional newsletters to gather relevant and useful information. Review of sources: Use content management tools to improve and optimize the review of sources and stay up-to-date.





Verification of the credibility of the information: cross-reference the accuracy and reliability of the information with other reliable sources. Customize and add value to the information. Make sure that the information you share is not just “copy and paste,” but provides added value and a unique perspective. Review of content before publishing. Review the content for clarity, consistency, and adherence to editorial guidelines, ensuring that it aligns with the brand’s voice and contains no errors. Publishing content in the right channel. Choose the most appropriate channels for publishing, considering the time the target audience spends and the format of the content. Interact with readers and respond to comments. Engage in responding to comments and facilitating discussions to build a community and gain additional insight; then update and revise the content as needed. We reexamined the published content to ensure that it remained accurate and relevant. Update as needed to maintain value for the company’s audience.

The above process can be used to implement a content curation strategy that positions the company as an authority on its target market, differentiates itself from competitors by creating content that is more valuable than just a simple post, listens to customers and contacts, and meets their needs. This can also help in designing appropriate products and services

Summary in dimensions. Digital Market Mindsets for Future Market Readiness

Because strategy is essential, DT must focus on strategic alignment and effective communication. This shift has challenged startups and established companies to rethink their approaches to technology and business. While startups such as Uber and Airbnb have seamlessly integrated DT into their operations, legacy companies such as the General have. Electrics faces significant challenges in revamping systems and approaches. This discussion aims to critically examine the multifaceted nature of DT, drawing insights from the previously proposed strategic and communication shifts and exploring their impact on both types of companies.

As detailed in Section 3 on strategic shifts, DT presents an opportunity for companies to reinvent themselves. However, this perspective often overlooks the inherent challenges and pitfalls that could arise. For example, the assumption that technological adaptation automatically leads to the creation of new business models may be overly simplistic. This study argues that, without a deep understanding of market dynamics and customer behavior, DT initiatives may fail to deliver the results they expect, even with significant technology investments. Future research should delve deeper into how companies can adapt their strategies to the unpredictable nature of the digital marketplace and to customer expectations. Cultural and regional factors also play a key role in navigating DT journeys. Companies operating in technology-savvy regions or cultures open to change may find a smoother DT journey than in traditional environments.





Compared to the technology-based emphasis on DT in the existing literature, our exploration in Section Four highlights the often-underestimated role of digital communication. This study postulates that successful DT is not simply about adopting technology but also about leveraging strategic communications to align with changing customer expectations and behaviors, an aspect that is often neglected in mainstream discourse.

Therefore, we advocate for the reconceptualization of DT to further emphasize how critical a digital communication strategy is to DT success.

Furthermore, companies must acknowledge and embrace additional challenges, including organizational changes and ongoing adaptation. Organizations that want to embark on a DT journey must consider the impact on individuals, particularly when assessing their responses to change and their relationships with customers. According to a study, 70% of all DT initiatives fail due to HR resistance to change and a lack of management support. The same survey also found that only 16% of the interviewed employees reported sustained DT efforts within their company. This results in improved individual performance and provides a comprehensive overview.

Summarizes the issues, challenges, and practical actions that companies should take to transform these issues into opportunities. The diversity of these characteristics challenges the general idea and emphasizes the need for more context-specific strategies that are sensitive to DT in the ongoing digitalization process.

A key area for further research is the role and evolution of change management strategies in the DT journey. This highlights the need for comprehensive change management; however, a detailed examination of specific components and their applicability in the context of DT complexity remains scarce. Future studies should focus on identifying and analyzing the key elements that contribute to the success or failure of these strategies in different organizational contexts. Effective change management is essential and encompasses project planning, problem identification, and stakeholder engagement. In particular, many companies face project failures owing to inadequate change management structures. Future research should explore creative strategies to improve change management discussions in DT.

The changing nature of customer needs in the digital age requires a deep understanding of the changing customer expectations and communication patterns. DT is a long-term process, and customer needs can change, thus requiring an agile and customer-centric approach. Future research should examine the strategies organizations use to adapt to changing customer needs during DT and assess the impact of these strategies on customer satisfaction and organizational performance.





Developing a creative, flexible, and robust strategic approach to examine the barriers to formulating and adhering to DT strategies and practices that facilitate strategic clarity may provide important insights into strategic management. Additionally, areas ripe for future research include the need for technological and communication skills in DT management.

Conclusion

While DT is often viewed as a technological paradigm shift, e-commerce, with its relevance to digital marketing, has become a focus for entrepreneurs to accelerate their operations. It has become a comprehensive approach to navigating the digital age of modern businesses and requires a holistic approach. This approach combines classic business economics principles with modern marketing foundations and evaluates the work of business ethics and human-centered design. Content curation, which plays a key role in navigating the complexities of managing a digital business, has become increasingly essential in a rapidly expanding sector, such as e-commerce. This has forced companies to curate their offerings carefully and supplement them with accurate, user-friendly data. For example, e-commerce platforms may use content curation to improve user experience and trust, which, in turn, affects customer purchase behavior and loyalty. This study highlights the need for creative solutions and strategies to address technological complexity. This study focuses on the following organizational strategies and practices: improving user experience and usability, providing valuable insights, and identifying best practices to manage technological complexity across DT, which is particularly relevant for businesses looking to increase customer engagement and satisfaction in digital marketplaces.

The DT journey extends beyond technological evolution to become a strategic imperative with profound implications for businesses. This study highlights the challenges and opportunities of DT, which are influenced by organizational culture. Regional dynamics and industry norms: As businesses move into this digital age, it becomes increasingly important to understand the nuances of change management, technology adoption, and customer-centric strategies. As a preliminary problem statement that attempts to explore the strategic adaptations required for DT, this conceptual article has two purposes: (1) to create a more comprehensive understanding of our knowledge of digital transformation for companies, and (2) to offer actionable insights for businesses looking to leverage DT. This study provides useful recommendations, methodologies, and insights for researchers and practitioners. Further research is needed to explore implementation challenges and provide a suitable venue for discussions on DT in business, potentially exploring diverse industry contexts, and using a variety of research methodologies to expand the understanding of DT in business domains.



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