

Online Marketing Structural Equation Model Affecting Success of Retail and Wholesale Business of Processed Food in the Eastern Region of Thailand

โมเดลสมการโครงสร้างการตลาดออนไลน์ที่ส่งผลต่อความสำเร็จของธุรกิจค้าปลีกค้าส่งอาหารแปรรูปในเขตภาคตะวันออกของประเทศไทย

Chainat Pansantia

ชัยนาจ ปันสันเทียะ

Pakchanya Boonchukham

ภัคชัญญา บุญชูคำ

Faculty of Business Administration, King Mongkut's University of Technology North Bangkok, Thailand

คณะบริหารธุรกิจ มหาวิทยาลัยเทคโนโลยีพระจอมเกล้าพระนครเหนือ ประเทศไทย

E-mail: chainat.p@fba.kmutnb.ac.th and pakchanya.b@fba.kmutnb.ac.th

(Received : June 13, 2022 Revised : July 19, 2022 Accepted : August 19, 2022)

บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาโมเดลสมการโครงสร้างการตลาดออนไลน์ที่ส่งผลต่อความสำเร็จของธุรกิจค้าปลีกค้าส่งอาหารแปรรูปในเขตภาคตะวันออกของประเทศไทย ซึ่งมีมูลค่าการซื้อขายที่ลดลง ดำเนินการวิจัยเชิงปริมาณ สำรวจข้อมูลเชิงปริมาณจากผู้ประกอบการในภาคธุรกิจส่งออกสินค้าเกษตรกรรม จำนวน 222 ราย โดยใช้ทั้งสถิติเชิงพรรณนา สถิติอ้างอิง และสถิติเชิงพหุ เครื่องมือที่ใช้วัดในการวิจัยคือ แบบสอบถาม วิเคราะห์ข้อมูลด้วยสมการโครงสร้าง (Structural equation modeling: SEM) โดยใช้โปรแกรมวิเคราะห์ข้อมูลทางสถิติชั้นสูง AMOS กำหนดให้มีวิธีการสุ่มตัวอย่างแบบชั้นภูมิ (Stratified sampling) โดยแยกประชากรออกเป็นกลุ่มประชากรย่อย ๆ แบ่งเป็น 2 กลุ่ม ได้แก่ กลุ่มผู้ประกอบการค้าปลีก และกลุ่มผู้ประกอบการค้าส่งอาหารแปรรูปในเขตภาคตะวันออกของประเทศไทย แล้วสุ่มอย่างง่าย (Simple random sampling) เพื่อให้ได้จำนวนกลุ่มตัวอย่างตามสัดส่วนที่ต้องการ

ผลการวิจัยพบว่าโมเดลสมการโครงสร้างการตลาดออนไลน์ที่ส่งผลต่อความสำเร็จของธุรกิจค้าปลีกค้าส่งอาหารแปรรูปในเขตภาคตะวันออกของประเทศไทย ข้อมูลเชิงประจักษ์มีความสอดคล้องกันโดยมีค่า $p\text{-value} = 0.071$, $\text{CMIN/DF} = 1.218$, $\text{GFI} = 0.938$, และ $\text{RMSEA} = 0.031$ มีนัยสำคัญทางสถิติที่ 0.001 ซึ่งผ่านตามเกณฑ์ที่กำหนด สำหรับผลการวิเคราะห์ตัวแปรรายในโมเดลที่ได้พัฒนาขึ้นใหม่เมื่อพิจารณาอิทธิพลโดยรวมของโมเดล พบร่วมกัน องค์ประกอบด้านซึ่งทางการทำตลาดออนไลน์ (Digital marketing)

มีอิทธิพลทางตรงต่อองค์ประกอบด้านเนื้อหาสื่อดิจิทัล (Digital content) มากที่สุด ($DE = 1.03$) รองลงมาคือ องค์ประกอบด้านสมรรถนะทางการตลาด (Marketing performance) มีอิทธิพลทางตรงต่อองค์ประกอบด้าน ช่องทางการทำตลาดออนไลน์ (Digital marketing) ($DE = 0.72$) องค์ประกอบด้านสมรรถนะทางการตลาด (Marketing performance) มีอิทธิพลทางตรงต่อองค์ประกอบด้านส่งเสริมการขาย (Sales promotion) ($DE = 0.59$) และองค์ประกอบด้านเนื้อหาสื่อดิจิทัล (Digital content) มีอิทธิพลทางตรงต่อองค์ประกอบด้าน ด้านส่งเสริมการขาย (Sales promotion) ($DE = 0.37$) ตามลำดับ ซึ่งอิทธิพลโดยรวมที่มีค่าสูงสุดจะอยู่ที่ องค์ประกอบด้านสมรรถนะทางการตลาด (Marketing performance) ส่งอิทธิพลทางอ้อมโดยรวมต่อ องค์ประกอบด้านส่งเสริมการขาย (Sales Promotion) มีค่าน้ำหนักรวม เท่ากับ ($TE = 0.86$)

จากการศึกษานี้จะทำให้ทราบถึงแนวทางการตลาดออนไลน์ที่ส่งผลต่อความสำเร็จของธุรกิจค้าปลีก ค้าส่งอาหารแปรรูปในเขตภาคตะวันออกของประเทศไทยให้สามารถอยู่รอดได้ท่ามกลางสถานการณ์กระแส เศรษฐกิจโลกที่มีการเปลี่ยนแปลงอย่างรวดเร็ว

คำสำคัญ: โมเดลสมการโครงสร้าง ธุรกิจค้าปลีกค้าส่ง อาหารแปรรูป การตลาดออนไลน์

Abstract

This research aims to examine the online marketing Structural Equation Model that affects the success of retail and wholesale business of processed food in the eastern region of Thailand which has decreased trading value. This research was conducted in quantitative research which surveyed quantitative data from 222 entrepreneurs in the agricultural export business. There used descriptive statistics, inferential statistics, and multivariate statistics. The research instrument was a questionnaire and analyze data with Structural Equation Modeling: SEM. There used advanced statistical data analysis program AMOS stipulates a stratified sampling method by separating the population into sub-populations divided into 2 groups. First, there was a group of retail entrepreneurs. Second, there was a group of wholesalers processed food in the eastern region of Thailand. Then there used simple random sampling to obtain the required number of samples according to the desired proportion.

The findings revealed that online marketing Structural Equation Model Affecting Success of Retail and Wholesale Business of Processed Food in the Eastern Region of Thailand. There were with consistent empirical data p -value = 0.071, $CMIN/DF = 1.218$, $GFI = 0.938$, and $RMSEA = 0.031$ with significant level of 0.001 conformed to regulation. For the analysis of variables within the newly developed model, considering the overall influence of the model. It was found that the components of Digital Marketing have highest direct influence on Digital

Content components ($DE= 1.03$), followed by Marketing Performance components, which have direct influence on Digital Marketing ($DE= 0.72$), Marketing Performance components have direct influence on Sales Promotion ($DE= 0.59$), and Digital Content components have direct influence Sales Promotion ($DE= 0.37$), respectively. The overall highest influence is on Marketing Performance which has overall direct influence on Sales Promotion weigh equal to (TE) = 0.86.

From this study, it is learned about online marketing strategies that affected the success of retail and wholesale business of processed food in the eastern region of Thailand. As the result there can survive in the midst of changing global economic trends quickly.

Keywords: Structural equation modeling, Retail business, Wholesale business, Processed food, Online marketing

Introduction

Thailand's retail and wholesale businesses have gross domestic product (GDP) accounting for 16 percent of the country's gross domestic product which considered to be very important to the economy. In the past, merchandise was traded in traditional stores. Later in the present era, consumer behavior has changed. Customers need convenience and speed. Online shopping is considered one of the channels that customers can reach easily and meet their needs well because there are many products to choose from Thailand Development Research Institute (National Development Research Institute, 2019). From E-Commerce survey in 2019, the trading volume was 3.7 billion baht and found that retail business had maximum online trade volume of 1.2 billion baht or 39.4% (Electronic Transactions Development Agency, 2019). Although retail business had highest online trade volume, the analysis found that retail and wholesale business of processed food had declining trend along 3 consecutive years from 2016 to 2019 resulting from the adaptation of some operators has not yet kept up with the rapid changes in technology. In addition, the Thai economic sector slowed down in line with the world economy. Consequently, consumer confidence remained low, reflecting conservative spending as overall purchasing power was still not strong, and the problem of the COVID-19 epidemic has a wide impact on economic activities around the world. The import and export of goods was interrupted. Thailand was also severely affected. As a result, some entrepreneurs had to cancel their business. (Bank of Thailand, 2019)



Figure 1 Online Trading Volume (E-Commerce) 2017-2019 of Retail and Wholesale Business of Processed Food (Electronic Transactions Development Agency, 2019)

From Figure 1, Online Trading Volume (E-Commerce) 2017-2019 of retail and wholesale business of processed food had declining trend, in 2017 the trading volume was 151,302.11 million baht or 48.06%, year 2018 decreased 135,868.41 million baht or -10.20%, and year 2019 decreased 33,765.43 million baht or -75.15% respectively (Electronic Transactions Development Agency, 2019)

Economic problems and the problems of the COVID-19 epidemic mentioned above the government has measures to stimulate the economy. In order for those organizations to survive in the midst of economic crises, such as Saion (2016), the "Thailand 4.0" policy. Especially in the food sector, requires research and development to be processed to be able to compete with competitors. One of the mechanisms that will drive it to be successful is applying digital technology to enhance the quality of products and services to be of higher value. Reduce process costs boost sales and reach out to customers thoroughly.

From the online trading volume of Thai processed food retailers, the trend is decreasing. This is made the researcher aware of the problem that was mentioned above. Therefore, there needed to develop the potential of entrepreneurs in order to increase the trading value. It also has an idea to help support the government's policy of "Thailand 4.0". Therefore, it has developed an online marketing Structural Equation Model Affecting Success of Retail and Wholesale Business of Processed Food in the Eastern Region of Thailand. There was been a model for use as a strategy for entrepreneurs to implement and apply successfully in the midst of the economic crisis in a timely manner.

Research Objective

1. To examine the consistency of the online marketing structural equation model that affects the success of retail and wholesale business of processed food in the eastern region of Thailand.
2. To develop marketing structural equation model that affects the success of retail and wholesale business of processed food in the eastern region of Thailand.

Review Literature

Business operations in the 21st century are constantly changing. Trading of goods today relies on a variety of communication channels, especially online trading channels. Business marketing has been changed. There was in order for the product to survive in the midst of intense competition. It is imperative to develop the competence of marketing personnel to be aware of the impact of change. Ian et.,al (2009) explained the ability of a marketer as an important aspect of the individual confidently reflecting the work efficiency, consisting of: 1. Knowledge competence, such as writing a marketing plan correctly; 2. Social competence, such as good human relations; 3. Physical competence, such as communicating with digital media or Communicate in English 4. Mental competencies such as stress management. Therefore, online marketing, the creation of digital content to capture the positive emotions of consumers, is a challenge for marketers (Hritzuk & Jones, 2014) because media content created with innovative creativity is considered an important part for promotion. Those persons who see it will be able to remember even if the time has passed (Till & Baack, 2005). In digital media content production, marketers have to choose according to the suitability and wishes of the customers such as article content, blog Content, photo content, info-graphic content, content in the form of images or text messages on media such as Facebook, Twitter, Website, YouTube, electronic newsletters and communication through voice conversations (Silpacharu & Wantanakomol, 2017). There are chosen a successful online marketing channel, marketers need to be equipped with technology, including hardware, software, communication networks, databases and information systems (Raksawong, 2015). Modern online marketing channels make it easy for distributors and customers to communicate and deliver products affecting the success of online businesses in the digital era (Brenes, Montoya & Ciravegna, 2014). This is an important part in sending promotions between sellers and customers in order to know product information, discounts, distribution prices. Distribution locations or special privileges.

Research Hypothesis

- 1) Online marketing Structural Equation Model that affects the success of retail food wholesale businesses privatized in the eastern region of Thailand. The empirical data is consistent.
- 2) Marketing Performance component variables have direct influence on the components of Digital Marketing.
- 3) Marketing Performance component variables have direct influence on the components of Sales Promotion.
- 4) Digital Marketing components variables have direct influence on the components of Digital Content.
- 5) Digital Content components variables have direct influence on the components of Sales Promotion.

Methodology

This research is quantitative research. The tool used to measure is a questionnaire. The data were analyzed by using Structural Equation Modeling (SEM). There were determined the population and sample groups as follows.

1. The population used in this research is entrepreneurs in the retail business and entrepreneurs in the wholesale business of processed food in the eastern region of Thailand. The data collection was cross sectional data for the period June 2021- December 2021.
- 2) Determination of the sample size from unknown population uses the ready-made table of Taro Yamane (Silpcharu, 2017, p. 47). For this research, the researcher made sample from the entire population at a 95% confidence level and a tolerance of 5%, the sample size was 222 people, of which at least 200 samples required. (Hair, Black, Babin, & Anderson, 2010) which is acceptable numbers (Comrey and Lee, 2016) and suitable for medium size model (Tabachnick & Fidell, 2007). There were determined to have a method for stratified sampling by separating the population into sub-population groups, divided into 2 groups: retail business operators and a group of processed food wholesalers in the eastern region of Thailand which the population in each landscape. There will have the same characteristics and then simple random sampling to obtain the required number of samples according to the desired proportion.

3) The tools used in this research were: the questionnaire developed by the researcher from related documents and research consisted of a questionnaire divided into 4 parts. The questionnaire was a Check-List form and a Rating Scale form, totaling 60 items, of the 5-level assessment according to the Likert method (Silpcharu, 2017, p. 74) passed the examination from 3 experts, the content accuracy (Index of Item-objective Congruence: IOC) is between 0.50-1.00. The questionnaire was used to experiment with operators of processed food wholesalers (Tested on a population with similar characteristics to the sample group) of 30 sets and analyzed, the confidence of the whole version was 0.98. It can be concluded that this questionnaire is confident.

4) The researcher collected the data by himself with a sample of 222 processed food wholesale and retailers in the eastern region of Thailand. The investigators examined the questionnaires which were completed. There have completed accuracy then change the data obtained to a numeric code and save the code into a computer for use in statistical analysis.

5) The statistics used to analyze the data are descriptive statistics by finding the percentage, Mean and Standard Deviation and inferential statistics for testing the hypothesis. There consists of causal influence path analysis Verification element analysis to confirm the indicator and an analysis of the online marketing Structural Equation Model that affects the success of processed food wholesalers in the eastern region of Thailand. There can check the consistency of the empirical data Structural Equation Model. by considering the criteria of Arbuckle (2016) which uses the criteria to consider the conformity index. There was been a model for developing the potential of entrepreneurs, implementing and applying them to be successful in the midst of the economic crisis in a timely manner. In order to increase the trading value as shown in Table 1.

Table 1 the criteria to consider the conformity index

Evaluating the Data-Model Fit	Criteria
1. CMIN-p (The chi-square probability level value)	More than 0.05
2. CMIN/DF (Relative chi-square value)	Less than 2
3. GFI (Conformity Index)	More than 0.90
4. RMSEA (The root index of the squared mean of the error estimation)	Less than 0.08

Results

Part 1 Descriptive Statistics

1) The results of the analysis of the general data of the sample were studied. The results of the study found that the respondents were entrepreneurs in the processed food retail business, accounted for 50.0% and processed food wholesalers accounted for the same 50.00 %. There was found that the processed food business group of agricultural products had the most, accounting for 50.45%, followed by meat and animal products. There accounted for 20.72% of fishery products accounted for 19.37%, other categories accounted for 5.86% and the least were types of spices accounted for 3.60%, respectively, and the period of business opening less than 5 years was the most accounted for 47.30%.

2) The analysis of Marketing Performance components found that entrepreneurs focus on Marketing Performance. Overall, the average is at a high level. ($\bar{X} = 4.10$). When there considered item by item, it was found that they had good knowledge and understanding of the product. The average is at a high level. ($\bar{X} = 4.47$).

3) The analysis of Digital Content components found that entrepreneurs have focused on Digital Content. Overall, the average is at a high level. ($\bar{X} = 3.95$). When there considered separately, it was found that Image media characteristics. It will be clear, beautiful and creative. The average is at a high level. ($\bar{X} = 4.16$).

4) The analysis of Digital Marketing components found that entrepreneurs have given importance to Digital Marketing. Overall, the average is at a high level ($\bar{X} = 3.94$). When there considered separately. It was found that create a website for selling products so that customers can access or order products at any time. The average is at a high level ($\bar{X} = 4.19$).

5) The analysis of Sales Promotion components found that entrepreneurs have given importance to Sales Promotion. Overall, the average is at a high level ($\bar{X} = 3.88$). When there considered separately. It was found that there are a variety of products for customers to choose from. The average is at a high level ($\bar{X} = 4.20$).

Part 2 Online Marketing Structural Equation Model that Affects the Success of Processed Food Wholesale Retail Business in Eastern Region of Thailand

1) An analysis to examine the congruence of the online marketing Structural Equation Model affecting the success of the processed food retail and wholesale business in the eastern region of Thailand. There revealed that the empirical data was consistent with $p\text{-value} = 0.071$, $\text{CMIN}/\text{DF}=1.218$, $\text{GFI} = 0.938$ and $\text{RMSEA} = 0.031$ with significant level of 0.001. The corresponds were been the literature and empirical data through the specified criteria.

2) Developing an online marketing Structural Equation Model that affected the success of processed food retail and wholesale business in the eastern region of Thailand. There are analyzing the direct effect (DE), indirect effect (IE), and total effect (TE) of variables developed within the Structural Equation Model (SEM). As shown in Figure 2.

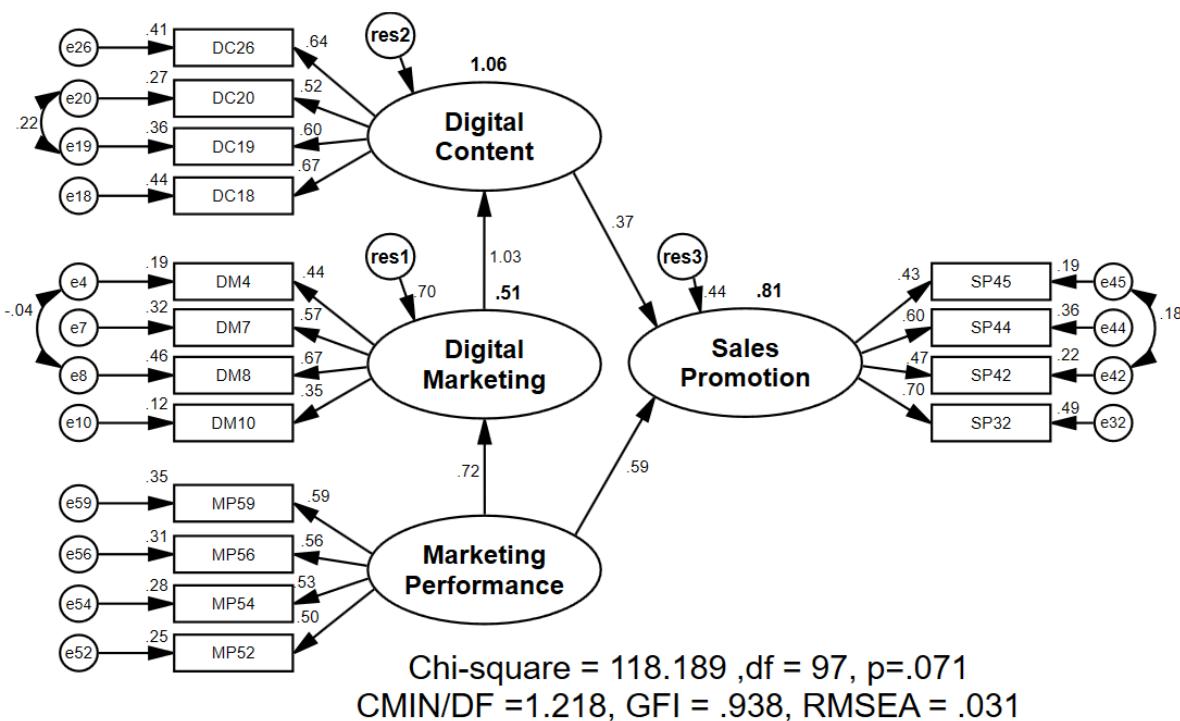


Figure 2 Shows the path of online marketing relationships that affect the success of processed food wholesalers and retail business in the eastern region of Thailand.

Table 2 The standard weight of the direct line of influence indirect influence path and the combined influence between primary variable and dependent variable

Dependent Variable	Variance (R^2)	Effect	Independent Variables			
			Marketing Performance	Digital Marketing	Digital Content	Sales Promotion
Digital Marketing	0.51	DE	0.72	-	-	-
		IE	-	-	-	-
		TE	0.72	-	-	-
Digital Content	1.06	DE	-	1.03	-	-
		IE	0.74	-	-	-
		TE	0.74	1.03	-	-
Sales Promotion	0.81	DE	0.59	-	0.37	-
		IE	0.27	0.38	0.37	-
		TE	0.86	0.38	-	-

Remark: DE = Direct Effect, IE = Indirect Effect, TE = Total Effect

The online marketing Structural Equation Model that affects the success of wholesale and retail business that processed food in the eastern region of Thailand consists of components of Marketing Performance, Digital Marketing, Digital Content and Sales Promotion. There found that Digital Marketing has the most direct influence on Digital Content components (DE = 1.03) followed by the component of Marketing Performance) directly influenced the component of Digital Marketing (DE = 0.72). The component of Marketing Performance directly influenced Sales Promotion component (DE = 0.59) and Digital Content component directly influenced the Sales Promotion component (DE = 0.37), respectively.

The results of the analysis of the overall influence of the online marketing Structural Equation Model affecting the success of wholesale and retail business of processed food in the eastern region of Thailand. There revealed that the highest overall influence that was found in Marketing Performance. Overall indirect influence on the components of Sales Promotion has a total weight equal to (TE) = 0.86, which indirect influence Marketing Performance component (DE=0.72). There is transmitted through Digital Marketing component (DE=1.03) and Digital Content component (IE=0.37) to Sales Promotion component (DE= 0.59) ($0.72 \times 1.03 \times 0.37 + 0.59 = 0.86$).

Discussions

The importance of the online marketing Structural Equation Model that affects the success of wholesale and retail business of the processed food in the eastern region of Thailand. There was found that overall, it was at a high level with an average of 3.97 in terms of Marketing Performance is of high importance with an average of 4.10. Digital Content is at a high level with an average of 3.95. Digital Marketing is very important with an average value of 3.94 and Sales Promotion was of high importance mean is 3.88, respectively.

The Marketing Performance component directly influenced the Digital Marketing component at 0.001 level with a weighted influence curve of 0.72. Understanding marketing methods and processes is able to increase the level of product trading services through online marketing channels appropriately (Sujova & Rajnoha, 2012). Competent marketers can create content of marketing materials with a wide range of features. There keep abreast of changes and respond appropriately to customer needs through marketing communication tools. To provide customers with access to product information, prices, service details including promotions and special privileges in its entirety. There are made customers trust and can buy products quickly and easily.

The components of Marketing Performance had a direct influence on the components of Sales Promotion statistically significant at the 0.001 level with a weight-line of influence at 0.59 because the personnel with marketing competency. There will use skills, knowledge, and ability to perform tasks affect operational efficiency (Román & Ruiz, 2005). The ability and skill of a seller will increase their incentives for customers to buy more resulting in increased profits and sales. However, when a sincere seller will advise customers about the product honestly in the standard and complete details of the product. The customers will be confident in the quality of the product.

The composition of the Digital Marketing has a direct influence on the component of the Digital Content statistically significant at the 0.001 level with the influence line weight at 1.03. Because the online marketing channel is an official channel, an important marketing communication for presenting content of digital media including text, images, and animations to fully explain the benefits of the product to the consumers to quickly access the product anywhere, anytime and on any occasion. Kaur (2017) said that online marketing channels have a positive impact on product acceptance. This will present content that is important to the operation of the business both in terms of marketing and business overview (Schultz & Block,

2009). Product information can be reached appropriately by consumers through various online marketing channels that modern consumers are exposed to and search for information on their own.

Digital Content components have direct influence on Sales Promotion components with significant level of 0.05 with the influence line weight at 0.37. There can apply technology to create artworks and content in digital media content formats suitable for business. There is important in disseminating and publishing business information to promote sales growth (Future, 2009). Marketers need to create digital media content. There will be flexible for presenting new things to keep up with all the time. For example, the ability to design products and design product advertising media for promoting products and services in order to gain popularity to reach consumers consistently (Phumsiri, Bua-In & Silpcharu, 2020).

Conclusion and suggestions

1. From the results of the research, it was found that the component of Marketing Performance has a direct influence on the component of the Digital Marketing and directly influences the component of Sales Promotion. There can purpose that the potential of policy in marketing personnel to understand the marketing communication process and learning new technologies. There is able to produce quality digital media for use as a channel for online marketing and sales promotion.

2. From the results of the research, it was found that the elements of Digital Marketing have a direct influence on the elements of Digital Content. There can purpose that the entrepreneurs in the retail business and entrepreneurs in the wholesale business of processed food should be supported and encouraged to have a variety of online marketing channels, such as social networks, websites or applications that provide online marketplace for distributing digital media to consumers. They understand in the same direction. The digital media content must fully explain the benefits of the product.

3. From the results of the research, it was found that Digital Content have a direct influence on the elements of Sales Promotion. There can purpose that the budgets should be established to provide digital technology equipment and facilities. There is enough to create digital media for publishing information about products preparation of advertisements. The promotional activities can communicate consumers to stimulate product sales to increase.

New knowledge and the effects on society and communities

This research is to create a new knowledge . The results of the study will be beneficial to the business establishments of processed food wholesale and retail. There can be applied the knowledge to solve the economic crisis to develop the organization for sustainable growth. The entrepreneurs can apply the form of the Structural Equation Model to be used as a marketing strategy plan. To improve the trading system of the organization to be flexible for future adjustments. To have an online marketing system that can reach customers in all channels to enter new markets for continuous increase in sales.

References

Arbuckle, J. L. (2016). *AMOS 20.0 users guide*. Crawfordville, FL: Amos Development Corporation.

Bank of Thailand. (2019). *Thai Economy Report 2019*. Retrieved from <https://www.bot.or.th/Thai/MonetaryPolicy/EconomicConditions/AnnualReport/AnnualReport/AannualReport2563.pdf>. (In Thai)

Brenes, E. R., Montoya, D., & Ciravegna, L. (2014). Differentiation Strategies in Emerging markets: The Case of Latin American Agribusinesses. *Journal of Business Research*, 67(5), 847-855. DOI:10.1016/j.jbusres.2013.07.003

Comrey, A. L., & Lee, H. B. (2016). *A First Course in Factor Analysis*. (2nd ed.). New York: Psychology Press.

Electronic Transactions Development Agency. (2019). *Value of e-Commerce Survey in Thailand 2019*. Bangkok: Ministry of Digital Economy and Society. (In Thai)

Future, B. (2009). *Country Brand Index 2008 Insights, Finding and Country Ranking: 2008 Country Brand Index Rankings Highlights*. Retrieved from <http://www.countrybrandindex.com/country-brand-rankings/>.

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis*. (7th ed.). Upper saddle River, NJ: Pearson Education International.

Hritzuk, N., & Jones, K. (2014). *Multiscreen Marketing: The Seven Things You Need to Know to Reach Your Customers Across TVs, Computers, Tablets, and Mobile Phones*. (1st ed.). Wiley.

Kaur, G. (2017). The Importance of Digital Marketing in Tourism Industry. *International Journal of Research – Granthaalayah*, 5(6), 72-77.

Ian, W., et. al. (2009). The Development of Competent Marketing Professionals. *Journal of Marketing Education*, 31(3), 15-16. DOI:10.29121/granthaalayah.v5.i6.2017.1998

Phumsiri, N., Bua-In, N., & Silpcharu, T. (2020). Guidelines on Effective Online Advertising in Industrial Business Sector. *International Journal of Entrepreneurship*, 24(3), 1-12.

Raksawong, N. (2015). The Study of Human Resource Development of Southeast Asia University to Improve Working Performance. (MBA, Siam University). (In Thai).

Román, S., & Ruiz, S. (2005). Relationship outcomes of perceived ethical sales behavior: the customer's perspective. *Journal of Business Research*, 58(4), 439-445.

Saison, W. (2016). *Academic Forums Thailand 4.0*. (In Thai). Bangkok. Academic bureau Secretariat of the House of Representatives.

Schultz, D.E. & Block, M.P. (2009). *Media Generations: Media Allocation in a Consumer-Controlled Marketplace*. Ohio: Prosper.

Silpcharu, T. (2017). *Statistical research and analysis with SPSS and AMOS*. (15th ed.). Bangkok: Business R&D. (In Thai).

Silpcharu, T. & Wantanakomol, S. (2017). A Structure Equation Modeling of Guidelines for Sustainable OTOP Production Management, Using Sufficiency Economy Theory. *International Journal of Applied Business and Economic Research*, 15(22), 863-872.

Sujova, A., & Rajnoha, R. (2012). The Management Model of Strategic Change Based on Process Principles. *Procedia - Social and Behavioral Sciences*, 62(2012), 1286-1291. DOI:10.1016/j.sbspro.2012.09.220

Tabachnick, B. G., & Fidell, L. S. (2007). *Using Multivariate Statistics*. Boston MA: Pearson Education.

Till, B. D., & Baack, D. W. (2005). Recall and persuasion: Does creative advertising matter?. *Journal of advertising*, 34(3), 47-57. DOI:10.1080/00913367.2005.10639201