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Antecedents of Integrated Marketing Communication Digital on Brand Equity: An Empirical Research of E-Commerce Businesses in Bangkok

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Abstract

Purpose: This study explores the factors affecting integrated marketing communication and examines the relationship and impact of market orientation, innovative marketing strategies, and integrated marketing communication via digital media (IMC Digital) on the brand equity of e-commerce businesses in Bangkok. **Research Method:** The research method is survey research. The data was collected by a questionnaire from 134 online retail business executives in Bangkok. Then, the data were analyzed by t-test, ANOVA, and MRA. **Results:** The findings are as follows. (1) Innovative Marketing Strategies and Digital Marketing Communications have a relationship and impact on the Brand Equity of E-Commerce Businesses at the statistical level of .05. (2) Market Orientation has no relationship and impact with the Brand Equity of E-Commerce Businesses (3) Marketing-oriented factors, customer focus, competitor focus, and inter-agency cooperation, are at the highest level. (4) Innovative marketing strategies comprise product and packaging design innovations, introducing new pricing strategies, and new retail concepts. The new promotion concepts are at the highest level. (5) Integrated marketing communications via digital media (IMC Digital) with controllable communication is at the highest level so is uncontrollable communication. (6) Brand Equity with brand awareness and brand image are at the highest level.

Keywords : Digital Marketing Communication, Brand Equity, E-commerce Business, Bangkok

JEL Classification Code: M31, L81, D63, D83

1. Introduction

E-commerce business is considered essential for driving and developing the economy and society of the country because it generates an economic value of more than 1.03 trillion baht (Department of Business Development 2022). It also plays a role in terms of being a collection center and a facilitation point for distributing consumer goods in the community, helping to reduce the cost of traveling to buy

goods outside the area, as well as acting as a distribution channel for entrepreneurs in the community, SME and OTOP product manufacturers in each locality, making wholesale and retail stores the center of critical economic activities at the local and regional levels, as well as helping to promote the development of small grocery stores to be able to compete, which is an important part that enables the community economy to grow sustainably (Department of Business Development 2022).

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According to the information on the value of the e-commerce (B2C) market from Kasikorn Research Center (November 11, 2022), there was an indication of an expansion at a slower rate after growing during the COVID-19 outbreak. Moreover, this slow growth picture will continue in 2023. It is expected to expand by about 4-6 percent or a market value of approximately 606,000~618,000 million Baht. This becomes the lowest compared to 2020-2022 with the average growth at 26 percent per year. The value of e-commerce in Thailand is expected to be as high as 4.01 trillion Baht. New players are likely to start saturating after many users come to use the service during the severe COVID-19 outbreak. In addition, consumer purchasing power is still affected by various pressures, such as the cost of living or inflation.

For e-commerce in Southeast Asia, between 2017 and 2021, sales grew by more than 40 percent per year, especially retail, which increased from 5 percent to 20 percent. It is expected that in 2026, the e-commerce market in Southeast Asia will be worth approximately 230 billion U.S. dollars or grow by more than 22 percent compared to 2021. The turning point causing the e-commerce business in Southeast Asia to proliferate was the widespread accessibility of people to the internet, smartphones, and various electronic devices, as well as the entry of e-commerce platforms such as Lazada, Shopee, Tokopedia, Tiki, and Sendo in multiple countries. The e-commerce penetration rate in Indonesia and Singapore is 30 percent on average, followed by the Philippines, Thailand, and Vietnam at 15 percent on average. Indonesia is the primary driver with a large consumer market. Although Indonesia and Vietnam are large markets, there was significant growth in 2017 and 2019. In the meantime, Thailand is considered a strong e-commerce market due to its continuous growth rate. In 2023, e-commerce in Southeast Asia will grow and the e-commerce market will develop to another level. Consumers are familiar with online shopping so the purchasing behavior trends are more complex. For example, 1) products purchased have higher unit prices, indicating confidence in purchasing products via e-commerce. 2) Price is only one of the critical factors in purchasing decisions. Consumers are willing to pay more for higher-quality products and services. 3) The types of products purchased via e-commerce are more diverse (previously mainly electronic products, food and beverages, and beauty products). 4) Orders can be placed through multiple channels, such as marketplace platforms, websites, and social commerce. Thailand is one of the region's important markets, a good opportunity for Thai e-commerce and logistics service businesses. (Office of Trade Policy and Strategy. January 30, 2023)

E-commerce businesses are proliferating. Customers are aware of the products or services offered by businesses. If the platform can meet customers' expected needs, it will lead

to the perception of service quality. E-commerce platforms include websites or ready-made applications created to support selling products or services online. They are channels that unite online buyers and sellers, leading to an agreement to buy and sell products within the platform. They also cover transferring money for products and delivery via the transportation system.

For this reason, researchers see the importance of studying how to create customer loyalty in e-commerce businesses. What the format should be to help e-commerce businesses create a competitive advantage in the digital age and be a guideline to set business strategies, increasing efficiency in business operations, and providing services that meet customer needs the most (Imrattanak et al., 2023).

Such drastic changes in the e-commerce market have caused many store owners to adjust their internal strategies. The customers' awareness has shifted from the original storefront selling products to online channels by creating marketing communications or integrated marketing communications to reach consumers. The sales promotion is run through the store page or places the products for sale on major e-commerce platforms such as Amazon, Alibaba, E-Bay, Lazada, and Shopee. Employees work as online store administrators to answer customers' questions, or even live selling to attract attention (Jompaeng & Thawisuk, 2020). An important thing in e-commerce marketing is integrated marketing through digital media (Integrated Marketing Communication Digital), which affects brand equity and supports marketing in e-commerce businesses.

Market orientation positively affects business innovation and innovation is significantly related to market orientation. Implementing market orientation innovation enhances market innovation in developing customer and competitor orientation (Rhee et al., 2010). According to Atuahene-Gima, 1996; Han et al., 1998, market orientation is well-known to increase new product innovation and efficiency by emphasizing the use of information. Determining customer orientation, competitor orientation, and coordination among the three functions of market orientation is generally used to analyze the impact on the company's profit (Kang, 2015; Narver & Slater, 1990). Market orientation helps e-commerce businesses effectively meet consumer needs and create consumer satisfaction and loyalty while focusing on competitors' activities and enhancing organizational performance by strengthening coordination within the organization.

From the literature review, in an era where businesses face intense competition from globalization, their survival and growth depend on several key factors. Specifically, market orientation and innovative marketing strategies help businesses respond to customer needs efficiently and create differentiation from competitors. Furthermore, integrated

marketing communication through digital media (IMC Digital) allows businesses to connect with target audiences across multiple channels, enhancing customer reach and engagement comprehensively. Additionally, brand equity plays a crucial role in building trust and long-term loyalty, which influences customers' purchasing decisions in the future. Building strong brand equity increases competitiveness and helps maintain a loyal customer base in the long run.

Therefore, this study aims to study the factors affecting integrated marketing communication via digital media (IMC Digital) of e-commerce businesses in Bangkok; to explore the relationship and impact of market orientation, innovative marketing strategies, and integrated marketing communication via digital media (IMC Digital) of e-commerce businesses in Bangkok; and to examine the relationship and impact of integrated marketing communication via digital media (IMC Digital) on brand equity of e-commerce businesses in Bangkok.

2. Literature Review

2.1. Market Orientation Concept

Market orientation positively affects business innovation and innovation is significantly related to market orientation. Implementing market orientation innovation enhances market innovation in developing customer and competitor orientation (Rhee et al., 2010). According to Atuahene-Gima (1996) and Han et al. (1998) market orientation is well-known to increase new product innovation and efficiency by emphasizing the use of information. Determining customer orientation, competitor orientation, and coordination among the three functions of market orientation is generally used to analyze the impact on the company's profit (Kang, 2015; Narver & Slater, 1990). Market orientation enables online retailers to meet consumer needs effectively and create consumer satisfaction and loyalty while focusing on competitors' activities and enhancing organizational performance by strengthening coordination within the organization.

Market orientation is a very influential organizational culture in creating necessary organizational behaviors, which include customer orientation, competitor orientation, and inter-functional coordination. It is a concept that helps expand business performance in the context of strategic management. So, market orientation helps organizations formulate strategies and manage their organizations by creating more value for customers and increasing profitability. The result is a business success (Narver & Slater, 1990). There are pieces of evidence shown by a lot of empirical research, such as Narver and Slater (1990),

Jaworski and Kohli (1993), Cano, Carrillat and Jaramillo (2004), Michaels (2010), Mohammed (2010), Suliyanto and Rahab (2012). In addition, other studies have shown that market orientation is positively related to innovation capability, resulting in innovative ideas in brainstorming and idea sharing, and leading to higher performance development (Micheels, 2010; Aaron et al., 2009).

2.2. Innovative Marketing Strategies

Dobni (2010) mentioned marketing innovation as a behavioral perspective of an organization's capabilities related to internal strategies. A company's innovation can be measured through product, process, and organizational improvements (Haque & Ali, 2016). According to Mensah and Quaye (2019), the marketing innovation strategies for the identified marketing innovations may include product design and packaging innovations, the introduction of new pricing strategies, new retail concepts, and new promotion concepts with significant changes in aesthetic design to improve product packaging and new media and sales strategies. Rad et al. (2014) and Kanagal (2009) stated that marketing innovation consists of four marketing elements (product, price, distribution, and promotion) that are interrelated and are based on meeting customer needs by creating strong results and building continuous customer relationships.

2.3. New Promotion Concepts

Dynamic marketing communication is an important variable in explaining the relationship in this research. Marketing communication refers to the tools used for promotion, to communicate between manufacturers or distributors and target customers, and to inform or motivate attitudes and purchasing behaviors (Takahashi et al., 2017). At the same time, dynamic capabilities are necessary to lead to the development of concepts (Gregor & Gotwald, 2013) to explain the transformation of resource advantages into competitive advantages (Adam et al., 2017). The characteristics of dynamic capabilities are described in 2 main groups: 1) Individual capabilities, the main characteristics of dynamic capabilities, including adaptability, absorptive capabilities, and innovative capabilities; 2) organizational process characteristics, to support individual capabilities in creating dynamic capabilities for the business (Gregor & Gotwald, 2013). Therefore, dynamic marketing communication refers to the ability of the organization to adapt, apply, and integrate multiple marketing communication process innovations continuously to communicate to target customers. It is essential to recognize the brand value and aim to create a behavioral response (Takahashi et al., 2017). This research

defines the organization's dynamic marketing communication in five dimensions: continuous advertising, personal selling improvement collaboration, sales promotion integration, proactive direct marketing change, and new public relations concepts (Takahashi et al., 2017).

2.4. Integrated Marketing Communication Digital (IMC Digital)

In the past, consumers were at the mercy of advertisers who used marketing media across various media, either print, billboards, television, or radio. These advertisers created markets and defined and reinforced consumer images. In the 1950s, most advertising was a one-way conversation with a captive audience. T.V. advertising grew and matured into a powerful marketing medium. The experts were the style makers. With the explosion of digital media, people began engaging with each other and the companies they did business with in new ways. The relevance of traditional print and broadcast channels declined, completely changing the consumer dynamic. Digital channels opened doors for consumers.

Without engaging in one-sided marketing conversations, consumers were empowered by writers, publishers, and critics. The digital landscape is participatory, a space where consumers exchange ideas. Marketers no longer drove the conversation. The everyday consumer is now the style maker and trendsetter (Asian Development Bank, 2014). For marketers trying to compete in this new digital medium, it is tough to shine the light above the noise of the competition. The amount of time consumers spend on the web and mobile has increased dramatically. The amount of content available has also increased exponentially. More digital content is being created daily than most people can consume in a year. The audience has a concise attention span with so many distractions and choices. The exponential growth in digital channels has given rise to the importance of digital marketing. However, digital marketing is not just about channels. It is also a mechanism by which people create and share content and engagement experiences with the companies they do business with (Information and Communication Technology Center, 2019). Digital Marketing is marketing on digital or online channels or anything on the internet that can be communicated through electronic devices, either a computer, mobile phone, or T.V. (if viewed via the internet). All of these are considered tools of Digital Marketing. It can be done through various social media platforms such as Facebook, Instagram, TikTok, Line, and Twitter, or Search Engine systems (Google, Bing, Yahoo) as a medium for sending messages from digital marketers to consumers or target customer groups (Information and Communication Technology Center, 2019).

2.5. Brand Equity Concept

Fadeke Adegbuyi (2022) stated that brand equity is a mandatory principle that serves as a guideline for an organization's operations. Brand equity includes the organization's mission and vision, sourcing, production processes, selection and treatment of human resources, and how the product or service is delivered to consumers (Adegbuyi, 2022). As defined by Davcik et al. (2015), a brand is not just the name of a product but a promise to deliver specific quality criteria and the benefits and conveniences provided to consumers. Brands provide consumers with information about the source of their products and, at the same time, demonstrate the differences of their products and services compared to their competitors, even if competitors offer consumers the same products. Brand equity is the consumer's perception of those places (Davcik et al., 2015). In addition, Kirk et al. (2013) stated that brands will demonstrate product differentiation when stakeholders have asymmetric information about quality and performance and provide a product loyalty mechanism for new entrants to the market (Kirk & Wilson, 2013). In conclusion, brand equity is consumers' perception or belief about products or services. Brand equity comes from understanding the mission, vision, products and services themselves, the organization's operations towards consumers, and human resources. Brand equity is also considered as the brand image.

Brand equity has five components: (1) brand awareness, (2) brand image, (3) perceived quality, (4) brand association, and (5) brand loyalty (Gilitwala & Nag, 2022). Brand awareness (Romaniuk et al., 2017) occurs when consumers recognize a brand. Brand awareness is a measure of consumers' brand recognition and recall, which brands can use to assess and predict consumers' decisions to purchase a brand's products. Marketers sometimes use brand awareness to monitor and assess the effectiveness of advertising and marketing campaigns. There are three types of brand awareness: brand recall, brand awareness, and brand salience (Vaidya, 2020). Brand recall is the relationship between consumers' interest in a product category and a brand. Brand recall is consumers' ability to remember a brand name without much prompting. Strong brand recall can translate into brand equity. Famous brand names lead to increased market share because they are at the top of customers' minds (Master Class.com, 2021). Marketers can measure brand recall using a survey that asks respondents to name all the companies they are familiar with in an industry. The first brand name that comes to mind garners the most significant brand recall. Respondents may also be asked to remember which brands were associated with a specific sale. If customers recall the correct brand, it is a sign that the company has brand awareness (Ansary & Nik Hashim,

2018). The second type of brand awareness, brand recall, is the ability to differentiate between one's and competitors' products and select the brand the consumer prefers. Sometimes, consumers cannot remember the full name of a product but can distinguish a desired product from competitors by its tagline, colors, packaging, or logo. Brand dominance is a top-of-mind perception for consumers because consumers remember both the product and the brand and can associate it with the product. There are four ways to measure brand awareness: (1) recall tests, (2) brand attitudes, (3) brand association analysis, and (4) brand salience. Brand recall tests give consumers clues to see if they recall or remember a brand correctly. Brand recall is a subset of brand prominence that measures how well consumers recall a brand name from memory without any cues or prompts. It is also known as unaided recall. For example, if consumers are asked to name three toothpaste brands, the mentioned brands are those with high brand recall (Master Class.com, 2021). Brand attitude is measured by giving consumers a questionnaire about the brand on various attributes and aspects to see whether consumers' attitudes toward the brand are positive or negative.

Brand association analysis is measured through product preference using emotional words such as friendly, creative, trustworthy, trendy, or reliable. Brand prominence is measured by displaying the product or service and asking consumers to identify the brand. The tagline, logo, colors, or packaging can measure brand recall. Brand prominence is the degree to which a brand is present in the mind and is relevant to customers. It reflects how easily and quickly a brand is recalled or remembered when exposed to a product category, issue, or need. For example, if consumers are asked to think about online shopping, which brand will come to mind first? These are the brands with high brand prominence (Alhaddad, 2014).

Brand image is the consumer's perception of a brand, which includes information or attitudes toward the brand. Brand image makes a difference in the minds of consumers when they must make a decision (Zhang, 2015). It is consumers' first impression of a brand (Alhaddad, 2014). Brand image has five elements: promise, position, personality, story, and association (Yourstory.com, 2016). A brand promise is a slogan or guarantee that a brand shows consumers that it will deliver this quality or this standard for every transaction involving the brand. Before a brand makes any promise, it must examine what consumers expect from it and assess whether the brand's internal resources, such as budget, human resources, technology, and operating systems, will meet those expectations. Brand positioning is about the unique value that a brand, product, or service has, the difference consumers get from using the brand that they cannot find from competitors. Brand positioning can be expressed in quality words such as value for money, lowest

price, and smooth as silk. Brand personality traits are the specific personality characteristics that describe a brand. A brand should have 4-7 characteristics that employees and partners in the organization will use to express their personality, such as being creative, reliable, flexible, and friendly. Brand Story is creating a brand and credibility, and summarizing the brand's origin, inspiration, and process of creating products and services. Brand stories often include brand positioning statements and promises. Once a brand has created a story, its stakeholders must repeatedly tell it. Brand association is the connection between all parts of the product and service and personality through stories, video clips, logos, slogans, or colors (Davicik et al., 2015). Brand loyalty is the heart of brand equity because it promotes regular consumer purchases. Brand loyalty persuades customers to buy a brand and makes them willing to pay more. Brand loyalty is a consumer behavior that customers develop over time by repeatedly using a brand, product, or service. Brand loyalty occurs when consumer needs are fulfilled with high-quality products and services. Offering high-value products and services creates brand loyalty. Brand loyalty benefits organizations because it helps in repeat purchases and positive word of mouth about the brand (Gilitwala & Nag, 2022). Brand loyalty is based on perception (image and experience), where loyal customers believe that the brand offers premium quality products and services over any competitor and that they can afford (Investopedia, 2020).

In summary, there are five components of brand equity. The first component that builds brand equity is an image, the attitude in the minds of consumers. Then comes brand awareness, our ability to remember the brand. Next comes the perceived quality consumers receive from the brand, which can connect brand associations and ultimately build brand loyalty.

Based on the above findings, the following hypotheses were proposed.

- H1:** Market Orientation has a relationship and impact on Integrated Marketing Communication via Digital Media (IMC Digital) of e-commerce businesses in Bangkok
- H2:** Innovative Marketing Strategies have a relationship and impact on Digital Marketing Communications (IMC Digital) of e-commerce businesses in Bangkok
- H3:** Digital Marketing Communication (IMC Digital) has a relationship and impact on the brand equity of e-commerce businesses in Bangkok

2.6. Conceptual Framework

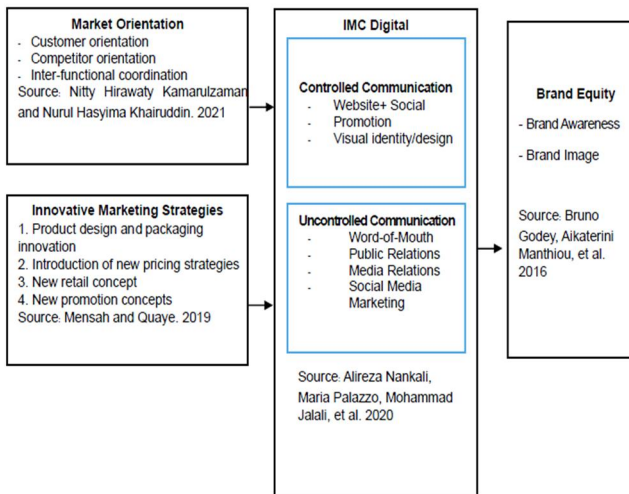


Figure 1: Research Conceptual Framework

3. Research Methods and Materials

3.1. Population

Executives of online retail businesses with a registered capital of over 1,000,000 baht in Bangkok, 134 companies (dataforthai. Retrieved on December 24, 2022, from Retrieved on October 10, 2022, from <https://shorturl.asia/Xv2hV>).

3.2. Tools used for data collection

The research tool is a questionnaire. The survey was conducted through a questionnaire distributed via Google Forms, serving as the primary data source for this study. The content validity is checked with the Index of Item – Objective Congruence (IOC) (Wasana Suwannawichit, 2012) with an IOC value of .88. The revised questionnaire was tested (Try Out) with 30 executives of online retail businesses with a registered capital of over 1,000,000 baht in Bangkok perimeter who were not in the research sample (Cronbach, 1974). The data was used to find the reliability value. With Cronbach’s Alpha Coefficient formula (Nunnally. 1978), the result of Cronbach's Alpha Coefficient analysis is .957, an acceptable value.

3.3. Data Analysis

For data analysis, there were descriptive statistics, statistics testing by One-way Analysis of Variance (ANOVA), Multivariate Analysis of Variance (MANOVA), Multiple Correlation Analysis, Simple Regression Analysis,

and Multiple Regression Analysis to test the relationship of digital marketing communication (IMC Digital) on the brand equity of online retailers in Bangkok.

4. Results

4.1. Market Orientation Factors

Table 1 shows that opinions on factors affecting Market orientation were at the highest overall degree (M=4.30, S.D.=0.416). Customer focus was at the highest degree (M= 4.334, S.D.=0.411). Competitor focus was at a high degree (M=4.215, S.D.=0.428). Inter-agency cooperation was at the highest degree (M=4.297, S.D.=0.412).

Table 1: The Opinions on Factors Affecting Market Orientation

Market Orientation Factors	Mean	S.D.	Level
1 Customer orientation	4.334	0.411	Highest
2 Competitor orientation	4.215	0.428	High
3 Inter-agency Cooperation	4.297	0.412	Highest
Total	4.30	0.416	highest

4.2. Innovative Marketing Strategies

Table 2 shows the overall opinions on Innovative Marketing Strategies with the highest degree (M=4.241, S.D.=0.502). The product packaging design innovation was at the highest degree (M=4.2442, S.D.=0.579). The introduction of new pricing strategies was at the highest degree (M=4.236, S.D.=0.583). New retail concepts were at the highest degree (M=4.233, S.D.=0.429). New marketing promotion concepts were at the highest degree (M=4.250, S.D.=.0414).

Table 2: The Opinions on Innovative Marketing Strategies

Innovative Marketing Strategies	Mean	S.D.	Level
1 product packaging design innovation	4.244	0.579	Highest
2 introducing new pricing strategies	4.236	0.583	Highest
3 new retail concepts	4.233	0.429	Highest
4 new marketing promotion concepts	4.250	0.414	Highest
Total	4.241	0.501	Highest

4.3. IMC Digital

Table 3 shows the general opinions on integrated marketing communication through digital media (IMC Digital), which was at the highest degree (M=4.33, S.D.=0.654). Controllable communication on the website was at the highest degree (M=4.228, S.D.=0.681). Marketing promotion was at the highest degree (M=4.285, S.D.=0.689). Controllable communication on identity creation

was at the highest degree (M=4.422, S.D.=0.613). Uncontrollable communication on word-of-mouth was at the highest degree (M=4.307, S.D.=0.663). Uncontrollable communication in online marketing was at the highest degree (M=4.214, S.D.=0.684). Uncontrollable communication public relations were at the highest degree (M=4.444, S.D.=0.620). Uncontrollable communication, mass communication was at the highest degree (M=4.380, S.D.=0.624).

Table 3: The Data on Opinions on Integrated Marketing Communication Via Digital Media (IMC Digital)

Integrated Marketing Communications via Digital Media		Mean	S.D.	Level
1	Controllable Communications Website	4.228	0.681	Highest
2	Controllable Communications Promotion	4.285	0.689	Highest
3	Controllable Communications Identity	4.422	0.613	Highest
4	Uncontrollable Communications Word of mouth	4.307	0.663	Highest
5	Uncontrollable Communications Social Media Marketing	4.214	0.684	Highest
6	Uncontrollable Communications Public Relations	4.444	0.620	Highest
7	Uncontrollable Communications Media Relations	4.380	0.624	Highest
Total		4.326	0.653	Highest

4.4. Brand Equity

Table 4 shows opinions on brand equity, which is at the highest degree overall (M=4.376, S.D.=0.638). Brand awareness is at the highest degree (M = 4.315, S.D.= 0.663), and brand image is at the highest degree (M=4.437, S.D.= 0.614).

Table 4: The Brand Equity Data

Brand Equity		Mean	S.D.	Level
1	Brand Awareness	4.315	.663	Highest
2	Brand Image	4.437	.614	Highest
Total		4.376	.638	Highest

4.5. Results of Hypothesis Testing

4.5.1. H1: Market Orientation has a relationship and Impact on Integrated marketing Communication via Digital Media (IMC Digital) of e-commerce businesses in Bangkok

Table 5 found that market orientation had no relationship with integrated marketing communication via digital media (IMC Digital) for e-commerce businesses in Bangkok. Therefore, the hypothesis was rejected. Comparing opinions

on market orientation showed a relationship between integrated marketing communication via digital media (IMC Digital) for e-commerce businesses in Bangkok. It consisted of Customer Focus, Competitor Focus, and Inter-agency Cooperation at a statistical significance level of more than 0.05. Therefore, this hypothesis was rejected.

Table 5: Comparison of Market Orientation Opinions on Integrated Marketing Communication via Digital Media (IMC Digital) of E-commerce Businesses in Bangkok

Market Orientation	β	Std. Error	Beta	t	Sig.
Constant	4.089	.173		23.704	.000
X ₁₁ Customer Orientation	.019	.088	.028	.216	.829
X ₁₂ Competitor Orientation	.042	.028	.065	1.504	.133
X ₁₃ Organization Cooperation	-.006	.088	-.009	-.069	.945
R²=.005, Adjusted R²=.001, F=.848, Sig=.468					

*Significant level .05

4.5.2. H2: Innovative Marketing Strategies have a relationship and impact on Digital marketing Communications (IMC Digital) of e-commerce businesses in Bangkok

Table 6 found that the comparison of opinions on innovative marketing strategies had a relationship and impact on digital marketing communications (IMC Digital) of e-commerce businesses in Bangkok by 27.4 percent, so the hypothesis was accepted. The results of comparing opinions on innovative marketing strategies had a relationship and impact on digital marketing communications of e-commerce businesses in Bangkok, including introducing new pricing strategies at a statistical significance level of .05 (Sig=.000), so the hypothesis was accepted. However, product and packaging design innovations, new retail concepts, and new promotion concepts had a relationship with digital marketing communications of e-commerce businesses in Bangkok at a statistical significance level of more than 0.05.

Table 6: Comparison of Opinions on Innovative Marketing Strategies Towards Digital Marketing Communications of E-commerce Businesses in Bangkok

Innovative Marketing Strategies	β	Std. Error	Beta	t	Sig.
Constant	2.753	.174		15.806	.000
X ₂₁ Product and packaging design innovation	-.021	.080	-.031	-.257	.797
X ₂₂ Introducing a new pricing strategy	.321	.023	.526	14.114	.000*
X ₂₃ New Retail Concept	.052	.079	.079	.652	.515
X ₂₄ New Marketing Promotion	.013	.025	.019	.526	.599
R²=.280, Adjusted R²=.274, F=51.53. Sig=.000*					

4.5.3. H3 : Digital Marketing Communication (IMC Digital) has a relationship and impact on the brand equity of e-commerce businesses in Bangkok

Table 7 found that the opinion comparison on digital marketing communication has a relationship and impact on the brand value of e-commerce businesses in Bangkok at 70.0 percent. Therefore, the hypothesis of opinion comparison on digital marketing communication is accepted. It has a relationship and impact on the brand value of e-commerce businesses in Bangkok, consisting of identity creation, online marketing, and mass communication at a statistical significance level of 0.05. Therefore, the hypothesis is accepted. However, websites, marketing promotions, word-of-mouth, and public relations have a relationship and impact on the brand value of e-commerce businesses in Bangkok at a significance level greater than .05.

Table 7: Comparison of Opinions on Digital Marketing Communication on Brand Equity of E-commerce Businesses in Bangkok

IMC Digital	β	Std. Error	Beta	t	Sig.
Constant	3.526	.304		11.584	.000
X ₃₁ Website	.011	.033	.015	.315	.753
X ₃₂ Market Promotion	.017	.039	.025	.433	.665
X ₃₃ Identity Building	.238	.046	.345	8.830	.040*
X ₃₄ Words of Mouth	.004	.051	.005	.077	.939
X ₃₅ Social Media Promotion	.319	.039	.229	4.481	.036*
X ₃₆ Public Relation	.006	.036	.008	.166	.869
X ₃₇ Press Release	.251	.041	.261	6.147	.000*
R²=.700, Adjusted R²=.508. F=5.700, Sig.=.000*					

5. Discussion

Market Orientation has a relationship and impact on Integrated Marketing Communication via Digital Media (IMC Digital) of e-commerce businesses in Bangkok, consistent with the research of Samorn Deesomlert and Sudaporn Saowuang (2015). It found that marketing focus, service focus, and organizational factors have a direct and positive influence on service innovation factors and an indirect influence on the performance of health spa businesses through service innovation factors. The research of Prateep Chaturapongthorn and Suchada Chiamsriphong (2022) found that 1) customer focus, 2) competitor focus, and 3) internal coordination have a direct and positive influence on performance with statistical significance. In addition, 1) customer focus, 2) competitor focus, and 3) internal coordination have an indirect influence on performance through the statistical significance of

innovation capabilities.

Innovative Marketing Strategies have a relationship and impact on Digital Marketing Communication (IMC Digital) of e-commerce businesses in Bangkok, consistent with the research of Kamarulzaman, Khairuddin, Hashim, Hussin (2023). It found that all marketing elements from market orientation – customer orientation, competitor orientation, and collaboration – have a significant relationship with innovative marketing strategies (product, price, promotion and distribution). Meanwhile, customer orientation and promotion have a solid relationship among other measured variables. Innovative marketing strategies, especially promotion, have the most significant impact on the performance of agricultural food manufacturers.

Digital marketing communications (IMC Digital) have a relationship and impact the brand equity of e-commerce businesses in Bangkok. This is consistent with the research of Issara Raksapol (2018), which found that most consumers who use the service give a high level of importance to integrated marketing communications. Considering each aspect, it was found that consumers gave a high degree of significance to advertising, sales by salespersons, public relations, and direct marketing. Consumers gave moderate importance to event marketing. Regarding purchasing behavior, most consumers buy products online 1-2 times a month 48.5 percent. The main reason for buying products online is convenience, 65.7 percent. 0 Most expenses for ordering products per time range from 501-1,200 Baht, 45.7 percent. Some integrated marketing communication (IMC) factors, including advertising, sales promotion, public relations, salespeople, direct marketing, and event marketing, did not affect the number of times online purchases made within 1 month and the cost of ordering products online per time. Integrated marketing communication (IMC), advertising, public relations, and event marketing were the main reasons for buying products online. Meera and Viradan (2022) found that factors affecting individuals' market orientation have four latent dimensions: customer orientation, competitor orientation, external coordination orientation, and personal selling orientation. All have a significant positive relationship between customer orientation and personal selling orientation with marketing skills of artisans and entrepreneurs in India (Meera & Viradan, 2022).

The study shows that digital marketing communication (IMC Digital) effectively connects with consumers through e-commerce distribution channels. With various digital media formats such as social media, email, websites, and digital advertisements, brands can reach consumers across multiple touchpoints and create a cohesive experience. Consistent communication across all channels helps increase brand awareness and recognition, including fostering loyalty and trust in the brand. This leads consumers

to engage more in the e-commerce distribution process and encourages them to make decisions on purchasing through online channels easily. Integrated Marketing Communication (IMC) plays a crucial role in increasing consumer engagement with e-commerce distribution channels. Consistent communication across various channels enhances the customer experience, making it more cohesive and improving brand recognition and recall, positively influencing consumer engagement in the following ways: increased brand recognition and awareness, strengthening trust and brand loyalty and encouraging purchase decisions. Furthermore, brand equity plays a crucial role in logistics processes and distribution efficiency in e-commerce. A brand with strong equity often creates high customer expectations regarding delivery and service. This impacts performance in several ways as follows: increased customer expectations, creating a competitive advantage and enhancing customer retention and loyalty. The results of this study show that IMC enhances consumer engagement with e-commerce channels, while strong brand equity helps improve logistics efficiency and create a competitive advantage in distribution.

5.1. Recommendation:

5.1.1. Recommendations for Implementation

Based on the results of this study, the following implementation recommendations are:

1. Business owners should engage in strategic marketing planning to identify the needs of target groups and understand consumer behavior in Bangkok. This approach allows them to align strategies with real-world needs and usage patterns. Additionally, they should set clear objectives and goals for marketing communication, such as increasing sales, enhancing brand awareness, or expanding the customer base.

2. Business owners should use popular social media platforms in Bangkok, such as Facebook, Instagram, and LINE, by creating content aligned with the behaviors and culture of local consumers. Targeted advertising tools, such as Facebook Ads and Google Ads, should be used to reach specific target groups effectively.

3. Business owners should employ SEO and SEM strategies, to optimize their websites to align with searches on Google and other search platforms. They should focus on keywords related to their products or services in Bangkok and invest in Google Ads to achieve visibility on the first page of search results for relevant keywords.

4. Business owners should engage in email marketing, maintaining regular contact with customers by sending newsletters, special offers, or valuable content. They should use an email marketing system capable of analyzing results, such as open rates, click-through rates, and customer

responses.

5. Business owners should use video content by creating engaging videos, such as product introductions, how-to guides, or customer reviews. Video platforms like YouTube, TikTok, or Facebook Video can help reach a large audience in Bangkok.

6. Business owners should create meaningful, personalized experiences for customers by using user data to tailor content and offers to individual interests and behaviors. Providing customizable services based on customer preferences can enhance satisfaction.

By following these guidelines, e-commerce businesses in Bangkok can implement integrated digital marketing communication more effectively, thereby gaining a competitive advantage.

5.1.2. Policy Recommendations

Government agencies should develop policies for Digital Competency Development, to support the skill enhancement of personnel in e-commerce businesses in areas such as digital tools and online marketing campaign management. This could include offering comprehensive training programs ranging from basic to advanced levels, as well as creating centralized online resources and platforms for learning and knowledge exchange in digital marketing, ensuring accessibility for businesses of all sizes.

5.1.3. Suggestions for Future Research

Future research should include a qualitative study on strategies for developing digital competencies among personnel in e-commerce businesses.

6. Conclusion

According to the research results, market orientation and integrated digital marketing communications are essential strategies, which can drive brand building and increase brand equity in the digital era. These strategies are interconnected as follows:

Market orientation is when an organization prioritizes understanding customer needs and continuously monitors competitor activities. This includes analyzing consumer data and using it to develop plans that refine products and services to align with customer demands. A well-executed market orientation enables businesses to develop targeted marketing strategies and maximize customer satisfaction.

Innovative marketing strategies focus on creating new ideas for presenting products and services in ways that differentiate them from competitors and make the brand appealing. Presenting products or services in unique formats, including advanced technologies usage like AI, AR/VR, or Big Data, allows brands to stand out in the market and create

a lasting impression on consumers.

Integrated Marketing Communications through Digital Media (IMC Digital) refers to the consistent and unified use of digital media across all channels to achieve clear and effective communication. This includes social media, websites, email, and digital advertising to build brand awareness. IMC Digital ensures a cohesive message and enables precise targeting of customer segments. Effective communication aids in customer recall of the brand and fosters brand loyalty.

Brand equity is the perception and image consumers have of a brand, reflecting trustworthiness, loyalty, and positive recognition. Building strong brand equity depends on several factors such as product and service quality, customer experience, value, and credible communication. High brand equity not only promotes loyalty among existing customers but also attracts new ones and enhances long-term competitiveness.

The integration of market orientation and innovative marketing strategies with digital integrated marketing communications strengthens brand equity and customer loyalty. With an emphasis on consumer needs and behavior, working together with presenting unique and appealing offerings through digital channels, a brand can achieve growth and sustainability. Additionally, this study focuses solely on e-commerce businesses in Bangkok. If the research is to be applied and adapted to other regions or types of businesses, specific factors in each area or business type should be considered. For example, 1) in regions with different infrastructures such as rural areas or cities with less developed transportation systems, it may be necessary to develop local logistics networks through partnerships with local service providers or adopt a more decentralized warehouse system to efficiently reach customers. 2) Market response in regions with different consumer behaviors in cities or regions with consumer behaviors that differ from Bangkok, such as areas with lower smartphone or internet usage, or where in-store shopping is more popular than online shopping, e-commerce businesses may need to adopt an omnichannel marketing strategy. This would integrate online sales with brick-and-mortar stores. Additionally, businesses may need to consider providing special digital services, such as communication via text messages or SMS marketing, to better cater to a variety of access preferences and reach a wider audience. 3) Adapting logistics strategies to fit regional areas and businesses with geographical factors, such as mountainous or rural areas, may face transportation challenges that differ from Bangkok, which has a modern transportation network and advanced warehouses. In these areas, logistics strategies may need to be adjusted with delivery services from local operators or developing delivery systems that align with the local environment. For example, small vehicles may be required to navigate hard-

to-reach areas, or deliveries may need to be scheduled at optimal times to suit the region's infrastructure and accessibility.

In summary, digital marketing communication and brand value creation play a crucial role in enhancing consumer awareness and loyalty in the rapidly growing e-commerce market, especially in Bangkok, a city with widespread use of technology and digital tools. This approach can serve as a good model for other regions and business types if adapted to align with the unique constraints and opportunities of each area. Applying research findings to local factors and specific business characteristics will help e-commerce businesses thrive sustainably in diverse markets.

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