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Causal factors influencing digital marketing strategy of community enterprise

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Abstract

This study aims to enhance the income and operational performance of community entrepreneurs in Nonthaburi Province by analyzing the factors influencing consumer behavior in online purchasing. The ultimate goal is to promote the sustainable development of local enterprises. A mixed-method approach was employed, collecting data from entrepreneurs using the Delphi sampling method. The data were analyzed through content and statistical analysis to identify key consumer behavior drivers. The results indicate a strong positive relationship between digital marketing strategies, customer satisfaction, customer experience, customer engagement, and online purchase intentions. Notably, customer experience and the effective utilization of digital marketing tools show the highest correlation with purchasing behavior. The study introduces the DIOS model—comprising Digital marketing tools, Information organization, Digital organization, and Social marketing strategies—as a comprehensive framework for improving the digital marketing capabilities of community entrepreneurs. This model enhances their competitiveness and long-term sustainability in the digital marketplace. In today's digital business landscape, effective marketing strategies are crucial for engaging consumers. This research provides insights into how community entrepreneurs can leverage digital tools, techniques, and technologies to optimize their online presence and drive business growth in Nonthaburi Province, Thailand.

Keywords: Customer engagement, Customer experience, Customer satisfaction, Digital marketing strategy tools, Purchase intention.

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1. Introduction

The TMB Economic Analysis Center mentioned that over the past 2-3 years, electronic commerce has proliferated both in Thailand and abroad, causing consumer behavior to shift towards buying more products and services through online channels, leading to an increase in online product orders and the proportion of structure in the economy due to the rapid occurrence of the COVID-19 outbreak. Therefore, studying the shift in consumer purchasing behavior to the online system requires information that is timely and up-to-date with the situation. Moreover, the Ministry of Digital Economy and Society has revealed the results of the e-commerce survey in Thailand, finding that in 2020, the electronic commerce business, or e-commerce, in Thailand had a value equal to 3.78 trillion baht, with the highest proportion of e-commerce value in the B2C

format, valued at more than 2.17 trillion baht. B2B has a value of over 0.84 trillion baht, and B2G has a value of 0.77 trillion baht. The value of e-commerce in Thailand in 2021 is expected to grow to 4.01 trillion baht [1].

In this regard, the COVID-19 epidemic is considered a significant turning point that results in a new way of life or a completely changed New Normal, causing people to live differently. There has been a massive increase in purchasing goods and services online, and the number of entrepreneurs in online channels has increased exponentially. There has been an increase in activities related to digital technology, such as viewing online content and e-meetings, thus positively impacting the value of e-commerce in some industries, such as retail and wholesale industries, information industries, and messaging. At the same time, measures to restrict international and domestic travel have impacted the tourism business, which is the country's top economic generator, falling under the accommodation industry. As a result, the overall growth rate of e-commerce value in 2020 decreased compared to the previous year. Therefore, running an e-commerce business is not an option but a necessity for today's business operations [2].

Therefore, entrepreneurs should adopt digital marketing strategies in their businesses to create maximum satisfaction with products and services, access customer groups, add new customers, and increase product sales. Consumers increasingly buy products online through websites, applications, or social media. This is to meet the lifestyle needs of consumers that change all the time. Entrepreneurs should plan and determine appropriate marketing strategies for doing business with digital marketing by specifying tools, considering the real needs of consumers and lifestyles, and choosing media [3]. However, even though there is no opportunity to touch the product directly, buyers on online platforms want an experience and atmosphere similar to going to a store. Even today's buyers are relatively easy to please; it is better for the merchant to have data on customer purchasing behavior and know the guidelines for target marketing. This will lead to increased sales. However, because of high competition, buyers who make decisions quickly will also demand products, so entrepreneurs should implement digital marketing strategies. Therefore, they should take the opportunity during this crisis to accelerate the development of their business model by adding additional online trading channels [4].

2. Literature Review

2.1. Digital Marketing Concepts

Recent studies have shown that the functionality of social media platforms can significantly influence how information is perceived. Critical factors for digital entrepreneurs include internet safety, content strategies, government support, and information and communication technology [5]. Research focusing on the use of virtual social media among rural women entrepreneurs has demonstrated that online social networks have a notable impact on their businesses. Furthermore, differences have been observed between groups of entrepreneurs in various regions, with online social networks contributing to more significant business flexibility and improved access to information about business activities [6]. Digital marketing, as a new form of marketing, leverages digital channels to engage with consumers. While it represents a novel approach, it still adheres to traditional marketing principles, albeit with changes in communication channels and consumer information collection. Essentially, digital marketing refers to companies primarily conducting marketing operations through digital communication channels to steer the market's future development. This approach enables real-time information delivery to promote products and services using online databases, ensuring swift access to consumers and addressing the need for privacy and cost efficiency. The integration of online social networks has altered communication formats and the behavior of individuals in online communities and social media. Consequently, digital marketing channels present significant opportunities for cost reduction and offer small businesses a platform for growth. Leveraging digital channels as an effective communication tool provides a fast, cost-effective, and accessible means of reaching consumers in the digital marketplace [7].

2.2. Satisfaction Concepts

Satisfaction is a person's happiness or disappointment resulting from comparing the performance of products and expectations [8]. In planning marketing offers, marketers need to know the product level by considering the customer value hierarchy and classifying products based on durability, tangibility, and usage. The price determination must consider various factors such as product cost, product value that customers receive, and competing products and economic environment, including having a place to sell products and carry out various activities that give the target consumers access to the product to be able to respond to needs quickly, conveniently, and distribute products comprehensively and appropriately [9]. Customer satisfaction consists of several indicators: loyalty, expectations, interest in returning to buy again, complaint needs, willingness to recommend products, and business reputation [10]. Customer satisfaction results from the customer's perception of the value received in the transaction or relationship. The value is equivalent to the perceived product quality compared to the price and customer acquisition costs [11]. According to a research study by Kim, et al. [12] it was found that the variables that can create satisfaction consist of creating good service, safety, product type, and product quality. In digital marketing, it was found that essential components include creating a website, doing content marketing or creating a blog, creating electronic letters through various channels, creating first-page ownership to gain access to products from Search Engines, and using social media to connect with people. Consumers respond to information about buyers and sellers and found that academics are more interested in the impact of customer satisfaction than in other customer outcomes such as customer retention Alshurideh, et al. [13] and customer loyalty Osman and Sentosa [14] and Alshurideh, et al. [13] however, there is evidence of the crucial positive role of customer satisfaction on organizational outcomes such as profitability of the organization Odunlami, et al. [15] service quality Al-abboodi and Sabbagh [16] brand development Tariq, et al. [17] and Asif, et al. [18] organizational performance Nazaria, et al. [19] and marketing performance Alsheikh [20] also found that

entrepreneurial leadership, communication skills, commitment, and motivation have a high and significant structural impact on sales and customer satisfaction. The results of this study clearly show the positive influence of specific entrepreneurial characteristics on job performance [21].

2.3. Customer Experience Concepts

Customer experience involves the study of consumer behavior and encompasses reason, emotion, touch, physicality, and spirit. Pine and Gilmore [22] emphasized the critical role of customer experience in building and maintaining customer relationships, specifically in product and service businesses [23]. As customers increasingly engage in the digital world, businesses must prioritize creating positive digital experiences to enhance customer interaction and brand perception. This approach fosters customer commitment and brand loyalty [24]. Research has highlighted the significance of improving customer experience within the service industry [25]. Personal perception, relevance, accuracy, and convenience significantly impact overall participant satisfaction, particularly in technology [1]. Contemporary marketing strategies, such as eWOM, emailing, affiliate marketing, search engine optimization, social media marketing, and corporate blogging, are effective in maximizing customer experience due to the personalization, customization, and interaction they offer to customers [26].

2.4. Customer Engagement Concepts

Customer engagement refers to the interaction between customers and brands, representing the customers' willingness to participate and create brand experiences that drive product purchases [27]. Marketing strategies now strongly emphasize customer engagement, which is a new paradigm focusing on fostering customer relationships to build attachment and loyalty to the organization. As a result, customer engagement has become a compelling topic for marketers, particularly in social media marketing [28]. Social platforms offer a novel way to cultivate customer relationships through content marketing, providing valuable and relevant content to customers [29]. Customer engagement, as highlighted by Solem and Pedersen [28], encompasses three essential qualities: 1) Cognitive engagement, which pertains to consumers' level of knowledge and interest in the content presented by brands, products, or organizations; 2) Emotional engagement, which reflects the impact of content marketing on consumers' emotional responses, evoking feelings of pride and inspiration from engaging with the content; and 3) Behavioral engagement, which measures the ability of content marketing to prompt consumer interaction, such as following, commenting, liking, or sharing. Previous studies have demonstrated that digital marketing strategies positively impact brand awareness, sales growth, and customer engagement through digital platforms and tools. This enables businesses to target customers more precisely, providing practical guidance for developing a more effective digital marketing strategy [30].

2.5. Intention to Purchase Concepts

Before consumers can begin the purchasing decision process, they must start with the desire to purchase goods and services first. When demand is stimulated, consumers will enter the process of buying intention and may exhibit further purchasing behavior. In the opinion of the researcher, it can be said that purchase intention is the cognitive process of selecting alternatives in the moments before the purchase decision is made to obtain the desired product, including feelings of satisfaction and the need for that product through a process of consideration and analysis before deciding to purchase according to the steps: 1) Problem/Need Recognition 2) Information Search 3) Evaluation of Alternatives 4) Post-purchase Behavior [9]. However, when the consumer selects a product, the final decision to purchase depends on the consumer's purchase intention [31]. In addition, purchase intention indicates that a consumer is likely to purchase. It reflects the consumer's perception of purchasing behavior regarding consumer readiness. It is an assessment of satisfaction with products and services to make a purchasing decision [32]. The intention to purchase products through the consumers' website comes from a quality website design that is fast and convenient for users, including the reliability of the website, safety, and privacy by protecting personal information. It is reliable and trustworthy, which will build consumer confidence. Purchasing products through the website influences purchase intentions and leads to continuous purchases through online channels [33]. The research of Alwan and Alshurideh [34] found that digital marketing has a significant positive impact on purchase intentions.

3. Methods

This research is mixed-method research in which the researcher uses qualitative research to obtain information about the community's application of digital marketing by entrepreneurs in Nonthaburi Province and guidelines for determining digital marketing strategies for the community entrepreneurs in Nonthaburi Province with in-depth interviews, followed by the development of digital marketing strategy variables for the community. Entrepreneurs in Nonthaburi Province are using the Modified Delphi Technique. Quantitative research obtains information on consumer opinions regarding the use of tools, digital marketing strategies, customer satisfaction, customer experience, and engagement of the customer, as well as the intention to purchase products online using a questionnaire as a tool to collect information from the community entrepreneurs in Nonthaburi Province. The researcher has specified the details of the research as follows.

3.1. Qualitative Research

The population and sample used in qualitative research include academics, communities, and entrepreneurs in Nonthaburi Province. The researcher has set the sample size to be 22 people, according to the principles of Nastasi and Schensul [35]. The sample group for this research includes 1) academics who have been business administration professors for not less than five years and have qualifications to study at the doctoral level, two people who have academic positions

not lower than an assistant professor, and 2) community entrepreneurs in Nonthaburi Province with experience in managing community enterprises of not less than ten years or having an education not lower than a master's degree, totaling 20 people. The researcher set up questions for interviewing the sample group and collected data through an in-depth interview. In this qualitative research, the researcher used the Thematic analysis process in 6 steps: (1) getting familiar with the data, (2) generating preliminary data, (3) Finding themes, (4) Rechecking themes, (5) Identifying and naming themes, (6) Creating reports [36].

3.2. Research using the Delphi Technique

The population and sample used in the qualitative research study using the Delphi Technique consisted of 20 experts obtained through Purposive Sampling that met the established criteria Ferguson [37]; Macmillan and Creelman [38] and Murry Jr and Hammons [39] which has the following details.

1. Experts examined the research instrument, which consisted of five individuals with knowledge, ability, and experience, to check the content validity, use of language, structure, and format of the questionnaire.

1.1 Academics with a doctoral degree have been business administration professors for at least five years. Two people with academic positions are at least assistant professors. This is because the aforementioned group of people are experts and have expertise in academic principles that can be applied to community enterprises.

1.2 Entrepreneur community Nonthaburi Province with experience in community management enterprises, at least ten years of experience or education not lower than a master's degree, totaling two people. This is because the group has good experience and knowledge of community management enterprises.

1.3 Supervisor-level workers involved in digital marketing One person has experience formulating digital marketing strategies for at least five years. This group has knowledge and ability in digital marketing strategies that can be applied to community enterprises.

2. Experts answered the questionnaire consisting of 20 individuals with knowledge, ability, and experience in digital marketing and community enterprise management, selected by purposive sampling, to consider and provide opinions on the suitability of digital marketing variables for community entrepreneurs in Nonthaburi Province, following the steps and methods of the Modified Delphi Technique, which included three rounds.

2.1 Academics, educational qualifications not lower than doctorate level, and an academic position not lower than assistant professor in Business Administration or Digital Marketing, five people. This is because this group of people has expertise in academic principles that can be applied to community enterprises.

2.2 Community entrepreneurs in Nonthaburi Province with experience in community management enterprises, having at least ten years of experience or at least a master's degree, total 12 individuals. This is because they possess experience and knowledge about community management enterprises.

2.3 Supervisor-level workers involved in digital marketing: 3 people with experience formulating digital marketing strategies for under five years. This is because this group has knowledge and ability in digital marketing strategies that can be applied to community enterprises very well.

For tools used in research consisting of a modified Delphi technique questionnaire, Round 1, which is an open-ended questionnaire that the researcher created to inquire about the suitability and completeness of digital marketing variables for the community entrepreneurs in Nonthaburi Province. The modified Delphi technique questionnaires, Round 2 and Round 3, are 5-level rating scale questionnaires, which the researcher created to inquire about the suitability and completeness of digital marketing variables for the community entrepreneurs in Nonthaburi Province. This instrument was created according to the research concept and the Modified Delphi Technique framework and was conducted in 3 rounds.

Round 1: An agree-disagree multiple-choice questionnaire with an open-ended form at the end of each section was used. The session was a brainstorming session of experts: academics, community entrepreneurs, Nonthaburi Province, and 20 supervisor-level workers related to digital marketing.

Round 2, a 5-level rating scale questionnaire, evaluates opinions. After the researcher receives information from experts in round 1, the data is compiled into a 5-level rating scale questionnaire and sent back to the same 20 experts to review their opinions again.

Round 3: 5-level rating scale questionnaire, same as Round 2, but with the median added, interquartile range, and position of experts' answers to re-evaluate. In the third round of the questionnaire, the researcher developed the questionnaire by analyzing the answers in the second round. It is a questionnaire consisting of the exact text but adding statistics regarding the answers to the questions in the second round of 20 experts, showing the position of the median values. The interquartile range of each question was sent to the same experts to answer again, allowing them to consider whether their opinions were consistent with those of others. Experts review and reconsider, providing reasons for their answers. In cases where one's answers fall above or below the interquartile range,

3.3. Quantitative Research

The population and sample used in the quantitative research study are consumers with decision-making behavior when purchasing community products in Nonthaburi Province. The researcher then determined the sample size using Cochran's formula Cochran [40] an unbiased sample size of 400 people was obtained. The researcher created the instrument used in this research, a questionnaire with open-ended and closed-ended questions. The researchers use a computer program, namely SPSS, for descriptive statistical data analysis and the AMOS program for structural equation model analysis.

4. Results

4.1. Results of Qualitative Data Analysis

Intention to purchase community product enterprises through consumer online channels is likely to increase significantly due to changes in consumer purchasing behavior, convenient access to digital marketing, and the world situation, which makes buying and selling products through online channels an exciting alternative. Consumers who exhibit the behavior of buying community products mainly arise from having a good experience and satisfaction with product quality. As a result, this consumer group is willing to decide to purchase community products continually. However, the selection of community products by consumers depends on popularity at any given time because the products from community enterprises can only be used some of the time and are often undervalued as lacking in modernity, except in cases where consumers desire to buy products. In addition, stores that sell products from the community are a small number of enterprises. As a result, consumers who want to purchase products must primarily order through online channels. However, developing channels for selling community products through online channels needs improvement. Small entrepreneurs face challenges in selling products in a traditional system, which does not give value to online marketing channels. There is also a need for knowledge and understanding of online media use. This causes the target customer group to be inaccessible to natural products and information. In addition, most community products are not well understood, causing uncertainty when purchasing community products online. However, if community enterprises increasingly engage in online marketing, it will add more channels for buyers to choose from.

Nonthaburi Province experts have given their opinions on determining the community entrepreneurs' digital marketing strategy. Marketing through various digital media such as websites, Search Engine applications, social media, and various platforms, including online advertising, can increase awareness and reach more target groups by creating an identity and brand awareness and generating sales to target customer groups as a result of changing consumer behavior through online platforms. However, entrepreneurs must have a profound understanding and benefit from the changing market factors, focus on presenting outstanding points in many dimensions to gain interest from consumers, such as setting strategies to highlight the strengths of natural raw materials. or product innovation highlights. This is a strategy to push the product to be widely known. If entrepreneurs can determine digital marketing strategies, their beautiful product photography, complete product details, and online media for advertising or increased use of online sales platforms will make community Entrepreneurs reach many buyers, and buyers will have various products.

4.2. Results of the Delphi Technique

By compiling a summary of expert opinions from round 1 of the open-ended questionnaire, the researcher took the answers along with crucial points of paradigms, theories, and concepts used in the literature review of this study to create a multiple-choice question. This questionnaire for rounds 2 and 3 collects information from experts to use the collected data for analysis. The results of the analysis of 20 experts using the Delphi Technique on digital marketing and the community entrepreneurs in Nonthaburi Province are divided into five areas: 1) digital marketing strategy tools, 2) customer satisfaction, 3) customer experience, 4) customer engagement, and 5) intention to purchase products through online channels. From the second round of data collection, the expert group had the same opinion that digital marketing for community entrepreneurs in Nonthaburi Province is divided into five areas: 1) digital marketing strategy tools, 2) customer satisfaction, 3) customer experience, 4) customer engagement, and 5) intention to purchase products through online channels. (IR = 0.50 – 1.00)

4.3. Results Of Research Data Analysis Using the Delphi Technique

By compiling a summary of expert opinions from round 1 of the open-ended questionnaire, the researcher has taken various response points along with essential points of the paradigms, theories, and concepts used in the literature review of this study. Let us create a multiple-choice question. This is a questionnaire for rounds 2 and 3, which collects information from experts. To use the collected data for analysis.

Round 1: The results of the analysis of 20 experts using the Delphi Technique process on digital marketing for community enterprise entrepreneurs in Nonthaburi Province are divided into five areas: 1) digital marketing strategy tools, 2) customer satisfaction, 3) customer experience, 4) customer engagement, and 5) intention to purchase products through online channels. From the second round of data collection, the expert group had the same opinion that digital marketing for community enterprise entrepreneurs in Nonthaburi Province is divided into five areas: 1) digital marketing strategy tools, 2) customer satisfaction, 3) customer experience, 4) customer engagement, and 5) intention to purchase products through online channels (IR = 0.50 – 1.00).

Round 2: Regarding digital marketing strategy tools, it was found that the group of experts agreed on the nine criteria, which are highly probable and serve as a medium that allows consumers easy access at a low cost. The experts agreed that this is feasible, with some noting that community enterprise operators have yet to utilize digital marketing widely. Regarding customer satisfaction, the expert group's data concurred on nine criteria, which are highly probable, and that receiving satisfactory service will positively affect attitudes and encourage repeat purchases. The expert group agreed that this is likely feasible. Some experts believe that community enterprise operators should develop more online marketing channels.

Regarding customer experience, the expert group's data agreed that it was at the highest level of agreement. Which message is most likely? Regarding creating customer engagement, the expert group's data agreed on the ten most consistent, highly possible criteria. Regarding the intention to purchase products through online channels, the data from the expert group agreed that the nine criteria were the most consistent, which is highly possible. Product and service quality development has dramatically affected the intention to purchase community enterprise products through online channels. The group of experts

agrees that this is likely possible. Some experts agree that some community enterprise products must still pass standard certification.

Round 3: Regarding digital marketing strategy tools, the data from the expert group agreed on the most consistent criteria, which is highly probable. Regarding customer satisfaction, the data from the expert group agreed with the most consistent criteria, which is highly probable. In terms of customer experience and customer engagement, the expert group's data agreed with the most consistent criteria, which is highly probable. In terms of intent to purchase products through online channels, the data from the expert group agreed on the most consistent criteria of 10 items, which is highly probable.

4.4. Quantitative Data Analysis Results

Most respondents choose to buy products for use and decoration (22.8%); the purpose of purchasing is for use in the family (48.0%); the person who influenced the decision to buy community products is family/relatives (34.8%). They decided to buy community products on Saturday and Sunday (55.5%), and had the behavior of wanting to buy community products in Nonthaburi Province immediately upon seeing the product (39.8%). Overall, most respondents had opinions on word-of-mouth marketing factors, electronic mail, linked marketing factors, first-page search ranking factors, social media marketing factors, and the factor of artificial intelligence systems that can create new things at the most agreed-upon level. Analysis of opinion-level data regarding satisfaction factors found that most respondents had opinions on the expectation, desire, justice, and hope factors from essential experiences at the most agreed-upon level. Analysis of opinions on the experience factor revealed that most respondents had opinions on the connection, integration, consistency, and flexibility factors at the most agreed-upon level. Data analysis at the opinion level regarding customer engagement factors found that most respondents had opinions on intellectual and emotional factors and behavioral factors at the level they agreed with the most. Data analysis at the opinion level regarding factors concerning purchase intention through online channels found that overall, most respondents had opinions on the factors of problem awareness, information seeking, evaluating alternatives, and post-purchase behavioral factors at the level they agree with the most.

5. Results of Structural Equation Model Analysis

The model analysis results, according to the conceptual framework, showed that the model was consistent with the empirical data. Considering the Chi-Square test results, the value was equal to 18.05; $p = 0.31$ at the degree of freedom equal to 15, and the GFI value was equal to 0.85. The AGFI value was equal to 0.71, while the RMR value was equal to 0.021. For the value, the reliability of the observed variables found that the connected marketing variable (TOD3) had the highest value of 0.99, followed by the hope from the primary experience variable (SAT4), with a value of 0.98. The prediction coefficient (R^2) of the intention variable, buying products through consumer online channels, has a value of 0.83, indicating that the variables in the model can explain 83 percent of the variance in the variable factor of consumers' intention to purchase products through online channels. When considering the correlation matrix between the variables, latent correlation values were found to be positive in every pair, with the pair of variables with the highest correlation being the customer experience factor variables and the factor variable of digital marketing strategy tools, followed by the variable factor of customer experience and the factor variable of digital marketing strategy tools, customer engagement variables and digital marketing strategy tools factors, customer engagement variables and customer experience variables, customer engagement variables and customer satisfaction variables, customer experience variables and customer satisfaction variables, variable factors of consumers' intention to purchase products through online channels, and variables of customer engagement factors, variables of intentions of consumers of purchasing products through online channels and variables of customer experience factors, variables of customer satisfaction factors, consumer intention to purchase products through online channels and customer satisfaction factor variables, consumer intention to purchase products through online channels and digital marketing strategy tools factor, respectively.

When considering the direct and indirect influences that affect the factor of consumers' intention to purchase products through online channels (PCI), it was found that the factor directly influenced consumers' intentions to purchase products through online channels; the customer experience (CEP) and customer engagement (ENG) variables were positive and not statistically significant. In addition, the two variables, the customer experience factor (CEP) and the customer engagement factor (ENG), indirectly affect the consumer's intention to purchase products via online channels (PCI). When considering the total influence on the variables of consumers' intention to purchase products through online channels (PCI), it was found that the customer experience factor (CEP) and the customer engagement factor (ENG) had a combined influence. The factor variables of consumers' intention to purchase products through online channels (PCI) are all positive and statistically significant. In addition, it was found that the Digital Marketing Strategy Tools (TOD) and Customer Satisfaction (SAT) factors also have a direct and statistically significant influence on the consumer's intention to purchase products via online channels (PCI). All show that if community entrepreneurs use digital marketing strategy tools, this will result in customer satisfaction and more purchasing decisions through online channels.

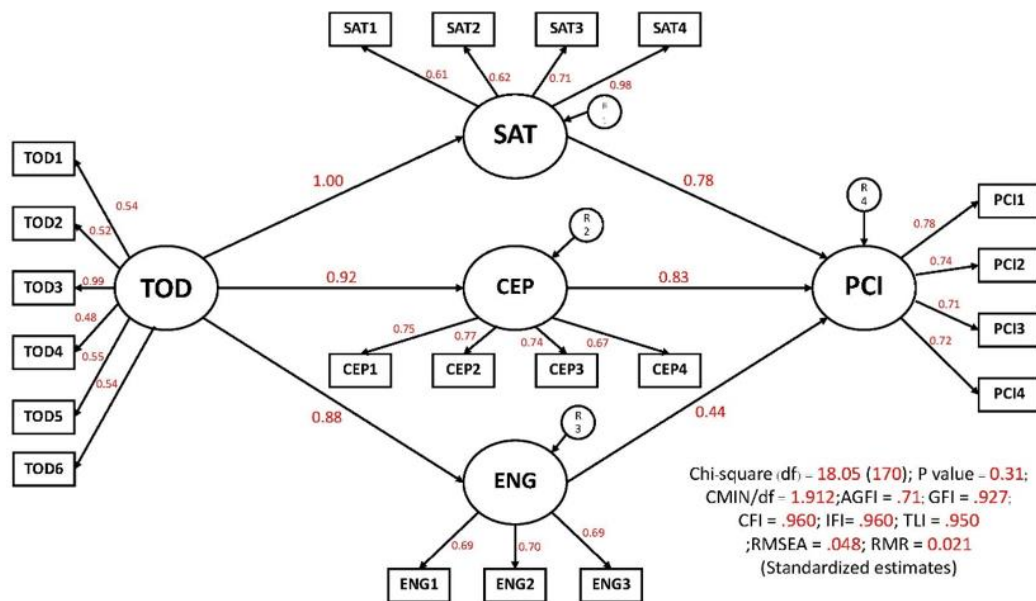


Figure 1.

Model of consumers' intention to purchase products through online channels.

6. Results of Potential Analysis for Determining Digital Marketing Strategies for the Community Entrepreneurs, Nonthaburi Province by SWOT Analysis

1. **STRENGTH**: Consists of developing and improving community products to be modern and novel. Community entrepreneurs have developed product and service quality and created business plans and appropriate promotional channels. Community entrepreneurs have created trustworthiness among consumers to have better purchase intentions or purchase decisions through online channels. Products from the community enterprises are produced from natural raw materials available in the local area of Nonthaburi Province. Community entrepreneurs have come up with innovations to use in developing community products.

2. **WEAKNESS**: consists of products from the community. Enterprises are not products that need to be used constantly but are derived from the community. Enterprises are often underrated as being unsophisticated, and they are stores that sell products from the community. There are only a small number of enterprises; the development of channels for selling community products through online platforms is very lacking, and small community entrepreneurs are stuck with selling products in the old system. They do not value online marketing channels, and community entrepreneurs lack knowledge and understanding of how to use online media. Most community products are not up to standard, which causes uncertainty when buying community products through online channels.

3. **OPPORTUNITY**: The internet plays an increasingly important role in the daily lives of consumers; the use of digital marketing strategy tools allows business operators to reach a large number of target customers from various channels. The majority of consumer satisfaction with modern digital media indicates that consumers have more power to access the internet and social media. Digital marketing and buying products through online channels can develop and build relationships with customers appropriately and quickly.

4. **THREAT**: Consists of the choice of consumers to purchase community products based on popularity in each period, lack of sufficient budget to promote online marketing from government agencies, and rapid changes in technology causing all parties involved to incur high costs. This is especially true for operators who have to bear higher management costs, while consumers also have to bear increased costs from systems and technology, as well as political uncertainty or instability. This creates continuity issues in the promotion and development of community enterprises, preventing them from keeping pace with or taking advantage of the development of digital technology.

TOWS Matrix analysis results

From analyzing the potential for determining digital marketing strategies for the community entrepreneurs in Nonthaburi Province, researchers can use qualitative and quantitative research results to formulate digital marketing strategies for the community. Entrepreneurs in Nonthaburi Province using the TOWS Matrix, which can define strategies as follows:

1. **Analysis of TOWS Matrix - SO strategy** by considering strengths and opportunities. The researcher would like to propose guidelines for determining digital marketing strategies for community entrepreneurs in Nonthaburi Province. This is a strong point in Leveraging Strategy by setting a proactive strategy (SO Strategy) in marketing on social media. By setting strategies for creating alliances and expanding target customers. By creating an online campaign activity project.

2. **Analysis of TOWS Matrix - ST Strategy** by considering strengths and threats. The researcher would like to propose guidelines for determining digital marketing strategies for the community. Entrepreneurs in Nonthaburi Province, a strong point in the Avoiding Strategy context by setting a preventive strategy (ST Strategy), are entering a digital organization. By setting strategies for developing electronic commerce business systems, projects are organized to develop various platforms for product distribution for community enterprises.

3. Analysis of TOWS Matrix - WO Strategy by considering weaknesses and opportunities. The researcher would like to propose guidelines for determining digital marketing strategies for community entrepreneurs in Nonthaburi Province to address weaknesses in correcting strategy by defining a corrective strategy (WO Strategy) using digital marketing tools. This includes determining strategies for utilizing online marketing communication tools and creating a training project to enhance skills in using these tools.

4. Analysis of TOWS Matrix – WT Strategy By considering weaknesses and obstacles, the researcher would like to propose guidelines for determining digital marketing strategies for the community entrepreneurs in Nonthaburi Province that is a weak point in the Defending Strategy context by setting a defensive strategy (WT Strategy) that is Drive on information by setting a strategy for using data for management by creating a project to design and develop a system for recording community product trading information.

The researcher would like to propose digital marketing strategies for the community based on data analysis and synthesis. Entrepreneurs in Nonthaburi Province with the DIOS model consisting of D: Digital Marketing Tools, I: Drive on Information, O: Digital Organization, S: Social Media Marketing as follows.

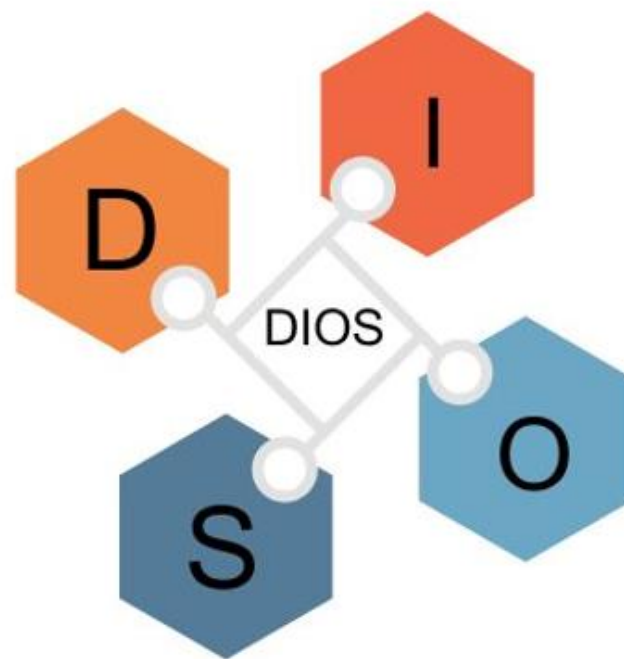


Figure 2.
DIOS model for planning digital marketing strategies for community
Entrepreneurs in Nonthaburi Province.

7. Conclusion

Currently, the community's purchasing intent is that enterprises through consumer online channels are likely to increase significantly due to changes in consumer purchasing behavior. Convenient access to digital marketing and the global situation makes buying and selling products through online channels an exciting alternative. The sample group agreed on using digital marketing strategy tools, customer satisfaction, customer experience, and building customer engagement and intention to purchase products through online channels from the consumers' perspective. It was found that the linked marketing variable had the highest value, followed by the hope variable from essential experience, the variable of consumer intention to purchase products through online channels, and it was found that the correlation value was positive in every pair. The pair of variables with the highest correlation is the customer experience factor variable and the factor variable of digital marketing strategy tools, followed by the variable factor of customer experience and the factor variable of digital marketing strategy tools, customer engagement factor variables and digital marketing strategy tools factor, customer engagement factor and customer experience factor, customer engagement factor and customer satisfaction, customer experience variables and customer satisfaction variables, variable factors of consumers' intention to purchase products through online channels, and factors in building customer engagement, factors of intention of consumers to purchase products through online channels and factors of customer experience, intention factors. Buying products through consumer online channels and the factor of customer satisfaction, the factor of intention to purchase products through online channels, and the factor of digital marketing strategy tools, respectively.

8. Discussion

The study focused on critical factors in digital marketing strategy, including customer satisfaction, customer experience, building customer engagement, and purchase intentions through online channels from the consumers' perspective. The findings revealed that respondents largely agreed on the significance of using digital marketing strategy tools. This is attributed to the ever-changing technological landscape, underscoring the need for marketing activities to leverage digital tools. As Yotkeaw [7] noted, this approach is a facilitative tool for entrepreneurs and target consumers. The company's marketing efforts are expected to predominantly rely on digital communication channels, enabling real-time dissemination of product and service promotions through online databases to reach consumers promptly.

Moreover, it is related to the need for privacy and cost efficiency. Combined with online social networks, it has caused a change in communication formats—moreover, changes in people's communication behavior in online society or social media. Therefore, in digital world marketing, digital channels create great opportunities. Both reduce costs and create opportunities for small businesses. Choosing to use digital channels is, therefore, an effective communication tool that is fast, economical, and accessible to consumers. In marketing in the digital world

To study the causal influences of using digital marketing strategy tools, customer satisfaction, customer experience, building customer engagement, and intention to purchase products through online channels from the perspective of consumers among community entrepreneurs in Nonthaburi Province, it was found that all variables were related. This is because today is the digital age, where technology plays a vital role in changing consumer behavior and serves as a channel that creates opportunities for business operators. This finding is in line with the research of Korsem [41], who studied consumers' attitudes, satisfaction, and purchase intentions towards digital marketing through the LINE@ application. The digital marketing factors through the Action Line@ application, in terms of information content, interaction, convenience, ease of use, and layout of the application, have significant relationships with consumer attitudes. Furthermore, consumer attitudes towards digital marketing factors through the LINE@ application show a significant relationship with satisfaction. Satisfaction derived from attitude has a significant relationship with the intention to purchase fashion products through the LINE@ application. All of these relationships are positive. The research of Phonperm, et al. [42], who studied the causal factors that influence the marketing of business operators engaged in digital marketing, found that the factors affecting digital marketing are due to the needs that arise from a more competitive market system, prompting business operators to adapt to consumers. Business operators understand and accept the process of digital marketing more effectively. They can also plan to enhance the competitiveness of their businesses to be more efficient, which is consistent with research by Garg, et al. [43], who examined the relationship between social media analytics practices and business performance in the retail and IT industries of India. Structural analysis (SEM) indicates a significant positive relationship between the Social Media Analytics Program and business performance, mediated by engagement with customer engagement in India's retail and IT industries.

Due to changes in consumer purchasing behavior, the community's intention to purchase products enterprises through consumer online channels is likely to increase significantly. Convenient access to digital marketing and the world situation makes buying and selling products through online channels an exciting alternative. Because of convenience and time-saving. This is especially true when social distancing is required or there is limited access that makes buying and selling goods in public complexes. Consumers who have the behavior of purchasing community products mainly arise from having a good experience. and satisfaction with product quality. As a result, the said consumer group is willing to decide to purchase community products continually, which aligns with the research of Nuseir, et al. [26] who studied digital marketing strategies and their impact on customer experience. The literature review identified contemporary marketing strategies such as eWOM, emailing, affiliate marketing, search engine optimization, social media marketing, and corporate blogging. Among these strategies, social media marketing is the most effective for brands to maximize the customer experience because of the personalization, customization, and interaction that this digital strategy offers to customers, which aligns with the research of Adam, et al. [44] who studied the role of digital marketing platforms in supply chain management for customer satisfaction and loyalty in small and medium-sized enterprises (SMEs) in Indonesia. It was found that digital marketing for the supply chain (Online media) significantly affects consumer satisfaction, which is consistent with the research of Bismo and Putra [45] who studied the application of digital marketing (Social media and email marketing) that affects customer engagement in purchasing intent, found that companies that can create good customer engagement are more intent on higher purchases. On the other hand, using digital marketing tools provides several benefits to companies, such as easy access to promote products and build customer relationships, reduced expenses, and increased sales volume.

9. Suggestions for Applying Research Results

1. From the analysis of weak points, it was discovered that community entrepreneurs in Nonthaburi Province should design continuously needed products. Modern products are produced with standards and increase the number of products to create more interest. It is committed to developing online marketing channels through creating knowledge and understanding of how to use online media for entrepreneurs. To create uncertainty in purchasing community products through online channels.

2. The government sector should organize various projects to attract the community. Entrepreneurs are increasingly using technology to develop digital marketing strategies for community products. Moreover, policies should address fast-moving and dynamic technology to make communication and various platforms for distributing community products more convenient, especially by creating a platform system that responds to the distribution of community products. Additionally, there should be continued support for the creation of the platform.

3. Community entrepreneurs should know their target audience and how the competitors formulate a digital marketing strategy that effectively meets the needs of the target customers.
4. Community entrepreneurs in various community areas should design activities to create more interest through online marketing channels.
5. The government should encourage community entrepreneurs to use a variety of electronic commerce channels by organizing training in the form of projects or seminars conducted by government agencies. Activities should be divided according to the communities of various enterprises in Nonthaburi Province or organized online, where entrepreneurs can come and learn at any time.
6. Government agencies regulating community enterprises should promote and support online campaign activities with partners or various agencies to communicate Thailand's community products far and wide. This can expand these results to foreign markets.
7. Community entrepreneurs or related agencies should create information sharing about community products in the niche market, such as promoting the market to consumers who value health care by conducting online campaigns.
8. Relevant agencies should develop electronic commerce (e-commerce) systems to make them easier to use.

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