

Marketing Effectiveness Model of Tourism Business in Thailand

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Abstract: The purpose of the present study is to investigate the role of competitive advantages and digital marketing on effective marketing in the tourism business of Thailand. In this study, the moderation role of price also determines effective marketing strategies. Digital technologies enable businesses to communicate with customers through advanced digital applications, though being responsive towards competitors with minimum resources. The facility for tourists to seek information regarding tourism services must be timely, correctly, and readily available through several digital technologies. The present study is a quantitative type, and a technological data collection method was used in the study. Copies of the questionnaire were emailed to the respondents who were IT, business, and marketing managers. Collected information sorted and analyzed through SMART-PLS. The analyzed results found that digital marketing and competitive advantages significantly influence marketing effectiveness. The moderating role of price is partially supported in this study. The results indicate that all hypotheses are supported except H₅. The present study is essential to assess the digital marketing role in the tourism industry and helpful in marketing effectiveness.

Keywords: marketing effectiveness, digital marketing, price, competitive advantages.

泰国旅游业务营销效能模型

摘要：本研究的目的是调查竞争优势和数字营销对泰国旅游业务有效营销的作用。在本研究中，价格的调节作用也决定了有效的营销策略。数字技术使企业能够通过先进的数字应用程序与客户进行交流，同时以最少的资源响应竞争对手。游客寻求旅游服务信息的设施必须及时、正确且易于通过多种数字技术获得。本研究为定量类型，研究采用技术数据收集方法。问卷副本通过电子邮件发送给信息技术、业务和营销经理的受访者。通过智能偏最小二乘法对收集的信息进行分类和分析。分析结果发现，数字营销和竞争优势显著影响营销效果。本研究部分支持价格的调节作用。结果表明，除H₅外，所有假设均得到支持。本研究对于评估数字营销在旅游业中的作用至关重要，有助于营销效果。

关键词：营销效果、数字营销、价格、竞争优势。

1. Introduction

The business environment is very competitive in these modern days due to day-by-day advancements in technologies. Therefore, it is necessary to implement effective marketing strategies to gain competitive advantages if a business is pre-emptive in its target market segments. Marketing is the binding force behind long-term planning and smooth business operations and, hence, is a fundamental element of administrative determinations. Therefore in the

previous few years, the notion of effective marketing has been more attractive to business consultants and researchers belonging to the academics field [1-3].

The marketing effectiveness issue is particularly significant in tourism business services management in Thailand [4]. The current digital technological phase encourages businesses to adopt modern technology to achieve operational excellence to boost business. In the current global scenario, digital media is a beneficial tool for businesses to market products and services at a

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low cost for customers [5]. Several organizations are already connected and are more rapidly connecting with social media and internet-based applications to perform business activities efficiently. It can be noticeable that adopting advanced digital and social media applications enables businesses to utilize minimal resources and perform functional activities efficiently [6]. These advanced applications are helpful for firms to target customers easily, develop an automated system, analyze data, and manage all business contents effectively at a low cost. Therefore firms enable to get competitive advantages over their competitors.

The latest technologies, i.e., digital marketing firms, always pursue to increase competitive advantages [7]. Competitive advantages mean one country creates opportunity costs at a lower price than other countries [8]. Therefore, organizations risk losing their advantages and competitive position in a vastly competitive environment. Therefore the higher intensity pressure they can face to lose their position. Therefore, digital marketing has a key role in influencing competitors to gain their competitive position and change the industry's structure [9].

The current study intends to define the digital marketing adoption trend to attract customers to Thailand tourism to produce competitive advantages. The study entails the adoption of digital marketing will lead to competitive advantages with moderating role of price to achieve the effectiveness of marketing in the tourism business of Thailand. The study intends to determine the digital marketing utilization towards marketing effectiveness in the Thailand tourism industry to attract customers that can generate competitive advantages. A country has a competitive advantage in tourism services when producing services at a lower opportunity cost than other countries. When countries concentrate on their competitive advantages, they can compete successfully in global export markets to support local job creation and raise profits for their economies.

The present study also intends to empirically examine the influence of competitive advantages to achieve marketing effectiveness in Thailand's tourism industry. Consider this study to determine the moderating role of price in determining the digital marketing adoption and competitive advantages towards marketing effectiveness in Thailand's tourism industry.

2. Literature Review

The Foundation of this study is theoretically based on a resource-based view (RBV). Firstly, the RBV concept was introduced by Wernerfelt, and within a short period, it became a significant part of literature [10]. According to [11], the role of RBV in the success of any business depends on its resources, internal or

external. These resources (assets) could be tangible or intangible, and ultimately, these assets determine the business's operational capabilities. Digital marketing and competitive advantages make a firm autonomous to operate differently and effectively. Furthermore, these assets enable a business to benefit from its competitors and achieve marketing effectiveness [12, 13].

In the view of RBV, knowledge is considered the most powerful intangible asset of a business, which makes business managers aware of the current situation of the market and able to predict the future demands of customers. Digital marketing is a helpful intangible tool to market effectively in the light of information gathered from different sources and attract the targeted customers for their services [14]. The effect of digital marketing on effective marketing is prominent. In the view of Thailand's tourism industry, the role of digital marketing to promote tourism services local and international is observed as positive [15].

2.1. Marketing Effectiveness

According to Kotler [16], marketing in an organization entails an amalgamation of five factors: philosophy of customer; marketing integrated firm, integrated marketing organization; sufficient marketing information; tactical positioning; and operating efficacy. At the start, it is important to identify the market opportunities, recognize the potential segment, and offer greater services for selected customers. Then endeavor to fulfill the customer's needs and wants up to the satisfaction level. Furthermore, the organization equipped itself with trained and professional staff, enabling it to perform market analysis and plan and implement the best marketing strategies. Subsequently, marketing effectiveness will achieve with the latest and sufficient information to staff for planning, and digital marketing plays a very well role in gaining information and allocation of resources in the light of this information to get a competitive edge over its competitor. Marketing effectiveness also depends on a manager's expertise and knowledge to deliver those strategies that can gain a competitive position and make a business profitable. At last, marketing effectiveness means the capability to implement marketing strategies on different levels of business successfully [17].

2.2. Digital Marketing

Digital marketing is a marketing part that utilizes digital components to promote a product or service. The main digital marketing sources are online and internet-based technologies, i.e., social media, mobile phones, and other digital platforms. Digital or online marketing is a global phenomenon today, and covid-19 has been considered a turning moment. A study conducted on Jordanian domestic tourism reveals the

effect of digital marketing on local tourism businesses, utilizing a quantitative research approach. Data was collected from tourists through the adopted questionnaire. The results indicate the effective role of digital marketing in domestic tourism in this study. Results also show a positive moderating effect of price on digital marketing toward marketing effectiveness [18].

The uprising of Information Communication and Technology makes the destination more accessible for consumers worldwide. The increasing number of tourists worldwide are now not dependent on travel agencies to get information about tour resorts, restaurants, or air ticket booking to travel there. The study conducted in Indonesia [19] reveals that digital marketing in the tourism business is endless and significant for business development. Different data sets were used in this study, i.e., academic journals, articles, books, detailed interviews conducted in Indonesia's tourism department, and empirical data used for reliable results. The result found that digital marketing significantly impacts marketing effectiveness to grow business. The data result also proves that digital marketing can expose wider opportunities to any business and enable it to gain competitive advantages. In the current era, the power of digital media and understanding of digital marketing is important to gain success in the tourism business. Internet technology made a revolution in the traditional way of marketing. Tourists tend to use mobile technologies; therefore, they recognize their importance and use them to accomplish tourism-related tasks, i.e., review related to the destination place, resort, and ticket booking and search other related information. The study conducted by [20] on the digital marketing impact on the tourism business in Portugal used the quantitative method and self-completed questionnaire data collected from individuals. Result reveals that the importance of digital media, especially social media, is positive for the development of the tourism business. Study shows that tourism becomes a brand win value when presented on social media and used online platforms. Studies also reveal that digital marketing positively affects tourism business development. Many other studies prove that digital marketing impacts positively, moderating the role of price-helpful to gain competitive advantages towards marketing effectiveness, i.e. [7, 18, 21, 22]. Hence here is a hypothesis.

H₁: Digital marketing positively influences marketing effectiveness.

H₂: Digital marketing positively influences on competitive advantages of business.

H₃: Price moderating the influence on the relationship between digital marketing and marketing effectiveness.

2.3. Competitive Advantages

In the context of Competitive advantages, the product and services are offered to customers at a more persuasive rate than its competitor. These elements make an entity more autonomous and generate more benefits than market players [23]. Therefore, competitive edge plays an important role in organization development. For instance, it produces more economic benefits for the organization and for customers who can avail themselves of a better quality of products and services at reasonable prices. Various features are recognized as competitive advantages in the tourism business, i.e., product quality, branding, distribution network, cost structure, customer services, and intellectual property.

Recognize the organization's competitive advantages that enable it to get full benefits which play an effective role in marketing strategies. The role of a competitive edge to achieve effectiveness in marketing is crucial. [24-27] point out that the competitive advantages arising from tourism services establish the firm's position; these advantages achieve the amalgamation of effective marketing.

Previously, studies have been accompanied to explore the competitive advantages portrayed in the studies [28]. The advantages of cost-efficiency through digital marketing, infinite audience, time frame, active user approach, duration, personalized rich adjustable and understandable content, permit the customer to create a fair deal for himself as he needed. The literature explains [29-31] that the competition role is positive to achieve and sustain the highest position in business, specifically in the tourism industry. The competitive edge can be productive in the long run through effective marketing. Therefore, this competitive position enables a firm to achieve effective marketing goals to make their position sustained for the long run. Hence, here hypothesized.

H₄: Competitive advantages have a positive influence to achieve the marketing effectiveness.

H₅: Price moderates the influence of competitive advantages on marketing effectiveness.

H₆: Price positively influences marketing effectiveness.

Therefore, the role of digital marketing is crucial in the current dynamic era for achieving marketing effectiveness. The study consists of four constructs to build up a research framework. As we know, for the development of business, especially tourism, effective marketing is very important. To achieve effective marketing in the tourism business, choose three variables that can play a role in achieving this efficiently. Here, the price moderates digital marketing, and competitive advantages directly impact effective marketing. Digital marketing can access vast areas with minimal cost and timely information.

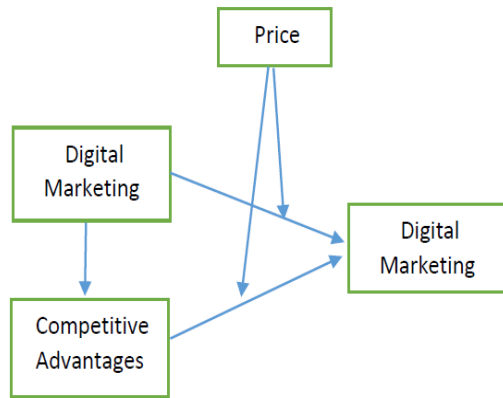


Fig. 1 Theoretical framework

The framework shows that digital marketing enhances marketing effectiveness by moderating the role of price. Furthermore, the competitive advantages give an edge to a firm over its competitor to generate more business activities [32]. Ultimately this study contributes to the literature to examine the role of digital marketing and competitive advantages for achieving marketing effectiveness, which is helpful to developing tourism business in Thailand.

The literature review has uncovered some perceptions about tourism and the significance of digital marketing to perceive the marketing effectiveness and moderating role of prices to combat in the tourism industry. So the purpose of this study is to determine the impact of digital marketing and moderating role of pricing on marketing effectiveness. Furthermore, digital marketing influences competitive advantages, and lastly, the competitive advantages influence the achievement of marketing effectiveness.

3. Research Method

The present study is quantitative and cross-sectional. This method is conclusive and provides numerical information about consumer behavior which is helpful to resolve the research problem. The information gathered in this way significantly impacts prompt decision-making; however, in practice, later, it can be better described by an analyst. All items are measured using a 5-point Likert scale to determine the proposed framework of variables. The study selected the Thailand tourism industry randomly as a sample. The list of main tourist resorts is available in the Thailand tourism department and on internet websites. The list was acquired from the tourism department that provided the tourism resorts/hotel online contact data in Bangkok and Phuket city, the main hub places of Thailand tourism. Therefore, it is expected that the investigator can gather a different sample to get suitable responses. The main respondents were IT, business, and marketing managers. They were most probably to be well-informed about their business marketing efforts. As in this study, the purpose is to realize the importance of digital tools for achieving

cost-efficient effectiveness. Online surveys are considered the best tool to collect data in research due to being an easy, fast, and cheap method of the data collection process. For collecting information, 360 questionnaires were emailed to respondents. The measurement scales of the construct were adopted from previous literature. The 05 item scale was adopted for digital marketing from the study [33]. The competitive advantages scale was adopted from the study by [8], and the moderating price role was measured from the study [18].

3.1. Analysis and Results

The present study employed SMART-PLS 3 for data analysis through a measurement model and structural equation modeling techniques constructed on the collected information. This application is more popular and is supposed to be the latest estimation technique in the tourism sector [8]. The data was examined and scrutinized its reliability, composite reliability, and average variance extract under the measurement model. Moreover, the PLS algorithm followed by bootstrapping techniques was used to determine path coefficients, loadings, and significant levels. Finally, the measurement model was calculated using the analysis of structural model assessment.

4. Data Analysis and Findings

The model is analyzed by utilizing smart PLS 3. The measurement model analysis assessed the average extracted variance, Cronbach's alpha, factor loading, discriminant validity, and composite reliability. The results are expressed in Fig. 2, Table 1, and Table 2. In addition, the study followed steps to analyze PLS-SEM, as shown in the previous study [34].

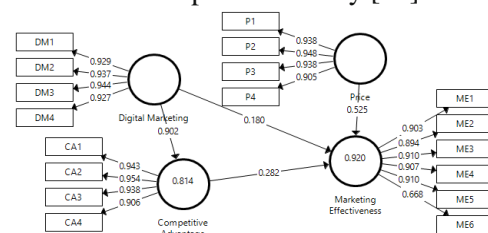


Fig. 2 Measurement model assessment

Table 1 Factor loadings (Survey data estimated by author)

	Competitive Advantage	Digital Marketing	Marketing Effectiveness	Price
CA1	0.943			
CA2	0.954			
CA3	0.938			
CA4	0.906			
DM1		0.929		
DM2		0.937		
DM3		0.944		
DM4		0.927		
ME1			0.903	
ME2			0.894	
ME3			0.91	
ME4			0.907	
ME5			0.91	
ME6			0.668	
P1				0.938
P2				0.948
P3				0.938
P4				0.905

Table 2 Reliability and convergent validity (Survey data estimated by author)

	Cronbach's Alpha	rho A	Composite Reliability	Average Variance Extracted (AVE)
Competitive Advantage	0.952	0.952	0.965	0.875
Digital Marketing	0.951	0.951	0.965	0.873
Marketing Effectiveness	0.934	0.94	0.949	0.757
Price	0.95	0.95	0.964	0.869

Table 1 and Fig. 2 present the factor loading values. Studies said that if these values are more than 0.7, the results will be persistent [35]. Therefore, in this study, all item results are more than 0.7 except item no six of marketing effectiveness. Therefore overall results are considered to foresee its effect on other variables. Table 2 results show average variance extracted, Cronbach alpha, and composite reliability values. The study stated that if Cronbach's alpha value is more than 0.7 ($\alpha > 0.9$), it will be acceptable [36]. The result shows that the minimum value of Cronbach alpha 0.93 is excellent in this study. Moreover, an AVE value equal to 0.5 or more is considered excellent, and composite reliability is equal to 0.7 or greater than result-oriented. The current result shows both values up to the required criteria or more than this. The construct of discriminant validity shows in Table 4.

4.1. Discriminant Validity

Discriminant validity indicates the difference or correlation level between two variables [34]. For assessing the discriminant validity, there are two measures prominent, one is the Fornell Larcker criterion (FLC) [37], and the other one is Heterotrait-Monotrait Ratio (HTMT) [38]. The current study considers to HTMT method.

Table 3 The HTMT (Survey data estimated by author)

	Competitive Advantage	Digital Marketing	Marketing Effectiveness	Price
Competitive Advantage				
Digital Marketing	0.748			
Marketing Effectiveness	0.673	0.866		
Price	0.854	0.66	0.852	

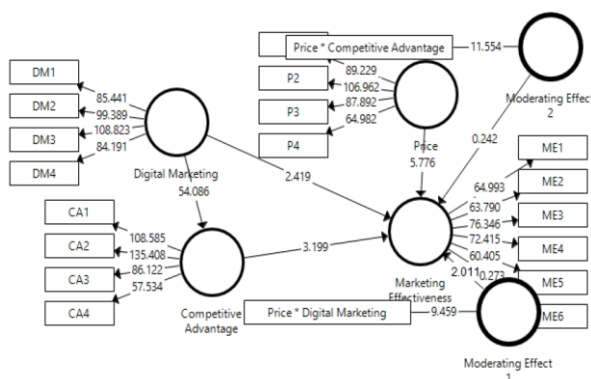


Fig. 3 Structural assessment model

Table 4 Direct and indirect effect results (Survey data estimated by author)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Competitive Advantage -> Marketing Effectiveness	0.281	0.297	0.088	3.199	0.001
Digital Marketing -> Competitive Advantage	0.902	0.902	0.017	54.086	0
Digital Marketing -> Marketing Effectiveness	0.184	0.181	0.076	2.419	0.016
Digital Marketing -> Price -> Marketing Effectiveness	0.033	0.031	0.016	2.011	0.035
Competitive Advantages -> Price -> Marketing Effectiveness	-0.019	-0.016	0.077	0.242	0.809
Price -> Marketing Effectiveness	0.516	0.503	0.089	5.776	0

Fig. 3 and table 4 show the direct and indirect effects to confirm the impact. This model shows the results directly and indirectly after testing of hypothesis. Primarily, structural model assessment produces the results of path coefficient and t values, which are helpful in either accepting or rejecting any hypothesis.

By analyzing the "t" value and path coefficient hypothesis was confirmed, either supported or not. R-Squared (R^2) and predictive relevance (Q^2) were also analyzed. This study has four direct hypotheses, as shown above in fig. 3 and Table 5. All direct hypotheses (H_1, H_2, H_4, H_6) were accepted as the t-values were greater than 1.96.

Moreover, analyzing the moderating role of price with competitive advantages towards marketing effectiveness is rejected due to the low t value result of 0.242, which shows the relation between these variables is insignificant. Another moderation hypothesis is accepted, digital marketing on price with appropriate results 2.011. PLS-SEM bootstrapping was chosen to see their other effect. Fairchild and MacKinnon [39] described this as the best suitable method for a small data set for analysis.

5. Conclusion

This study examines the impact of digital marketing strategies adopted in Thailand to make marketing more effective in the tourism and hotel industry. The role of tourism in Thailand's economy is crucial and shares in the country's total GDP. The study examined the effect of digitalized sources for marketing (social media marketing tools, advertisement through online channels, affiliate marketing, search engine, and email channels) on its effectiveness. The results show that digital marketing's impact on effective marketing is positive and helpful for tourism businesses to achieve effective marketing goals through digital marketing. Furthermore, the moderating role of price on digital marketing reveals a significant positive impact. Compatible price moderates the digital marketing role significantly towards effective marketing and enable tourism firms to attract tourists internationally. That will be helpful to generate revenue, not only for the firm but also contribute to the national economy. Digital marketing also plays a role in promoting the

tourism business on an international level. It offers cheap cost and generates competitive advantages among competitors, giving an edge to serve better and attract more customers.

Overall, the impact of digital marketing is observing positive towards effective marketing. In covid-19 digital marketing plays a role as blood in business life and enables many businesses, i.e., food chains, online shopping, and the retail market. Therefore, theoretically, hypotheses H₁, H₂, H₃, H₄, and H₆ are acceptable, and statistical results also support this. However, only the competitive advantages affect the moderation of H₅ found insignificant in the current scenario. The implication of digital marketing includes influencing tourists' perceptions and expectations before, after, and during the experience at a tourist place and the pleasure they feel. It is incontestable. To promote business and consumer protection, the government needs to take steps toward the trade regulatory process, such as security, patent and copyright, quality control, and healthy competition. These measures will be more helpful to grow digital marketing effectively.

Competitive advantages have a significant value on the business marketing position and differentiate from their competitors in these values. Regarding generating business activities based on marketing competencies in tourism business promotion, pricing proficiency empowers businesses to use pricing strategies to prompt response to market fluctuations and enjoy higher revenue through international tourism attractions. The capability to develop new products and services according to the customers' needs can be placed through effective marketing. Marketing communication ability facilitates firms to utilize marketing communications to manage tourists' perception to choose the best destination to spend their pleasure moments. Differentiation and superior competitive skills will persuade firms towards effective marketing goals and enable them to generate more economic activities, not only for their businesses but also for the overall national economy. A differentiated place in marketing is an advantage to continue growth and build their business position effectively.

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