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Strategic Guidelines for Managing Marketing Consistency in the New Normal of Industrial Business Organization

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Abstract

This research aims to study marketing consistency management strategies to support the new normal in the business sector. The study conducted both qualitative and quantitative methods. The qualitative research involved in-depth interviews with nine experts and group discussions with eleven experts. For the quantitative research, a questionnaire-based survey was conducted with 500 entrepreneurs from business organizations that had received awards in marketing and management. Descriptive statistics, inferential statistics, and multivariate statistics were used. The findings demonstrate that marketing alignment management strategies support the new normal in the business sector. The priorities of the four components are as follows: 1) Management Focus ($\bar{X} = 4.55$), 2) Merchandise Focus ($\bar{X} = 4.53$), 3) Media Focus ($\bar{X} = 4.51$), and 4) Marketech Focus ($\bar{X} = 4.46$). The results of hypothesis testing indicated that the size of business sector organizations did not differ significantly at the 0.05 level. Analysis of the developed structural equation model showed that it met the evaluation criteria and was consistent with the empirical data. The chi-square probability level was 0.080, the relative chi-square was 1.129, the goodness-of-fit index was 0.957, and the root mean square error of approximation (RMSEA) was 0.016.

Keywords: Marketing Consistency Management Strategy, New Normal Life of Industrial Business Organization, Marketech Focus, Merchandise Focus, Media Focus, Management Focus.

Introduction

Public and private organizations are facing changes and challenges across multiple dimensions that are affecting their working methods and business models. One of the key drivers of these changes is technology, which has become increasingly important in all sectors of society. It has been observed that consumers are adapting more to digital technology, resulting in a noticeable shift in behavior toward greater use of e-commerce. According to Figure 1, data on the growth of internet users in Thailand indicates a significant increase in recent years. In 2021, the lockdown caused by the emergence of a new disease dramatically accelerated the growth rate of internet users, as people relied on the internet to meet daily needs such as working, studying, shopping, entertainment, and information searching. Users increased from 43.80 million in 2019 to 58.70 million in 2023. The number of internet users in Thailand is expected to continue rising. As a result, both product manufacturers and service providers are placing greater emphasis on accessing online platforms through various channels to communicate with consumer groups. According to Figure 1, the growth of e-commerce in Thailand continues to rise. In 2022, the

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value of goods purchased through electronic systems (e-commerce) reached 582 billion baht, and in 2023, it increased to 612 billion baht. This steady growth reflects the increasing tendency of Thai consumers to spend via electronic platforms, which aligns with the data on the frequency of electronic payments (E-Payments).

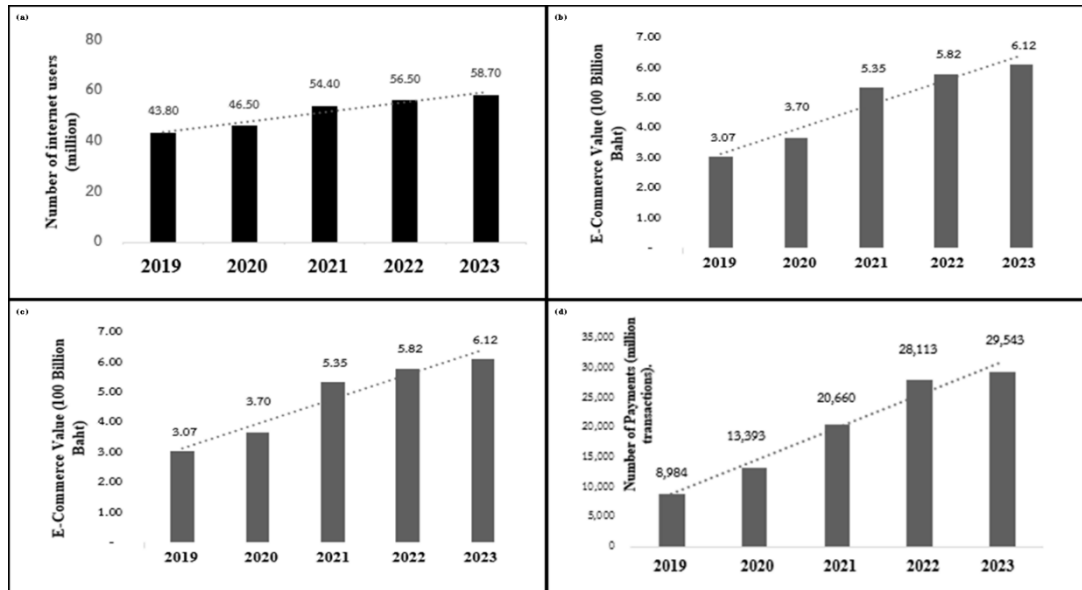


Figure 1: Trends in Thailand's Digital Economy (2019–2023)

(a) Number of internet users; (b) E-commerce value in 100 billion Baht; (c) Number of electronic payment transactions; (d) Growth comparison of traditional vs. online marketing expenditures [1-3, 6]

In 2023, Thai people made 29,543 million transactions via the e-payment system, compared to 8,984 million transactions in 2019. Given the importance of this information, traditional businesses that rely solely on physical stores face limitations in terms of consumer awareness and access to information. However, advancements in technology and the internet have significantly improved and modernized, offering new opportunities for businesses to expand their reach and engage with consumers more effectively. This trend aligns with changes in advertising and media marketing, which have evolved in response to shifting consumer behavior. Moreover, traditional marketing, which once heavily concentrated on offline channels such as television advertising, has seen a continuous decline due to the transition toward online media. In 2023, spending on television advertising was 36,585 million baht, down from 47,795 million baht in 2019, representing a decrease of 23.45%. Conversely, internet-based marketing grew significantly, with spending reaching 27,850 million baht in 2023 compared to 16,928 million baht in 2019, reflecting a 64.52% increase. As a result, entrepreneurs have adjusted their marketing strategies from traditional offline approaches, often based on the 4Ps model, to online or digital marketing, using technology to enhance their marketing efforts. Therefore, traditional marketing refers to the promotion of products or services through offline channels, aiming to reach a broad audience and increase brand awareness via various media. It relies on one-way communication, where the company sends a message to consumers, hoping for an immediate reaction or interest. Although traditional marketing has been popular for many years, it now faces greater competition from digital marketing strategies. As shown in the graph, traditional

marketing alone may not suffice to boost sales for businesses. In contrast, digital marketing allows for measurement and tracking of results, providing detailed data that can enhance the effectiveness of marketing strategies [4, 5]. The grocery store business has been consistently losing money due to slow management and marketing adjustments that have not kept pace with changing consumer behavior. However, the retail store model has evolved into a more modern format, reducing reliance on wholesalers. The entrepreneurs in this sector are typically large capitalists with an extensive network of branches and significant purchasing power, which gives them leverage over manufacturers and distributors. They employ systematic store management, efficient transportation, and, in some cases, modern distribution centers. In addition, they use various technologies to gain marketing advantages, use online marketing channels, and ensure fast and timely delivery.

Research Objectives

To study the characteristics of marketing operations in industrial business organizations.

To assess the level of importance of the components of marketing consistency management strategies in supporting the new normal in industrial business organizations.

To develop a structural equation model for marketing consistency management strategies to support the new normal in industrial business organizations.

Literature Review and Theoretical

Marketing Focus

In terms of marketing technology, the future of marketing lies in companies conducting most of their marketing activities through digital communication channels. Digital media serves as a platform with user identifiers, allowing marketers to engage in continuous two-way communication with customers on a one-to-one basis. The information gathered from each interaction with customers creates a mutual learning experience for both parties. This real-time information, along with direct customer feedback, can be used by marketers to maximize future benefits for consumers [7]. According to [8], marketing technology involves the promotion of products or brands through various electronic channels, communicating via content, and delivering services that allow for immediate two-way communication. This is achieved through different digital technology formats, including the internet, websites, mobile phones, digital TV, IPTV, and other digital devices. Nowadays, there is a large number of users, prompting both government and private agencies to adapt and incorporate new technologies to improve their operations. This shift is due to changes in consumer behavior, as people now prefer technology that can facilitate quick communication and processing. Learning to use and adapt to technology is no longer difficult, and various modern technologies have become integral to daily life, such as high-speed internet.

Merchandise Focus

Product management is a marketing strategy that outlines how to make an organization's product or service successful in the market. It is closely related to determining the direction a product should take in the market and plays a crucial role in creating demand and raising customer awareness. A marketing strategy influences how a product is priced, promoted, and communicated to consumers. Advertising and promotions through various media are designed to help the market recognize, own, use, or consume the product, ultimately meeting market needs and wants. A product can be anything that satisfies human needs or wants and is considered part

of an exchange process, such as goods, services, information, or ideas. Factors to consider when determining a product strategy include [9].

Media Focus

In terms of advertising, it is a tool that helps businesses communicate with customers and create awareness about their brand, products, or services. Promotions can influence consumers at every stage of the purchase decision process. A message sent by a marketer can remind consumers that they have a problem, that the marketer's product can solve it, and that it offers more value than a competitor's product [10]. It has been found that trust management in social media marketing. The study found that businesses need to adopt a strategic approach to trust management to effectively engage with customers and build trust. In addition, various trust-building strategies in social media marketing were found to have positive effects on online purchase decisions [11]. This suggests that sales promotions can be an effective tool for stimulating online purchases.

Management Focus

Management is the process of executing various activities using techniques and methods within an organization's operations to comply with established policies. The goal is to achieve objectives through a systematic process, relying on administrative resources such as people, money, materials, equipment, and management. The aim is to persuade individuals to contribute to the organization's work, encouraging cooperation to achieve results in line with set goals, and appropriately addressing the situation. It was found that, at a high level [12], management plays a key role in high-level administrative functions, including policy-setting, planning, organization, personnel assignment, ordering, and control in industrial business organizations.

Conceptual Framework and Hypotheses Development

The conceptual framework of the research on the Marketing Consistency Management Strategy to Support the New Normal in Business, as shown in Figure 2, consists of one external latent variable, marketing technology, and three internal latent variables: product management, advertising media, and management.

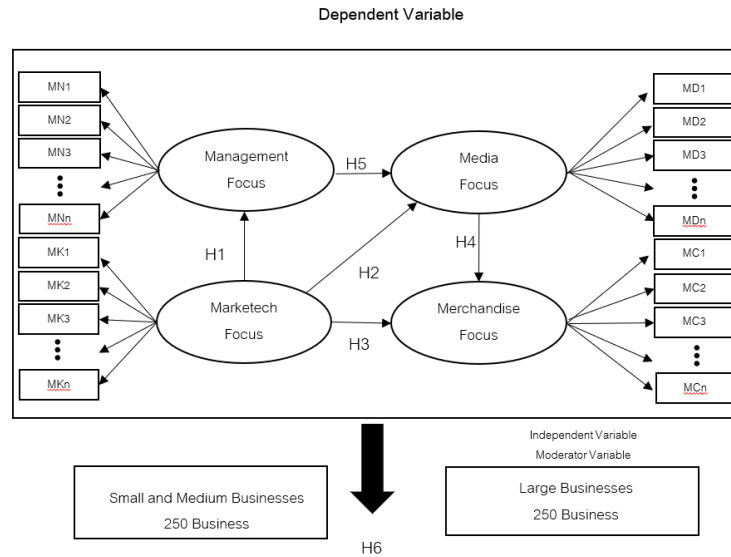


Figure 2: Conceptual Framework of Marketing Consistency Management Strategy Supports the New Normal Life of Business

Figure 2 presents a conceptual framework analyzing how marketing consistency management strategies support business adaptation in the new normal. It highlights four key focus areas—Marketech, Management, Merchandise, and Media—and their interrelationships (H1–H5). The model also examines how these strategies vary between Small and Medium Businesses and Large Businesses (H6), with the former acting as the independent variable and the latter as a moderator in assessing the overall influence on the dependent variable.

Research Hypothesis

H1: Marketech Focus has a direct influence on Management Focus.

H2: Marketech Focus has a direct influence on Media Focus.

H3: Marketech Focus has a direct influence on Merchandise Focus.

H4: Media Focus has a direct influence on Merchandise Focus.

H5: Management Focus has a direct influence on Media Focus.

H6: The structural equation model of marketing alignment management strategy to support the new normal in industrial business organizations shows no statistically significant difference by industrial business organizations' size at the 0.05 level.

Methodology

This research generates new knowledge (Inductive Research) using a mixed-methods approach, as approved by the Doctor of Business Administration Program in Industrial Business Administration, Faculty of Business Administration, King Mongkut's University of Technology, North Bangkok. The research follows three steps, as outlined below:

Step 1: Qualitative research using in-depth interview techniques. The sample group in this research consisted of 9 experts, divided into three groups: 3 business entrepreneurs who have received awards in marketing and management, 3 representatives from government and related

Step 2: Quantitative research using survey techniques. The population for the quantitative research consisted of industrial business organizations, entrepreneurs who had received awards in marketing and management [13], were registered as legal entities, and had registered their businesses with the Department of Business Development, Ministry of Commerce, totaling 1,846 individuals [14]. The sample size was determined to be 500 respondents [15]. The multi-stage sampling method [16] was used, consisting of cluster sampling. The businesses listed on the Stock Exchange of Thailand were divided into two categories: small and medium-sized enterprises with no more than 250 employees, and large enterprises with more than 250 employees. Probability sampling was applied using the lottery method. The researcher developed a questionnaire with both checklist and scale questions, using a 5-point Likert scale for weighting. The results of the examination of the Index of Item-Objective Congruence (IOC) for the 100-item scale questions ranged from 0.60 to 1.00 for the checklist-type questions. The standard deviation analysis yielded values between 0.49 and 1.79. For the rating scale questions, the Corrected Item–Total Correlation analysis yielded values between 0.42 and 0.92. The reliability analysis of the questionnaire using Cronbach's Alpha Coefficient produced a value of 0.99.

Step 3: Qualitative research using the Focus Group Discussion technique to confirm the validity of the research model. The population for this research consisted of 11 experts in industrial business organizations, selected using purposive sampling. These experts provided suggestions and approved the structural equation model for the Marketing Consistency Management Strategy to Support the New Normal Life of Business, which was unanimously approved.

Results

Characteristics of marketing operations of industrial business organizations.

Most of the respondents were from medium and small businesses, accounting for 50%, which was equal to the proportion of large businesses. The majority of the businesses were in consumer products, 38.60%. The most common form of business establishment was limited companies, 35%. Most organizations had been in operation for no more than 10 years, 63.40%. In addition, most organizations did not have joint ventures with foreign countries, 77%.

The importance level of strategic elements of marketing consistency management to support the new normal life in industrial business organizations.

Strategic components of marketing alignment management to support the new normal era in industrial business organizations.	\bar{X}	S.D.	Level of importance
Overall importance of the components	4.51	0.39	Highest
1. Management Focus	4.55	0.41	Highest
Constantly exchanging information to stay current with events	4.62	0.61	Highest

2. Merchandise Focus	4.53	0.43	Highest
Clear, transparent, and verifiable communication of product information	4.59	0.57	Highest
3. Media Focus	4.51	0.40	Highest
Emphasizing the use of infographics or moving images instead of numerical data will make the audience more satisfied.	4.55	0.62	Highest
4. Marketch Focus	4.46	0.45	High
Creating a database system to facilitate searching and accessing information accurately and quickly.	4.56	0.57	Highest

Table 1

Mean and standard deviation of the importance level of marketing alignment management strategy components supporting the new normal life in the industrial business organizations overall.

From Table 1, the results of the analysis of the importance level of the strategic components of marketing consistency management to support the new normal life in industrial business organizations show that, overall, they are at the highest level of importance, with an average value of 4.51. The strategic components of marketing consistency management to support the new normal life in industrial business organizations are ranked as follows:

Management aspect ($\bar{X} = 4.55$). The most important item was the constant exchange of information to stay current with events, with an average of ($\bar{X} = 4.62$). Next was the study and analysis of marketing information to be aware of new needs and opportunities, with an average of ($\bar{X} = 4.60$), followed by the support for personnel to present ideas to develop appropriate work processes, with an average of ($\bar{X} = 4.59$).

Product management ($\bar{X} = 4.53$). The most important items were: communicating clear, transparent, and verifiable product information, with an average value of ($\bar{X} = 4.59$), followed by: defining a clear target group for products and services, with an average value of ($\bar{X} = 4.57$, S.D. = 0.62), and packaging products safely, with clear and easily understood usage instructions on the packaging, with an average value of ($\bar{X} = 4.57$, S.D. = 0.64), respectively.

Media Focus ($\bar{X} = 4.51$). The most important item was emphasizing the use of infographics or moving images instead of numerical data, which would make the recipients more satisfied, with an average value of ($\bar{X} = 4.55$). Next was the use of modern technology to create an interesting and unique advertising experience, with an average value of ($\bar{X} = 4.55$, S.D. = 0.62), followed by creating a quick response to changes in the market through advertising media, with an average value of ($\bar{X} = 4.54$, S.D. = 0.624), respectively.

Marketing technology ($\bar{X} = 4.46$). The most important item was creating a database system to facilitate searching and accessing information correctly and quickly, with an average of ($\bar{X} = 4.56$, S.D. = 0.57). Next were providing ready-made programs to analyze customer behavioral

data and needs, tracking customer and competitor data, with an average of ($\bar{X} = 4.56$, S.D. = 0.60), and using tools to analyze raw data and display results as images (Customer Data Visualization), which will help assess customer needs, with an average of ($\bar{X} = 4.50$), respectively.

Strategic components of marketing alignment management to support the new normal era in industrial business organizations.	t-Value	P-Value
Overall importance of the components	1.18	0.24
1. Management Focus	1.51	0.13
2. Merchandise Focus	1.39	0.17
3. Media Focus	0.41	0.68
4. Marketch Focus	1.10	0.27

Table 2

Statistical values used to compare the difference in the importance level of the marketing consistency is categorized by the size of industrial business organizations overall and by area.

* Significantly different at the 0.05 level

From Table 2, it was found that the importance level of the strategic components of marketing alignment management to support the new normal life in industrial business organizations, overall, when classified by the size of industrial business organizations, was not significantly different at the 0.05 level. This research uses the structural equation model to study the causal factors leading to the Marketing Consistency Management Strategy that supports the New Normal Life of Business. The objective is to analyze and develop the Marketing Consistency Management Strategy model. This research improves the model by using the Modification Index method, considering the results from the program along with theoretical principles. Inappropriate observed variables are removed one by one, and the model is processed again. This process continues until the structural equation model is obtained [17], as shown in Table 2 (Structural Equation Model) and Figure 7.

Analysis Results of the Structural Equation Model of Marketing Consistency Management Strategies to Support the New Normal Life in Industrial Business Organizations.

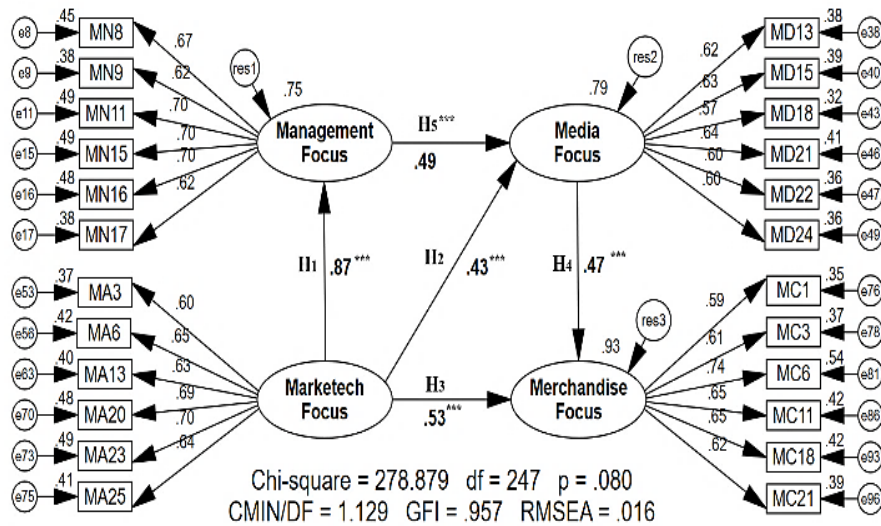


Figure 3

Structural equation model of the marketing alignment strategy in the Standardized Estimate Mode after model improvement.

Abbreviation	Guidelines for Marketing Consistency Management Strategies to Support the New Normal Era in Industrial Business Organizations.	Standardized Regression Weight
Marketech Focus		
MA3	Providing programs to analyze customer behavior and needs, as well as to track customer and competitor information.	0.60
MA6	A Customer Relationship Management (CRM) system is used to effectively manage customer relationships.	0.65
MA13	Using technology to analyze competitors (Competitor Analytics).	0.63
MA20	Using E-Commerce platforms to increase business efficiency.	0.69
MA23	The use of artificial intelligence (AI Marketing) technology in marketing helps with decision-making and customer data analysis to increase marketing efficiency.	0.70
MA25	The use of technology in the digital marketing process, such as Search Engines, makes websites more searchable to increase sales channels.	0.64
Management Focus		
MN8	Analysis of strengths, weaknesses, opportunities, and threats to be used in planning and determining appropriate marketing directions.	0.67

MN9	Study and analyze marketing data to identify new needs and opportunities.	0.62
MN11	Creating and promoting the export of goods or services to markets that support the new normal life in industrial business organizations.	0.70
MN15	Selecting personnel with the ability to communicate and build relationships with new customer groups.	0.70
MN16	Creating an organizational learning culture to support marketing strategies for the new normal life in industrial business organizations.	0.70
MN17	Supporting staff in presenting ideas to develop work processes that are appropriate for new marketing strategies.	0.62
Media Focus		
MD13	The use of advertising media to create understanding and knowledge about the impact of products or services.	0.62
MD15	The use of advertising media that emphasizes creating a sense of safety and confidence in the product or service.	0.63
MD18	Emphasizing the use of infographics or moving images instead of numerical data will make the audience more engaged.	0.57
MD21	Monitoring and evaluating customer satisfaction with the advertising media formats produced.	0.64
MD22	Using media that speaks the same language as the target consumer group to organize promotions and sales activities that attract consumers.	0.60
MD24	Using Chatbots by setting up automated conversation flows to respond to immediate communication.	0.60
Merchandise Focus		
MC1	Creating competitive differentiation for the product.	0.59
MC3	Consistently good after-sales service covering all aspects.	0.61
MC6	Increasing the variety of distribution channels to cover both online and offline platforms.	0.74
MC11	Offering products and services at prices appropriate for the economic situation.	0.65
MC18	Analysis and evaluation to continuously improve production efficiency.	0.65
MC21	Developing and improving products or services to meet new market demands.	0.62

Table 3: Statistical Values Assessing the Goodness of Fit of the Structural Equation Model,
Comparing Before and After Model Improvement.

Statistics	Criteria used for consideration	Before Improvement	After Improvement
CMIN- ρ (Chi-square probability level)	> 0.05	0.000	0.080
CMIN/DF (Relative Chi-square value)	< 2.00	2.390	1.129
GFI (Goodness-of-fit-index)	> 0.90	0.699	0.957
RMSEA (Root mean square error of approximation)	< 0.08	0.053	0.016

Table 4

Statistical values assessing the goodness of fit of the structural equation model, comparing before and after model improvement.

From Figure 3 and Table 3, the researcher proceeded to improve the model by considering the Modification Indices values, as recommended by [18]. This involved evaluating the results obtained from the ready-made program along with theoretical principles to eliminate inappropriate observed variables one by one, and then reprocessing the model. This process was repeated until the model met all four statistical criteria. The structural equation model was then considered complete and consistent with the empirical data. After the model improvement was completed, the following results were found:

- 1) The probability of chi-square (CMIN- ρ) was 0.080, which is greater than 0.05.
- 2) The relative chi-square (CMIN/DF) was 1.129, which is less than 2.
- 3) The Goodness of Fit Index (GFI) was 0.957, which is greater than 0.90.
- 4) The Root Mean Square Error of Approximation (RMSEA) was 0.016, which is less than 0.08.

Therefore, it can be concluded that all four statistics met the evaluation criteria. The structural equation model of marketing consistency management strategy to support the new normal life in industrial business organizations, after improvement, is consistent with the empirical data.

Latent Variable	Opportunity Development	Risk Controlling	Moderation and Reasonableness	Process Improvement
Management Focus	0.87	0.00	0.00	0.00
Media Focus	0.85	0.49	0.00	0.00
Merchandise Focus	0.93	0.23	0.47	0.00

Table 5

Statistical values of the analysis of total, direct, and indirect influences in the structural equation model of the marketing consistency management strategy support. New normal business life in Standardized Estimate mode after model improvement.

From Table 5, the results of the analysis of the total, direct, and indirect influences in the structural equation model of the marketing consistency management strategy to support the new normal life in industrial business organizations revealed that the component with the highest total influence is marketing technology (Marketech Focus). The total influence on the merchandise management component (Merchandise Focus) has a standardized regression weight of 0.93 ($0.53 + 0.20 + 0.20$). The results of the hypothesis testing revealed that the causal relationships among the latent variables in the structural equation model of the marketing alignment management strategy to support the new normal life in industrial business organizations, all five hypotheses, were consistent with the research assumptions and statistically significant at the 0.001 level. However, the results of the hypothesis testing regarding the differences in the importance levels of the components of the marketing alignment management strategy, classified by the size of industrial business organizations, showed no statistically significant difference at the 0.05 level.

Discussion

In an era of inevitable change, businesses must adapt to the new normal lifestyle following various crises, particularly in marketing. Marketing consistency management plays a crucial role in building strong relationships with customers. Business operators must be able to adapt, stay prepared for change, and work efficiently to maximize organizational effectiveness. Based on the research findings, the following key points can be applied in developing marketing consistency management strategies to support the new normal in industrial business organizations:

The research results revealed that the component with the highest mean value was Management Focus ($\bar{X} = 4.55$). Effective management is crucial in the context of rapid changes in industrial business organizations and plays a key role in the marketing consistency management strategy to support the new normal in the business environment. Strong management enables businesses to plan appropriate strategies and respond quickly to market demands. During times of uncertainty, effective risk assessment and management are essential for proactive planning and strategic analysis. The importance of management lies in having a decision-making system supported by accurate information, enabling timely and appropriate actions. Overall, management is a critical factor that allows businesses to confront challenges and adapt effectively to new environments [19]. A constant and up-to-date exchange of information is essential and must include factors such as the ability to adapt and remain flexible in rapidly changing conditions, such as during a pandemic or economic crisis. Access to current information enables businesses to respond effectively to market demands and make well-informed decisions. This also highlights the importance of communication and collaboration within the organization and with business partners, which can enhance the ability to gain a competitive advantage and encourage innovation that better meets customer needs in today's dynamic environment. This is in line with [20]. Which has studied the research on the system approach of measuring the organization, the management of resources to meet customer needs, both in terms of quality, estimation, and price, is very important for the organization's efficiency.

The research results revealed that the item with the highest mean score was the constant exchange of information to stay current and up-to-date ($\bar{X} = 4.64$). This highlights the necessity

for businesses to adapt and remain flexible in rapidly changing conditions, such as during epidemics or economic crises. Access to timely and accurate information enables businesses to effectively respond to market demands and make informed decisions. Furthermore, it emphasizes the importance of communication and collaboration within the organization and with business partners. These interactions enhance the potential to gain a competitive advantage and drive innovation that better aligns with current customer needs. This is consistent with the research by [21], which found that digital transformation significantly impacts key areas of international marketing, including market research, segmentation, targeting, and positioning. The study revealed that the digitization of analog business data has created new opportunities for international marketers to collect and analyze customer data, enabling more targeted and personalized marketing strategies. Furthermore, digital technologies allow marketers to engage with customers in new and innovative ways consistent with [22], which conducted a study titled “E-commerce Platform Online Marketing Consistency Strategies During the COVID-19 Pandemic”, the study aimed to explore how companies adapted their e-marketing consistency strategies in response to the pandemic to maintain customer engagement and loyalty. The study used a case study method and collected data from various sources, including websites and social media platforms. The research examined the companies’ e-marketing consistency strategies, which included products, prices, promotions, places, people, processes, and physical evidence.

The hypothesis test results indicate that the highest direct influence is where the marketing technology component (Marketch Focus) directly influences the management component (Management Focus) with statistical significance at the 0.001 level (Standardized Regression Weight = 0.87). The use of technology helps businesses reach and understand customers better through online channels, which is crucial in an era where consumer purchasing behavior has shifted. Technology enables businesses to create valuable experiences for customers, such as encouraging closer relationships and providing services that meet customer needs. Marketing technology components play a crucial role in helping businesses effectively adapt to change and the new normal. In line with the findings of [23], marketing agility is essential for businesses in both emerging and advanced economies, as it enables them to respond quickly and effectively to market changes which is consistent with [24], Supattra (2022), studied the research on "The Success of Modern Marketing Management of New Entrepreneurs to Thailand 4.0". The characteristics of new entrepreneurs (Startup) that have been certified as a technology business in the digital group, Internet technology that connects and controls artificial intelligence devices, embedded technology, and new strategic management, affect the success of entrepreneurs, including the importance of physical resources, profitability, and human resources, respectively. For prosperity, stability, and sustainability.

The results of the analysis of the overall influence of the structural equation model for the marketing consistency management strategy to support the new normal life in industrial business organizations revealed that the marketing technology component (Marketch Focus) had the greatest overall influence. It had a significant impact on the merchandise management component (Merchandise Focus) with a standardized regression weight of 0.93. Effective product management can help businesses better respond to customer needs, especially during times when market demands may change rapidly. Good product management helps manage inventory appropriately, reducing shortages or excess stock, which is important in an era of demand uncertainty. Therefore, product management elements are factors that influence the success of marketing strategies in this rapidly changing era and play an important role in supporting consumer needs in the current situation. The concept proposed by [25] of seeking

competitive advantages through differentiation requires businesses to create products or services that are unique to provide higher value for customers. It is consistent with [26], creating competitive advantages in marketing through innovative management and information technology. And the concept proposed by [27], the factors with the business operational model of entrepreneurs of small and medium enterprises in the textile and clothing industry were used: the marketing mix (MM), collaboration network (CN), production inventory management (PIM), and creativity (CT).

From the hypothesis testing results, it was found that the strategic components of marketing alignment management support the new normal life in industrial business organizations. Overall, when classified by the size of industrial business organizations, there was no statistically significant difference at the 0.05 level, indicating that all types of organizations, whether small, medium, or large, have similar perspectives and needs in implementing such strategies to support the new normal life. This may indicate that the key marketing strategy components are similar across different sizes and that all organizations need to adapt to remain competitive in a rapidly changing environment. Regardless of size, all organizations should place equal importance on developing marketing strategies that meet the needs of their customers and the current environment. This is consistent with the research results of [28], which found that competitiveness has a direct and positive influence on business change. The research concluded that the cost perspective, differentiation, and rapid response influence organizational performance. This is consistent with the research results of [29] If entrepreneurs in SMEs within the manufacturing sector can effectively manage these aspects and work with morality and ethics including successful marketing management, which consists of Marketing, Innovation, Leadership, and Customer Relationship Management [30] it will also lead to a high level of positive effectiveness towards business change.

Suggestions

1. Policy and Institutional Support for Marketing Consistency in the New Normal

Several agencies of the Thai government play a crucial role in facilitating businesses to transition into the digital and technological era. The Department of Business Development promotes the incorporation of smart systems, such as AI and online transactions, to enhance the efficiency of entrepreneurs. Simultaneously, the Digital Economy Promotion Agency serves as a knowledge hub, conducting comprehensive marketing analysis and strengthening government ties with high-performance IT. Additionally, the Electronic Transactions Development Agency is responsible for facilitating knowledge-sharing and training on electronic payments and e-commerce to empower businesses to adapt to the new normal.

2. Capacity Building and Strategic Implementation

The Department of Industrial Promotion endorses policymaking as well as online business education and the creation of measurable marketing strategies. At the same time, the Big Data Institute promotes data-based decision-making by providing analytics services and consulting for public and private spheres. Higher education institutions help by developing relevant curricula and training programs centered on marketing consistency management strategies, thus developing skilled manpower that can keep up with businesses in a digitally evolving economy.

3. Operational Practices and Future Research Directions

At the ground, business operators are advised to consider four key areas: management, merchandise, media, and marketech. This involves data-driven decision-making, open communication, sufficient digital media use, and efficient technology adoption. It is recommended for future research to look at consumer protection in e-commerce, evaluate digital marketing techniques across different platforms, and examine how technological instruments such as AI and machine learning affect marketing efficiency and customer loyalty. These studies will help enhance strategic development in Thailand as the country's business environment continues to change.

Conclusion

This research aimed to discuss marketing consistency management strategies essential for operating within the new normal business environment brought about by technological advancement and changed consumer behavior. Through a combination of qualitative and quantitative research methods, the findings provide important insights on how organizations can effectively align their marketing strategies to accommodate such changes. The research identified four important components: Management Focus, Merchandise Focus, Media Focus, and Marketech Focus, essential for maintaining marketing consistency. Management focus, with the highest mean ($\bar{X} = 4.55$), highlights the role of strong leadership and strategic direction in implementing these strategies. Additionally, hypothesis testing revealed no significant differences between organizations of different sizes at the 0.05 level, indicating the importance of effective marketing alignment across various business environments.

The implications of this research are significant. Organizations of all sizes should invest in comprehensive marketing strategies that embrace digital transformation. This not only enhances consumer engagement but also fosters resilience in a competitive market. As the study suggests an increase in expenses in e-commerce and digital advertising, businesses need to shift away from traditional marketing practices and leverage online platforms to reach their target audience. Future research studies could explore the long-term impact of these marketing consistency strategies on organizational performance and consumer behavior across different sectors. Furthermore, examining the implications of emerging technologies such as artificial intelligence and machine learning on marketing practices could provide further insights. By delving into these areas, scholars and practitioners can gain a better understanding of the evolving trends in marketing in the new normal and develop strategies for continued growth and relevance in a dynamic business environment.

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