

## Mapping the Evolution of Digital Marketing Strategies in Thailand A Systematic Literature Review of Emerging Trends

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### Abstrak

Perkembangan pesat ekonomi digital Thailand telah mengubah cara organisasi merancang dan mengimplementasikan strategi pemasaran, namun pemahaman akademik mengenai evolusi ini masih terfragmentasi dan sering kali hanya berfokus pada dimensi pemasaran digital tertentu secara terpisah. Penelitian ini bertujuan untuk memetakan evolusi strategi pemasaran digital di Thailand dengan mensintesis tren-tren yang berkembang serta mengembangkan perspektif konseptual yang terintegrasi dalam konteks ekonomi digital yang sedang tumbuh. Dengan menggunakan pendekatan *Systematic Literature Review* (SLR) berbasis kerangka PRISMA, penelitian ini menganalisis 29 artikel *peer-reviewed* yang dipublikasikan antara tahun 2015 hingga 2026 dan diperoleh dari Scopus, ScienceDirect, Google Scholar, SpringerLink, serta Emerald Insight. Studi yang dipilih dianalisis melalui sintesis tematik untuk mengidentifikasi pola transformasi strategis, pergeseran teknologi, dan kesenjangan penelitian. Hasil penelitian menunjukkan adanya transisi signifikan dari strategi visibilitas berbasis media sosial menuju ekosistem terintegrasi yang didorong oleh kecerdasan buatan, analitik data, ekonomi *influencer*, dan *social commerce*. Praktik pemasaran digital kontemporer di Thailand semakin ditandai oleh personalisasi, interaksi berbasis *platform*, serta pengambilan keputusan berbasis analitik, yang mencerminkan pergeseran dari promosi taktis menuju infrastruktur strategis yang adaptif. Penelitian ini juga mengidentifikasi kesenjangan penting terkait tata kelola etika, budaya organisasi, dan integrasi ekosistem digital. Secara konseptual, penelitian ini berkontribusi dengan menawarkan kerangka terintegrasi yang menghubungkan pemasaran berbasis AI, ekonomi *influencer*, *social commerce*, dan pemasaran berbasis data dalam evolusi strategi pemasaran digital di negara berkembang. Secara keseluruhan, evolusi pemasaran digital di Thailand menunjukkan transformasi multidimensional yang dibentuk oleh inovasi teknologi, budaya digital partisipatif, dan perubahan perilaku konsumen.

**Kata Kunci:** Evolusi Pemasaran Digital; Ekonomi Digital Thailand; Pemasaran AI; *Social Commerce*; *Systematic Literature Review*

### Abstract

The rapid expansion of Thailand's digital economy has transformed how organizations design and implement marketing strategies, yet academic understanding of this evolution remains fragmented and often focuses on isolated digital marketing dimensions. This study aims to map the evolution of digital marketing strategies in Thailand by synthesizing emerging trends and developing an integrated conceptual perspective within the context of an emerging digital economy. Using a *Systematic Literature Review* (SLR) approach based on the

PRISMA framework, this study analyzed 29 peer-reviewed articles published between 2015 and 2026 retrieved from Scopus, ScienceDirect, Google Scholar, SpringerLink, and Emerald Insight. The selected studies were examined through thematic synthesis to identify patterns of strategic transformation, technological shifts, and research gaps. The findings reveal a significant transition from social media-based visibility strategies toward integrated ecosystems driven by artificial intelligence, data analytics, influencer economy, and social commerce. Contemporary digital marketing practices in Thailand are increasingly characterized by personalization, platform-based interaction, and analytics-driven decision-making, reflecting a shift from tactical promotion toward adaptive strategic infrastructure. The study also identifies critical gaps related to ethical governance, organizational culture, and digital ecosystem integration. Conceptually, this research contributes by proposing an integrated framework that connects AI marketing, influencer economy, social commerce, and data-driven marketing within the broader evolution of digital marketing strategies in emerging economies. Overall, the evolution of digital marketing in Thailand demonstrates a multidimensional transformation shaped by technological innovation, participatory digital culture, and changing consumer behavior.

**Keywords: Digital Marketing Evolution; Thailand Digital Economy; AI Marketing; Social Commerce; Systematic Literature Review**

## INTRODUCTION

The development of digital marketing strategies in the era of the platform economy has fundamentally changed the way companies build relationships with consumers, create value, and maintain competitiveness. This transformation is increasingly felt in Southeast Asian countries that are experiencing accelerated digitalization, including Thailand, which is one of the centers of regional digital economic growth. The integration of social media, e-commerce, artificial intelligence, and data analytics has expanded the space for interaction between brands and consumers so that marketing strategies are no longer one-way, but in the form of dynamic communication ecosystems (Gartner et al., 2021). In this context, digital marketing has evolved from a mere promotional channel to a strategic system that determines an organization's identity in the global market. Thailand as a country with a high level of technological adoption and a wide internet user base presents an interesting social laboratory to understand the evolution of digital marketing strategies. Therefore, mapping the development of digital marketing strategies is important to identify patterns, directions of change, and future trends of modern marketing practices.

In this rapid growth, the phenomenon of digital strategy fragmentation has emerged, making it difficult for organizations to build consistent and sustainable marketing frameworks. Many companies adopt new technologies reactively without fully understanding the conceptual evolution of digital marketing strategies. As a result, marketing practices are often driven by temporary trends such as influencer marketing, short-form content, and AI advertising without long-term strategic integration. This condition creates a gap between technology adoption and the depth of organizational marketing strategy (Hurdawaty & Tukiran, 2024). At the same time, rapid changes in digital consumer behavior require organizations to continuously adapt, although these adaptations are not always supported by strong theoretical understanding. Therefore, a systematic study is needed to comprehensively map the development of digital marketing

strategies, not only as technical practices but also as a conceptual evolution.

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Thailand is showing significant growth in the digital marketing ecosystem. The Southeast Asia digital economy report notes that internet penetration in Thailand has surpassed 85% of the population, with more than 90% of internet users active on social media on a daily basis. The value of Thailand's e-commerce transactions continues to increase with double-digit annual growth, indicating a shift in consumption behavior towards digital platforms (Cunha & Krupsky, 2025). A regional marketing industry survey also indicates that more than 70% of Thai companies have allocated dedicated budgets to data-driven digital marketing strategies (Olaghere et al., 2023). On the other hand, almost half of business people admit to the difficulty of integrating various digital channels into an integrated strategy. The disparity between technology adoption and strategy integration is what emphasizes the urgency of systematic digital marketing development mapping research.

A number of previous studies have discussed various aspects of digital marketing, although most of them remain fragmented within specific topics. (Karakavak & Özbölük, 2023) emphasized the importance of strategic frameworks in digital marketing to integrate communication channels effectively. (Rozaliana et al., 2025) explained that the development of digital technology has shifted marketing paradigms toward data-driven strategies and customer experience orientation. (Sari et al., 2022) highlighted how social media has transformed traditional marketing practices into sustainable two-way interactions between organizations and consumers. Although these studies provide important contributions, most of the research focuses on global contexts and lacks specific mapping of regional dynamics such as Thailand. In fact, Thailand has one of the fastest-growing digital economies in Southeast Asia, supported by internet penetration exceeding 85%, high social media engagement, and rapid growth of e-commerce and digital payment adoption. The country's strong mobile-first culture and active use of platforms such as TikTok, Facebook, and Instagram have also accelerated the transformation of digital marketing practices across industries. These characteristics indicate that Thailand possesses a unique digital ecosystem shaped by technological advancement, social interaction patterns, and evolving digital consumption behavior. Therefore, this condition opens significant research opportunities to understand the evolution of digital marketing strategies within local contexts that have distinctive social, cultural, and economic characteristics.

The type of research gap lies in the lack of systematic studies that map the development of digital marketing strategies in Thailand longitudinally and conceptually. Most previous research has been partial, focusing on a specific platform or a specific

industry sector, without compiling a complete evolutionary map. The novelty of this research lies in the systematic literature review approach which aims to integrate various research findings into a framework for the development of a comprehensive digital marketing strategy. The study not only identifies trends, but also classifies the direction of digital marketing strategy transformation in Thailand. Thus, this study offers a conceptual contribution in the form of an evolutionary model of digital marketing strategies that can be used as a reference for managerial research and practice.

Based on this background, this study aims to map the evolution of digital marketing strategies in Thailand through a systematic literature review approach by synthesizing emerging trends identified in the academic literature. This research focuses on identifying patterns of strategic transformation, paradigm shifts in digital marketing, and their implications for business organizations within the context of an emerging digital economy. In addition, the study seeks to develop an integrated conceptual framework that explains how artificial intelligence, influencer economy, social commerce, and data-driven marketing interact within the evolution of digital marketing strategies. This conceptual perspective offers a new contribution compared to previous digital marketing SLR studies, which generally examine these dimensions separately and lack an integrated ecosystem-based explanation, particularly in the context of Southeast Asian emerging economies. Therefore, this study is expected to contribute theoretically to the development of digital marketing literature and practically to organizations in designing adaptive, integrated, and sustainable digital marketing strategies in the era of the platform economy.

## RESEARCH METHODS

### Research Design

This study employed a Systematic Literature Review (SLR) approach to map the evolution of digital marketing strategies in Thailand in a structured, transparent, and replicable manner (Creswell & Creswell, 2023). The SLR method was selected because it enables the integration and synthesis of previous studies through systematic procedures based on scientific protocols. The review process followed the PRISMA framework, which includes identification, screening, eligibility assessment, and inclusion stages to ensure methodological transparency and consistency (Haddaway et al., 2022). The study focused on academic literature discussing digital marketing strategies, AI marketing, social commerce, influencer marketing, and data-driven marketing within the context of Thailand and Southeast Asia.

The literature search was conducted using several international academic databases, including Scopus, ScienceDirect, Google Scholar, SpringerLink, and Emerald Insight. The search process used combinations of keywords such as “digital marketing strategy,” “Thailand digital economy,” “AI marketing,” “social commerce,” “digital transformation marketing,” “influencer marketing,” and “data-driven marketing.” The selected publication period ranged from 2015 to 2026 to capture the contemporary evolution of digital marketing strategies.

### Inclusion and Exclusion Criteria

To ensure the quality and relevance of the literature analyzed in this systematic literature review, the study applied strict selection criteria through inclusion and exclusion mechanisms. The selection process was carried out systematically to screen articles that truly represent the development of digital marketing strategies in the context of Thailand and the Southeast Asian region. These criteria are designed so that the selected study has a significant conceptual and empirical contribution to the research topic. In addition, the

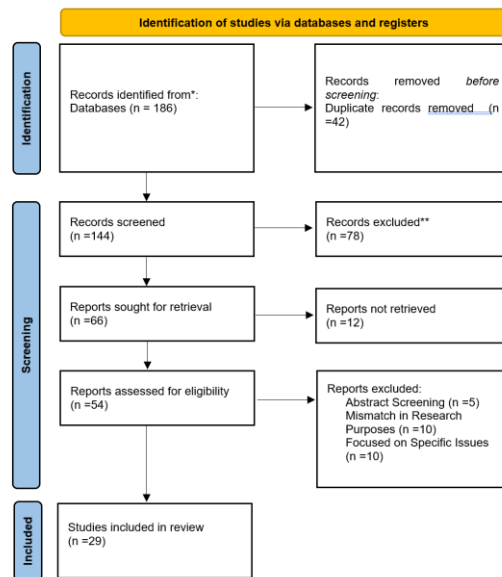
literature limitation aims to maintain methodological consistency as well as ensure that the synthesized findings reflect contemporary trends (Haddaway et al., 2022).

**Inclusion Criteria**

1. Peer-reviewed scientific articles that discuss digital marketing strategy, online marketing, social media marketing, or AI marketing.
2. Research that focuses on the Thai context or has regional relevance to Southeast Asia.
3. Publication in the latest year range (2015–2026) to capture contemporary trends.
4. Studies that have a conceptual or empirical contribution to digital marketing strategies.

**Exclusion criteria**

1. Opinion articles, editorials, or non-academic reports.
2. Studies that only discuss technology have nothing to do with marketing strategy.
3. Research that is not relevant to the context of the organization or business.
4. Duplicate articles from different databases.
5. Publication without full text access.



**Source:** PRISMA Database (2026)

**Figure 1.** PRISMA Flow Diagram of Article Selection Process

The identification stage initially produced 186 articles from various academic databases. After removing 42 duplicate articles, 144 articles remained for the screening process. The screening stage was conducted by reviewing titles and abstracts based on the relevance of the study objectives, resulting in the exclusion of 78 articles that did not specifically discuss digital marketing strategies or lacked relevance to organizational and business contexts. Subsequently, 66 full-text articles were assessed for eligibility. After applying the inclusion and exclusion criteria, 37 articles were excluded due to limited conceptual contribution, incomplete full-text access, or insufficient relevance to the Thai and Southeast Asian digital ecosystem. Finally, 29 articles were selected and synthesized in this systematic literature review. The article selection process followed the PRISMA procedure to improve methodological transparency, consistency, and research replicability.

### Data Analysis Techniques

The data analysis was conducted using a qualitative thematic analysis approach to systematically examine the selected literature. The literature search employed specific keyword combinations, including “digital marketing strategy,” “Thailand digital economy,” “AI marketing,” “social commerce,” “digital transformation marketing,” “influencer marketing,” and “data-driven marketing,” with articles retrieved from Scopus (52 articles), ScienceDirect (41 articles), Google Scholar (48 articles), SpringerLink (23 articles), and Emerald Insight (22 articles), resulting in 186 identified records. The screening process followed the PRISMA framework through duplicate removal, title and abstract screening, full-text retrieval, eligibility assessment, and final inclusion. After removing 42 duplicate articles, 144 articles remained for screening, of which 78 articles were excluded due to limited relevance to digital marketing strategies and organizational contexts. Subsequently, 66 reports were sought for retrieval, but 12 articles could not be accessed in full text. The remaining 54 articles were assessed for eligibility, and 25 articles were excluded because of mismatched research purposes, highly specific issue orientation, and insufficient conceptual contribution, resulting in 29 final articles included in the review. The coding process was conducted through open coding, axial coding, and selective coding to identify themes such as digital channel strategy, technology integration, AI-driven personalization, influencer economy, social commerce, digital consumer behavior, and platform-based business models. The thematic analysis framework was applied iteratively to identify recurring patterns, conceptual relationships, strategic transformation processes, and paradigm shifts in digital marketing strategies. In addition, quality appraisal criteria were implemented by evaluating study relevance, methodological rigor, conceptual contribution, publication credibility, and contextual alignment with the research objectives. The coding and thematic synthesis results were integrated into a conceptual framework explaining the evolution of digital marketing strategies in Thailand, while analytical validity and consistency were maintained through repeated reading, cross-study comparison, thematic triangulation, and systematic consistency checking across the reviewed literature.

## RESULTS

Table 1 presents the main characteristics of the studies reviewed in this study to illustrate the digital marketing research landscape that is the basis for mapping the evolution of strategies in Thailand. The literature selection shows a diversity of methodological approaches that include quantitative, qualitative, survey, case studies, and mixed methods, which reflect the complexity of the digital marketing phenomenon. The focus of the reviewed research also shows a shift of academic attention from basic social media to data-driven strategies and artificial intelligence. The platforms studied evolved from conventional social networks to integrated digital ecosystems involving e-commerce, AI advertising, and automated recommendation systems. This diversity confirms that digital marketing strategy is no longer understood as a single communication tool, but as a multidimensional strategic system. By mapping the characteristics of the study, this study builds an analytical foundation to understand the direction of development of digital marketing concepts and practices.

**Table 1.** Characteristics of the Reviewed Study

No	Author & Year	Research Methods	Study Focus	Period of project	Key Findings
1	(Minculete & Olar, 2018)	Quantitative	Social media marketing	Facebook, Instagram	Social media increases brand engagement
2	(Sachin Bhosale, Ashwini Salunkhe, 2019)	Case study	Digital transformation marketing	E-commerce platform	Digital channel integration increases customer loyalty
3	(Veleva & Tsvetanova, 2020)	Surveys	Data-driven marketing	Digital CRM	Data analytics strengthen personalization strategies
4	(Tavana et al., 2021)	Qualitative	Influencer marketing	TikTok, YouTube	Influencers strengthen the trust of young consumers
5	(Sharma et al., 2022)	Mixed methods	AI marketing	AI advertising tools	AI improves market targeting precision
6	(Guetz & Bidmon, 2022)	Quantitative	Social commerce	Instagram shopping	Social commerce increases purchase conversions
7	(Chatterjee et al., 2023)	Surveys	Digital brand strategy	Multi-platform digital	Omnichannel strategy strengthens loyalty
8	(Sutter et al., 2023)	Qualitative	Consumer digital engagement	Social media ecosystem	Digital engagement forms co-creation value
9	(Yufeng, 2024)	Mixed methods	SME digital adoption	Marketplace platform	Digitalization accelerates the growth of MSMEs
10	(Mubarak, Sari, Wibowo, 2025)	Quantitative	AI personalization marketing	AI recommendation systems	AI personalization improves customer retention
11	(Mardika et al., 2026)	Quantitative	Sustainable tourism digital marketing	Digital data analytics & content marketing	Digital analytics strengthen tourist engagement and destination visibility

12	(Wathanakom et al., 2026)	PLS-SEM Survey	Service marketing in digital learning	Thai MOOC platform	Promotion and platform accessibility strengthen brand image and enrollment intention
13	(Sepvinin & Putra, 2026)	Qualitative	MSME digital promotion	TikTok, Instagram, GoFood	Video-based content improves digital visibility and customer interaction
14	(Renata & Parasari, 2025)	Qualitative Case Study	Fanservice marketing strategy	Multi-platform digital media	Fanservice strengthens emotional engagement and consumer loyalty
15	(Phadkantha et al., 2026)	Ordered Probit Survey	Digital engagement and premium products	Social media communication	Digital engagement influences consumer willingness to pay premiums
16	(Wong et al., 2025)	Mixed Methods	Digital empowerment in sales marketing	CapCut, Facebook, Instagram	Digital training improves engagement, commitment, and marketing adaptation
17	(Sirinantana, 2025)	Mixed Methods	Online media consumption behavior	WeChat, Douyin, Weibo	User-generated content influences travel decisions and trust formation
18	(Bay et al., 2026)	Qualitative	Tourism promotion strategy	Online marketing platforms	Digital promotion supports destination branding and tourism visibility
19	(Issac, 2026)	Mixed Methods	Social media tourism campaigns	Facebook, Instagram, YouTube	Social media campaigns encourage sustainable travel behavior

20	(Katepan et al., 2026)	Conceptual Study	Immersive tourism marketing	Metaverse tourism platform	Immersive technology enhances destination marketing effectiveness
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**Source:** Processed Data (2026)

Based on table 1, it shows a consistent pattern of evolution towards an increasingly data-based, personalized, and intelligent technology integration marketing strategy. Initial studies emphasize increased engagement through social media, while recent research focuses on utilizing AI for precise targeting and customer retention. This pattern shows the transition from reactive marketing to predictive marketing that is adaptive to digital consumer behavior. In addition, the emergence of themes such as omnichannel strategy, social commerce, and co-creation value indicates that digital marketing is evolving into a collaborative ecosystem between brands and consumers. The synthesis of findings in the table confirms that the evolution of digital marketing strategies is not linear, but is influenced by technological innovations and changes in consumption culture. Thus, the characteristics of the reviewed study reinforce the argument that digital marketing strategies in Thailand are moving towards a more integrated, intelligent, and customer experience-oriented model.

These findings indicate that digital marketing strategies are no longer understood as separate promotional activities, but rather as a strategic system that affects the organization's overall business model. In other words, the literature shows a shift from a tactical approach to an integrated strategic approach. This pattern confirms the conceptual evolution in digital marketing practices. Based on the synthesis of the characteristics of the study in Table 1, it can be seen that the pattern of strategy development is more systematic in Table 2 as follows:

**Table 2.** Mapping the Evolution of Digital Marketing Strategies

Period of project	Strategy Characteristics	Dominant Technology	Organizational Focus	Consumer Interaction Patterns
2015–2018	Awareness & social presence	Social Media	Brand visibility	One-way interaction
2019–2021	Integrated digital strategy	E-commerce & CRM	Customer experience	Two-way interaction
2022–2026	AI-driven personalization	AI & data analytics	Predictive engagement	Real-time interaction

**Source:** Processed Data (2026)

Table 2 shows that the evolution of digital marketing strategies moves through a transformation phase characterized by increasing technological complexity and the depth of organizational relationships with consumers. The initial phase highlights the exploration of social media as a communication channel, while the next phase sees the integration of digital platforms into an omnichannel strategy that is oriented towards customer experience. Recent developments show the dominance of data-driven approaches and artificial intelligence that allow organizations to predict consumer behavior in real-time. This transformation signifies a paradigm shift from message-based marketing to adaptive analytics system-based marketing. In addition, consumer engagement is no longer passive, but participatory through a co-creation value mechanism that strengthens brand loyalty. This evolution shows that digital marketing strategies are developing in response to technological dynamics as well as changes in digital consumption culture.

**Table 3.** Emerging Digital Marketing Strategy Trends

Main Theme	Trend Description	Impact on Business Strategy	Implementation Examples
AI Marketing	Algorithm-based personalization	High-precision targeting	AI ads & chatbot
Influencer Economy	Digital figure-based promotions	Increase trust	TikTok creator marketing
Social Commerce	Shopping directly via social media	Fast conversion	Instagram shopping
Data-Driven Marketing	Analytics-driven decisions	Strategy efficiency	CRM analytics

**Source:** Processed Data (2026)

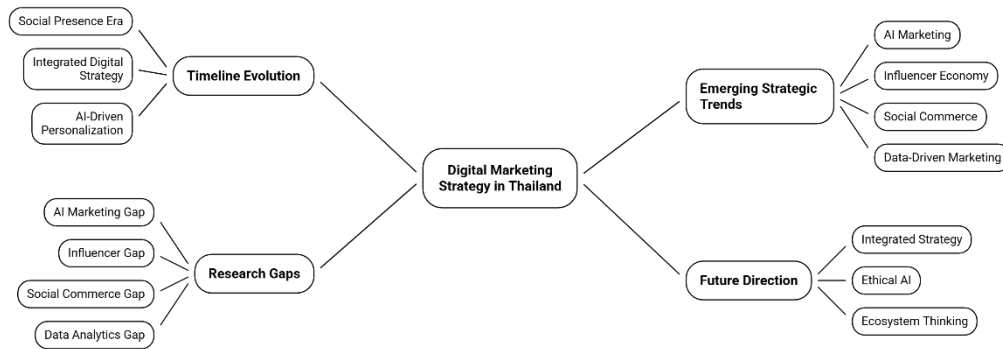
Table 3 shows that emerging trends in digital marketing strategies reflect a shift away from traditional promotional approaches to marketing ecosystems that are increasingly technology-based and digital social relationships. AI marketing marks the dominance of algorithm-based personalization that allows organizations to deliver more relevant and precise messages to consumers. The influencer economy shows that brand trust is now largely built through digital figures who are considered authentic and close to the audience community. Meanwhile, social commerce integrates social activities and economic transactions in one digital space, accelerating the conversion process and shopping experience. All of these trends are supported by data-driven marketing that makes analytics the foundation for strategic decision-making. Thus, this table confirms that digital marketing is evolving towards a smart, integrated, and consumer experience-oriented model. Organizations that are able to synergize these four trends will be better prepared to face the dynamics of a competitive digital market.

**Table 4.** Research Gaps

Theme	Focus of Previous Research	Study Limitations	Future Research Opportunities
AI marketing	Technology focus	Lack of ethical studies	Integrate AI governance
Influencer marketing	Focus engagement	Lack of strategic perspective	Long-term strategy model
Social commerce	Focus platform	Lack of cross-industry studies	Digital ecosystem analysis
Data analytics	Technical focus	Minimal organizational dimension	Data culture studies

**Source:** Processed Data (2026)

Table 4 shows that the digital marketing literature still holds a number of significant conceptual gaps despite the rapid development of research in this area. Studies on AI marketing tend to focus on technological aspects, while the ethical and governance dimensions are still relatively underexplored. In influencer marketing, the research focus is more directed at short-term engagement without developing a sustainable strategy framework. Social commerce is also still dominated by platform-based studies, with limited cross-industry analysis that can show the dynamics of the ecosystem as a whole. On the other hand, data analytics research often stops at the technical aspects without highlighting the organizational and cultural implications of the data. These gaps show that the future of digital marketing research needs to move towards strategic, ethical, and institutional integration. Thus, the table confirms the importance of a multidisciplinary approach to deepen understanding of digital marketing transformation.



Source: Processed Data (2026)

**Figure 2.** Evolution of Digital Marketing Strategy in Thailand

Figure 2 shows that the evolution of digital marketing strategies in Thailand is moving through transformational stages that reflect the increasing complexity of technology as well as the deepening of the relationship between organizations and consumers. The early period was marked by the dominance of social media-based strategies oriented towards increasing brand visibility through one-way communication. As the digital ecosystem evolves, organizations are beginning to integrate various channels into an omnichannel strategy that emphasizes customer experience and two-way interaction. The latest phase shows a shift towards artificial intelligence-based personalization, where data analytics enables real-time and predictive consumer engagement. This transformation marks a paradigm shift from message-based marketing to adaptive analytics system-based marketing. In addition, consumers are no longer positioned as passive recipients, but as active participants in co-creation value. Thus, the image confirms that digital marketing strategies are developing in response to technological dynamics as well as changes in the culture of digital consumption that are increasingly participatory and integrated.

Based on the overall synthesis of the literature, this study concludes that digital marketing strategies in Thailand have undergone a significant conceptual evolution from social media visibility-based approaches toward intelligent and integrated marketing ecosystems driven by artificial intelligence, data analytics, influencer economy, and social commerce. Cross-study comparisons reveal a strong theoretical convergence indicating that contemporary digital marketing is increasingly oriented toward personalization, platform-based interaction, customer engagement, and analytics-driven decision-making. Most studies consistently emphasize that digital marketing is no longer a tactical or isolated promotional activity, but rather a strategic infrastructure shaping organizational business models and long-term customer relationships. However, several inconsistencies also emerge within the literature.

Some studies argue that AI-driven marketing significantly enhances customer retention and predictive engagement, while others highlight concerns regarding algorithmic bias, ethical governance, and excessive dependence on automated systems. Similarly, influencer marketing is viewed by many researchers as an effective mechanism for building trust and emotional engagement, yet other studies question its long-term sustainability and the authenticity of creator-consumer relationships in highly commercialized digital environments. These contradictions indicate that the evolution of digital marketing strategies remains an unresolved debate between technological efficiency and ethical legitimacy. In addition, the literature demonstrates the emergence of a new

paradigm in which consumers are no longer passive recipients of marketing communication, but active participants in co-creation value through real-time interaction within digital platforms and social commerce ecosystems. Nevertheless, important research gaps remain concerning organizational culture, digital governance, cross-industry integration, and ethical dimensions of AI-powered marketing systems. Therefore, the evolution of digital marketing strategies in Thailand can be understood as a multidimensional transformation shaped not only by technological innovation, but also by participatory digital culture, platform economy dynamics, and changing patterns of consumer behavior. Overall, this conclusion confirms that organizational success in the digital era increasingly depends on the ability to integrate technology, adaptive strategies, ethical governance, and long-term customer relationship management within a sustainable digital ecosystem.

## DISCUSSION

### **The Evolution of Digital Marketing Strategies in the Context of Thailand's Digital Economy Transformation**

The evolution of digital marketing strategies in Thailand cannot be separated from the rapid transformation of the country's digital economy, which has reshaped consumer behavior, market structures, and organizational business models. Over the last decade, Thailand has experienced significant digital acceleration supported by high internet penetration, mobile connectivity, and expanding e-commerce ecosystems. According to the e-Conomy SEA Report by Google, Temasek, and Bain & Company, Thailand remains one of the fastest-growing digital economies in Southeast Asia, particularly in e-commerce, digital payments, and online media consumption (Madan & Ashok, 2024). This condition has encouraged organizations to shift from conventional promotional approaches toward integrated digital ecosystem strategies. In the early stage of development, digital marketing practices in Thailand primarily focused on social media visibility and one-way communication to strengthen brand awareness (Mekheimer, 2025). However, the increasing use of smartphones and social platforms gradually transformed digital media into an interactive consumption space where consumers actively participate in shaping brand narratives and digital engagement.

The transformation of digital marketing strategies in Thailand became more complex with the integration of e-commerce, digital payment systems, and omnichannel communication platforms. Organizations no longer manage digital channels independently but instead develop interconnected ecosystems centered on customer experience and continuous engagement. This shift reflects the argument of (Guetz & Bidmon, 2022), who emphasized that modern digital marketing increasingly relies on integrated customer data systems and cross-platform interaction. In the Thai context, the rapid growth of social commerce through platforms such as TikTok Shop, Facebook Marketplace, and LINE Shopping demonstrates how digital consumption culture is strongly embedded within social interaction and community-based purchasing behavior (Sharma et al., 2022). Thai consumers tend to rely heavily on peer recommendations, influencer credibility, and interactive digital content before making purchasing decisions. Consequently, digital marketing strategies in Thailand evolve not only because of technological advancement but also because of cultural preferences emphasizing social trust, collective interaction, and entertainment-oriented consumption patterns (Yufeng, 2024).

The latest stage of digital marketing evolution in Thailand is characterized by the convergence of artificial intelligence, influencer economy, social commerce, and data-driven marketing into a unified strategic ecosystem. Rather than operating as separate trends, these dimensions function as interconnected components that collectively shape contemporary marketing systems. Artificial intelligence enables organizations to process consumer data, predict behavioral patterns, and deliver personalized content in real time. At the same time, influencer marketing strengthens emotional trust and social legitimacy, while social commerce integrates communication, entertainment, and transaction processes within the same platform environment. Data-driven marketing acts as the foundation connecting these elements by transforming consumer interaction into strategic insights for decision-making. Therefore, digital marketing strategies are no longer campaign-based activities but adaptive ecosystems built on continuous data circulation, social interaction, and predictive personalization. This integrated transformation reflects the transition from reactive marketing toward intelligent and participatory marketing systems.

Thailand's cultural and digital consumption characteristics play a crucial role in accelerating this transformation. Thai consumers are highly engaged with short-form video content, live-stream commerce, and creator-based communication, making influencer-driven interaction more effective than traditional advertising approaches. The popularity of platforms such as TikTok, YouTube, Facebook, and LINE illustrates how entertainment, social communication, and purchasing behavior increasingly converge within everyday digital life. In this environment, trust is often built through perceived authenticity, community participation, and interactive storytelling rather than through formal corporate communication alone. This explains why influencer economy and social commerce become dominant features within Thailand's digital marketing ecosystem. Organizations capable of integrating AI personalization with culturally relevant social interaction gain stronger competitive advantages in building customer loyalty and sustaining long-term engagement.

Conceptually, the evolution of digital marketing strategies in Thailand demonstrates that contemporary marketing is shifting toward an integrated socio-technological ecosystem that combines artificial intelligence, platform interaction, digital culture, and customer experience. This transformation aligns with the digital transformation perspective proposed by Madan and Ashok (2024), where technology functions not only as an operational tool but also as a catalyst for organizational adaptation and strategic change. In this context, AI marketing, influencer economy, social commerce, and data-driven analytics should not be viewed as fragmented trends, but as interconnected dimensions within a broader adaptive marketing framework. The evolution of digital marketing strategies in Thailand therefore reflects the interaction between technological innovation, participatory digital culture, and changing consumer expectations. This condition positions Thailand as an important example of how emerging digital economies reshape marketing practices through the integration of intelligent technology, social engagement, and culturally embedded digital consumption behavior.

### **Contemporary Trends and Future Directions of Digital Marketing Strategies**

The contemporary trend of digital marketing strategies shows that marketing is no longer understood as a linear message-based promotional activity, but as an adaptive system that lives in an ever-changing ecosystem of platforms, data, and social interactions. This change is increasingly evident in Thailand as one of Southeast Asia's dynamic digital markets, where consumer behavior is influenced by high connectivity, mobile-first culture,

and strong social platform penetration. In the midst of this landscape, organizations are not enough to simply "be present" on digital channels, but must be able to manage the cross-platform customer experience in an integrated manner, leverage artificial intelligence for personalization, and build brand legitimacy through social trust formed in the digital community (Prakash, 2025). Therefore, the contemporary trend of digital marketing can be seen as a shift from campaign-based marketing to ecosystem-based marketing, where value is formed through long-term relationships, data learning, and collaboration between organizations, consumers, and other digital actors such as creators and platforms.

One of the most dominant trends is AI-driven marketing which is shifting the center of gravity of marketing strategies from demographic segmentation towards behavioral-based personalization. With AI, organizations can model preferences, predict purchase intent, and tailor content in real-time based on consumers' digital footprints. In practice, AI marketing includes product recommendations, content automation, chatbots, dynamic pricing, and predictive customer analytics. The strategic consequences are enormous: companies no longer design strategies for broad "market groups," but rather design individual-oriented micro-experiences (Dolores et al., 2025). In Thailand, this logic is relevant as consumers are increasingly accustomed to the platform's fast, personalized, and responsive experience. But AI marketing also brings new challenges in the form of risk bias, reliance on high-quality data, and the need for governance that ensures transparency (Fischer, 2025). The future direction of AI marketing will increasingly lean towards the use of generative AI for content production, automated message testing, and cross-channel campaign orchestration with a level of efficiency that is impossible to achieve manually. However, its strategic value is only maximized when AI is positioned as a tool for augmenting creativity and decision-making, not just an automation engine.

Along with AI, influencer economy trends are further changing the way organizations build trust and brand reputation. If in the early stages influencer marketing was often used as a tactic to increase awareness, it has now developed into an ecosystem strategy that involves community, identity, and social credibility. Consumers not only judge the brand's message, but judge who delivers the message, how the narrative is structured, and how authentic the relationship between the creator and his audience is (Makrides et al., 2020). In Thailand, a strong digital culture on short video platforms and live streaming is accelerating the growth of the influencer economy, including the role of micro-influencers closer to specific communities. The future direction of influencer marketing is expected to move towards a long-term collaboration model, where creators are not only "endorsers" but value co-creators involved in product development, campaign design, and brand community formation. At this point, influencer strategy is inseparable from relationship management, reputation governance, and more comprehensive performance measurement. Organizations need to shift metrics from just likes and views to indicators of trust, deep engagement, and impact on customer loyalty and lifetime value.

The next trend is social commerce, which integrates social activities and economic transactions in one digital space. Social commerce removes the traditional boundaries between "marketing" and "sales" by allowing consumers to purchase products directly on social platforms without leaving the app ecosystem. This convergence improves frictionless shopping and accelerates the customer journey from discovery to conversion. For organizations, social commerce is not just an additional channel, but a strategic arena to simultaneously combine content, community, and transactions (Zaman, 2022). Thailand, with its active social media users and intense culture of digital interaction, is an ideal context for the growth of social commerce, especially through live commerce

features, short video shopping, and digital payment integration. The future direction of social commerce will be further strengthened as the platform expands catalog features, AI-based recommendations, and trust systems such as reviews and social proofs that are more integrated. However, the challenges that arise are the risk of social manipulation, aggressive promotions that disrupt the user experience, and the need for consumer protection in quick transactions. A mature strategy must balance instant conversions with long-term trust building.

These four major trends are supported by a fundamental shift towards data-driven marketing as the foundation of strategy. Data-driven marketing doesn't just mean using data to target ads, but building an analytics-driven decision-making system that includes planning, execution, evaluation, and learning. In the contemporary context, organizations need to develop customer data platform (CDP) capabilities, CRM integration, cross-channel behavioral analytics, and attribution to understand the contribution of each channel (Ullah et al., 2021). Thailand as a fast-growing market provides a great opportunity for organizations to build excellence through data capabilities, but also demands privacy management and regulatory compliance. The future direction of data-driven marketing is leading to predictive and prescriptive models, not just descriptive ones. This means that the organization does not only answer "what happened", but "why it happened", "what will happen", and "what should be done". In this phase, data is not just an input, but a strategic resource that shapes the organization's decision structure.

Another contemporary trend is the emergence of customer experience as a center of strategy, which integrates marketing with service design, operations, and product innovation. Modern digital marketing increasingly demands the orchestration of end-to-end experiences, from awareness to after-sales, including chatbot-based customer service, digital loyalty programs, and service personalization. In the Thai ecosystem, customer experience is also heavily influenced by the speed of service, ease of payment, and social credibility. The future direction of strategy will move towards a hyper-personalized customer journey, where every touchpoint is guided by real-time data. However, organizations need to keep personalization from turning into intrusion, as consumers become increasingly sensitive to privacy. Therefore, the future of customer experience will depend on the ability of organizations to build "trust-by-design", i.e. experiences that are relevant while respecting privacy boundaries.

The development of content technology is reinforcing the trend of short-form video, live streaming, and interactive content as the dominant formats of marketing. Short video platforms demand a more narrative, authentic, and platform-native strategy, as users tend to reject content that is too visible like traditional advertising. Thailand as a strong market in digital video consumption encourages organizations to develop storytelling and community engagement capabilities. The future direction of content will combine human creativity and AI automation to speed up production, but still demand authenticity so as not to lose audience trust. In this context, the strategic value lies in balance: organizations leverage AI for efficiency, yet retain the human touch for authenticity.

From an organizational perspective, the contemporary trend of digital marketing also leads to cross-functional integration and the formation of dynamic capabilities. Digital marketing is increasingly connected to IT, data science, customer service, and product management. Organizations that are able to build cross-departmental collaboration will be better able to strategically leverage AI, data, and platforms (Liu et al., 2024). This demands a more data-driven change in organizational structure, processes, and culture. The future direction is not only about technology, but also about learning organizations that are able

to experiment, evaluate, and improve strategies on an ongoing basis. In the Thai context, this is important because digital competition is moving fast and consumption patterns are changing dynamically.

However, contemporary trends also bring ethical and regulatory challenges that will further determine the direction of the future. The use of AI, big data, and personalization increase the risk of algorithmic bias, disinformation, behavioral manipulation, and privacy violations. In the future, organizations that do not build ethical governance will face reputational risks and loss of public trust (Paiola et al., 2023). Therefore, future digital marketing strategies must include governance dimensions such as data transparency, user consent, algorithmic audits, and accountability of marketing decisions. Ethics is no longer an additional issue, but rather a competitive factor that determines sustainability. In many markets, consumers increasingly demand responsible brands, so marketing strategies must build legitimacy-based competitiveness, which is competitiveness built through trust and integrity.

The future direction of digital marketing strategies in Thailand can be understood as the convergence of four forces: artificial intelligence, the creator economy, social commerce, and data analytics as the foundation of decisions. This convergence is leading to increasingly adaptive, real-time, and community-oriented marketing. Organizations will move from segmentation to individualization, from campaigns to experience orchestration, and from promotion to value ecosystem building. In the next stage, competition is not only between brands, but between ecosystem of platforms and brand-managed communities. Companies that are able to build community-based loyalty will be more resistant to fluctuations in the platform's algorithm. At the same time, organizations that blend technological innovation with ethics will have stronger legitimacy.

Overall, the contemporary trend of digital marketing shows that the future of marketing strategy will not be determined by a single technology or one platform, but rather by the organization's ability to integrate various elements into a coherent strategic framework. In Thailand, the development of the digital economy opens up great opportunities for organizations to accelerate transformation, but it also demands managerial capabilities that are able to manage complexity. The future of digital marketing strategies will increasingly emphasize responsible personalization, sustainable creator collaboration, trusted social commerce, and ethical data-driven decision-making. Thus, the future direction of digital marketing strategies is not just to become more "digital", but to become smarter, more integrated, and more oriented towards long-term relationships with consumers.

### **Research Limitations**

This study has several limitations that should be acknowledged. (1) the research relies solely on a systematic literature review approach, meaning that the findings are based on secondary data and previously published studies without direct empirical validation from organizations or consumers in Thailand. (2) the literature selection was limited to publications indexed in selected academic databases and within the 2015–2026 period, which may exclude relevant studies published outside these sources or time ranges. (3) although this study discusses the evolution of digital marketing strategies in Thailand, the reviewed literature is still dominated by studies focusing on specific sectors such as tourism, social media, and e-commerce, limiting the generalizability of findings across all industries. In addition, the rapid development of artificial intelligence, social commerce, and digital platforms may cause marketing trends to evolve faster than the publication cycle of academic research. Therefore, future studies are encouraged to conduct empirical

investigations, cross-industry comparisons, and longitudinal analyses to provide deeper insights into the dynamic transformation of digital marketing strategies in Thailand and other emerging digital economies.

### CONCLUSION

This study concludes that digital marketing strategies in Thailand have evolved from social media-based visibility approaches toward integrated intelligent marketing ecosystems driven by artificial intelligence, data analytics, influencer economy, and social commerce. The findings demonstrate that the transformation of digital marketing in emerging digital economies is shaped not only by technological adoption, but also by the interaction between digital culture, consumer participation, platform-based social trust, and adaptive organizational capabilities. The main theoretical contribution of this study lies in the development of an integrated conceptual perspective that connects AI marketing, influencer economy, social commerce, and data-driven marketing as interconnected dimensions within a unified adaptive marketing ecosystem. This contribution extends previous digital marketing SLR studies, which generally examine these dimensions separately and rarely explain their interrelationship within the context of emerging Southeast Asian digital economies. In addition, the study identifies theoretical convergence toward personalization, analytics-driven engagement, and platform interaction as dominant paradigms in contemporary digital marketing, while also highlighting unresolved debates related to ethical governance, algorithmic bias, digital transparency, and the long-term sustainability of influencer-driven trust.

From a practical perspective, the findings imply that organizations in Thailand should move beyond fragmented digital campaigns and develop integrated ecosystem-based marketing strategies. Companies need to combine AI-driven personalization, influencer collaboration, social commerce integration, and analytics-based decision-making to strengthen customer engagement, competitive advantage, and long-term brand loyalty. Furthermore, organizations should pay greater attention to ethical governance, consumer trust, and digital transparency, as these factors increasingly determine brand legitimacy and sustainability in highly connected digital environments.

Nevertheless, this study has several limitations. First, the research relies exclusively on a systematic literature review approach using secondary data, without direct empirical validation from organizations or consumers in Thailand. Second, the reviewed studies are limited to selected databases and publication periods between 2015 and 2026, which may exclude relevant studies published outside these sources. Third, most of the reviewed literature focuses primarily on sectors such as social media, tourism, and e-commerce, limiting the generalizability of the findings across broader industries.

Therefore, future research is encouraged to employ empirical, longitudinal, and cross-industry approaches to examine how AI-driven personalization, influencer economy, and social commerce influence customer loyalty, organizational performance, and digital trust over time. Future studies are also recommended to apply bibliometric mapping, co-citation network analysis, and comparative regional studies to identify emerging theoretical clusters, evolving paradigms, and strategic differences across ASEAN digital economies. Such approaches would provide deeper insights into the dynamic relationship between technological innovation, digital culture, ethical governance, and strategic marketing transformation in emerging economies.

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