

Individual Marketing Strategy and Marketing Profitability: Evidence From E-Retailing Businesses in Thailand

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Abstract

Thailand has the highest growth rate of electronic retail business in ASEAN (ETDA, 2019). When faced with the epidemic crisis of Corona Virus Disease 2019, it resulted in the competition which intensified even more. As a consequence, it is challenging for e-retailing businesses to gain success. This paper is aimed at examining the effects of individual marketing strategy on excellence experience creation, marketing value achievement, individual satisfaction fulfillment, and marketing profitability of e-retailing businesses in Thailand. Using a mailed survey of 139 e-retailing businesses located throughout Thailand as the key instrument to collect data, the model is empirically tested. Correlation analysis and multiple regression analysis are used to analyze data. The findings suggest that all three dimensions of individual marketing strategy have a significant positive influence on excellence experience creation, marketing value achievement, individual satisfaction fulfillment, and marketing profitability. However, it is evident that marketing operation flexibility has no influence on marketing profitability. In addition, excellence experience creation, marketing value achievement, and individual satisfaction fulfillment have an influence on marketing profitability. Finally, this study suggests theoretical and managerial contributions to academics and executives of e-retailing businesses operated under a crisis environment so as to gain marketing profitability and business survival. Recommendations for future research are also provided.

Keywords: Individual Marketing Strategy, Excellence Experience Creation, Marketing Value Achievement, Individual Satisfaction Fulfillment, Marketing Profitability

1. INTRODUCTION

Nowadays, digital disruption and the Corona virus disease (Covid-19) pandemic have rapidly changed people's lifestyles. They need to learn how to live under the new normal. All industries are affected, and the competition is even more intense. Global retail is one of the most heavily affected industries. Thailand, when compared to other countries, has been seriously affected by the Covid 19 epidemic since it has the highest growth rate of electronic retailing businesses which are ranked number one in ASEAN (ETDA, 2019). Therefore, it is a challenge for the electronic retailing businesses in Thailand (E-Retailing Businesses). Many firms have faced with digital disruption and rapidly changing and unpredictable consumer behavior. Both internal and external competitors have intense competition. Buying power of customers has not recovered, while the government is increasing economic measures. These factors affect consumers' shopping behavior. Because of this, e-retailing businesses in Thailand need to seek marketing strategies for management so as to enhance firms' potential to gain a competitive advantage and firm survival. Individual Marketing Strategy (IMS) is one of the most important strategies in the retailing industry based on online platforms (Zaroban, 2017; Zhang and Sundar, 2019). It is one of the tools that are characterized by various marketing operations which rely on new technologies to collect and analyze information relevant to individual consumers. With IMS, firms can learn and understand customer behavior from their customer journey and adapt the marketing strategy to match the target customers behavior on time. Moreover, it can create customers' engagement to have a seamless experience. This influences the excellence experience creation (Knijnenburg et al., 2012; Parasuraman et al., 2005; Verhoef et al., 2015; Zhang and Sundar, 2019), supporting marketing value achievement (Chellappa and Sin, 2005; Verhoef et al., 2015; Zaborek and Mazur, 2019; Zach et al., 2020; Zaroban, 2017). It results in individual satisfaction fulfillment (Briggs et al., 2020; Desai, 2019; Lawrence and Perrigot, 2015; Mainolfi and Marino, 2018), and achieves effective marketing profitability.

This study attempts to find a research gap and fill this gap by creating a new dimension of individual marketing strategy and investigating e-commerce businesses in Thailand due to the fact that Thailand has the greatest growth rate in ASEAN and is dealing with digital disruption, the COVID-19 epidemic, fierce internal and global rivalry. Moreover, Thailand is encountering changing consumer behavior under the new normal. The central research question is how individual marketing strategy is connected to marketing profitability. To emphasize this relationship, two specific research questions are formulated as follows: (1) How each dimension of individual marketing strategy is related to excellence experience creation, marketing value achievement, individual satisfaction fulfillment, and marketing profitability, and (2) How excellence experience creation, marketing value achievement, individual satisfaction fulfillment are related to

marketing profitability. Furthermore, the moderating roles of excellence experience creation, marketing value achievement, and individual satisfaction fulfillment are also examined. The major aim of this research is to investigate the interconnectedness among the three dimensions of individual marketing strategy, namely customer database value, marketing operation flexibility, marketing technology utilization, excellence experience creation, marketing value achievement, individual satisfaction fulfillment, and marketing profitability.

2. LITERATURE REVIEW

Figure 1 shows the conceptual model of this study which indicates the relationships between Individual Marketing Strategy and Marketing Profitability. Additionally, they suggest a positive relationship. How the variables in the framework are positively related are described through dynamic capability theory.

2.1 Dynamic Capability Perspective

The theoretical foundations present the comprehensive literature review about the meanings, and the link of all constructs across the dynamic capability perspective. The dynamic capability is used to describe the ability of firms in coping with changes that take place in their internal and external environment. Various resources are implemented to enhance growth and adaptation in changing environmental uncertainty. As a consequence, operational flexibility of businesses is enhanced for an immediate reply to adjust. Moreover, the dynamic capability perspective is considered as the best source of competitive advantage (Barney, 1991). Therefore, individual marketing strategies are the ability of businesses focusing on empirical marketing operations. Technology capability is used to analyze customer purchasing behavior data and connect each marketing strategy level, both internally and externally. It can be integrated, created, and modified to fit the changing competitive environment with flexibility (Eisenhardt and Martin, 2000; Hou and Chien, 2010; Lado et al., 2006; Teece, 2012; Teece et al., 1997). It enhances new marketing operation techniques that can respond to customer needs, create a marketing advantage (Cao et al., 2019; Ejrami et al., 2016; Michailova and Zhan, 2015), and achieve long-term market profitability (Burrus et al., 2018; Cui et al., 2005; Ren et al., 2014; Tutar et al., 2015).

2.2 Individual Marketing Strategy: IMS

In the past decade, individual marketing strategy has been a management approach that has played an important role in the online retailing industry and continues to be a popular topic for research. (Zach et al., 2020; Zaroban, 2017; Zhang and Sundar, 2019). This research has applied the concept as recommended by prior research. Zhang and Sundar (2019) proposed six types of individual marketing strategy namely; (1) personalization mechanism, (2) customization, (3) sense of control, (4) privacy concerns, (5) perceived recommendation quality, and (6) main effects of personalization mechanism. Moreover, Wagner et al. (2020) presented a research framework related to online retailing marketing strategies that provides six key dimensions: usefulness, ease of use, enjoyment, privacy, satisfaction, and shopping intention. These researchers suggest empirical testing in future research. More importantly, this study proposes a new dimension of individual marketing strategy which includes three dimensions as follows: customer database value, marketing operation flexibility, and marketing technology utilization.

Individual marketing strategy (IMS) refers to firms which operate a new marketing system on a platform online based on technologies to collect and analyze information related to individual consumers. It is used to learn about and understand customer journeys with flexible marketing strategy customization focusing on special offerings to fit individual needs in timely manner, creation of engagement, and seamless experience which allow firms to have potential competitiveness and profitability beyond their competitors (Feng and Fay, 2020; Lorenzon et al., 2018; Wagner et al., 2020; Zhang and Sundar, 2019).

Based on the literature review, firms utilizing individual marketing strategy will be able to analyze individual customer purchasing decisions and understand the behavior of different customers. They can design marketing activities that are different from their competitors and respond to individual customer needs. Customers have participated in the pursuit of new experiences, which has an influence on excellence experience creation (Knijnenburg et al., 2012; Parasuraman et al., 2005; Verhoef et al., 2015; Zhang and Sundar, 2019). Creating marketing value that customers accept and willingly pay for products allows marketing value achievement (Chellappa and Sin, 2005; Verhoef et al., 2015; Zaborek and Mazur, 2019; Zach et al., 2020; Zaroban, 2017), that has exceeded customer expectation and affected individual satisfaction fulfillment (Briggs et al., 2020; Desai, 2019; Lawrence and Perrigot, 2015; Mainolfi and Marino, 2018) and leads to the ability to marketing profitability (Briggs et al., 2020; Feng and Fay, 2020; Verhoef et al., 2015).

2.2.1 Customer Database Value: CDV

Customer database value (CVD) refers to firms focusing on collecting information in the individual customer journey to analyze and learn from the customer's purchasing behavior, which enhances the firms in providing different products and special marketing experiences in accordance with individual customer needs. It can motivate customer engagement and create exciting new experiences. (Anning-Dorson, 2018; Zaborek and Mazur, 2019)

The era of digital transformation and new technologies is an enlargement. The customer has access to all available information rapidly. Information from influencers influences rapidly changing and unpredictable purchasing decision behaviors. A firm focuses on data mining for individual customers. There will be a potential customer database, and these customers can take advantage of it by creating new experiences and continuously impressing customers. Customers want to follow and engage with firms on online platform channels on a regular basis. It leads to excellence experience creation (Verhoef et al., 2015; Zhang and Sundar, 2019) and customers' agreement to pay in exchange for new experiences. This eventually enables the firm to reach marketing value achievement (Zach et al., 2020; Zaroban, 2017). It works very well

for individual satisfaction fulfillment (Lawrence and Perrigot, 2015; Mainolfi and Marino, 2018), and this allows the firms to have potential superior marketing profitability (Feng & Fay, 2020; Lorenzon et al., 2018; Wagner et al., 2020; Zhang & Sundar, 2019).

2.2.2 Marketing Operation Flexibility: MOF

Marketing operation flexibility (MOF) refers to firms that focus on integrated marketing activities across all channels to provide customers with comfortable access to products and create seamless engagement. It enables firms to seek out new opportunities to adapt marketing operations to individual customer expectations and generate trading impressions and long-term relationships. (Adapa et al., 2020; Hockner et al., 2020; Oberoi et al., 2017).

Nowadays, consumer behavior is unpredictable and rapidly changing. Firms have the capability to adapt marketing programs to appropriately, conveniently, and quickly influence consumer behavior, and respond to all trading channels. It can accord customers beyond expectations, deliver a feeling good to be remembered, trust, and repurchase. It also allows firms to achieve excellence experience creation (Knijnenburg et al., 2012; Parasuraman et al., 2005), marketing value achievement (Verhoef et al., 2015; Zaborek and Mazur, 2019), and leads to individual satisfaction fulfillment (Desai, 2019). In addition, a firm's marketing operations flexibility can also contribute to marketing profitability (Briggs et al., 2020; Feng & Fay, 2020; Verhoef et al., 2015).

2.2.3 Marketing Technology Utilization: MTU

Marketing technology utilization (MTU) refers to firms' awareness of using digital channels to provide customers access to marketing information and join the online community that can offer recommendations to an individual customer who wants to participate in creating a seamless experience across all digital channels. It allows firms and stakeholders to create valuable trading experiences and achieve goals (Chopra, 2018; Harting et al., 2019).

The literature review suggests that firms with marketing technology utilization makes it comfortable for customers to find access to various types of information and to be able to send suggestions and complaints that create a common experience anywhere and anytime the customer needs it. Marketing technology utilization allows firms to create excellence experience creation (Sehnm et al., 2019; Verhoef et al., 2015), marketing value achievement (Chellappa and Sin, 2005; Fernando and Chukai, 2018), and efficient individual satisfaction fulfillment (Briggs et al., 2020; Desai, 2019). Furthermore, firms with efficient marketing technology utilization is likely to continuously enhance firms enhance potential marketing profitability (Burrus et al., 2018; Tutar et al., 2015).

Grounded on the earlier discussion, three dimensions of individual marketing strategy, namely customer database value, marketing operation flexibility, and marketing technology utilization are potential factors of individual marketing strategy, and they can be driven by individual marketing strategy. Thus, customer database value, marketing operation flexibility, and marketing technology utilization have potential to lead firms to excellence experience creation, marketing value achievement, individual satisfaction fulfillment, and marketing profitability. Hence, this research proposes the following hypotheses:

Hypothesis 1a-3a: (1) customer database value, (2) marketing operation flexibility, and (3) marketing technology utilization have a positive effect on (a)excellence experience creation.

Hypothesis 1b-3b: (1) customer database value, (2) marketing operation flexibility, and (3) marketing technology utilization have a positive effect on (b)marketing value achievement.

Hypothesis 1c-3c: (1) customer database value, (2) marketing operation flexibility, and (3) marketing technology utilization have a positive effect on (c)individual satisfaction fulfillment.

Hypothesis 1d-3d: (1) customer database value, (2) marketing operation flexibility, and (3) marketing technology utilization have a positive effect on (d) marketing profitability.

2.3 Excellence Experience Creation: EEC

Excellence experience creation (EEC) refers to firms that have implemented a marketing operation that can create customer awareness and engagement in access to virtual products in order to provide useful information to stimulate and motivate customer's purchasing decisions, repurchase, and word of mouth about various impressions that have been given both novelty and difference, which exceeds expectations beyond competitors on social media. The firms with excellence experience creation will be able to increase the databases of new consumers which allow firms to maintain and enhance market share, and marketing profitability potential (Bichescu et al., 2018; Paraschi et al., 2019).

In this era, retail businesses cannot sell only through offline channels. By utilizing various online platforms, they can respond to customer's needs. In particular, the COVID-19 virus epidemic, which is an important factor that has accelerated the decision-making purchase behavior of consumers, completely changed. For example, in the past, consumers would look for the real product at the store before deciding to buy it online or ask the salesperson directly for product information before making a purchase online. Nowadays, electronic retailers must be able to create awareness and provide important information which allows access to products in a virtual marketing online channel. This can create learning and an impression of a new purchasing experience that is different when compared to competitors, and good experiences are shared on social media. As a result, the firms achieve effective marketing profitability (Bichescu et al., 2018; Wirtz, 2020).

According to the previous discussion, excellence experience creation is found to be a potential factor of marketing profitability. Hence, this study proposes the following hypothesis:

Hypothesis 4: Excellence experience creation has a positive effect on marketing profitability.

2.4 Marketing Value Achievement: MVA

Marketing value achievement (MVA) refers to the ability of a firm in offering products at lower costs and prices via online channels that are easily accessible to the target customers. Firms have sales promotion potential beyond competitors and provide information to customers to compare the costs they pay with immediate benefits. It motivates customers to make quick purchasing decisions. Firms can utilize marketing value achievement to affect marketing profitability (Widmer et al., 2018; Zach et al., 2020).

Nowadays, trading is driven by digital technology power. Customers will feel good about the impressive experience of transactions with firms, especially brands that have a reputation. The customer will assess whether the value received is what the customer really wants. They will also examine if it really satisfies customers. When customers perceive that they are satisfied with the value that the firms offer, customers will be loyal and share experiences that are impressive and valuable across all connected channels. Firms that value customer appraisals correctly can obtain marketing value achievement. It allows the firms to enhance sales growth, which leads to long-term marketing profitability (Zaborek and Mazur, 2019).

According to the previous discussion, marketing value achievement is found to be a potential factor of marketing profitability. Consequently, this research proposes the following hypothesis:

Hypothesis 5: Marketing value achievement has a positive effect on marketing profitability.

2.5 Individual Satisfaction Fulfillment: ISF

Individual satisfaction fulfillment (ISF) refers to the ability of a firm in creating credibility in trading transactions and online marketing promotion that pays attention to every step such as posting product images and writing product names and details that correspond to the characteristics and quality of the actual product. When an individual customer receives a product that exceeds expectations, satisfaction is achieved. This is due to the firm's ability to meet individual satisfaction fulfillment with potential and consistency. They will allow firms to achieve greater marketing profitability (Chung et al., 2020; Subramanian et al., 2014).

Electronic retailing businesses can create credibility by responding to questions about products, delivery, and warranties that respond to individual customer needs quickly and efficiently. Customers receive quality products that exceed their expectations. It can establish credibility, confidence, and trust. A high level of customer satisfaction can affect the overall score of the firm. Firms are classified as good-quality online stores that are ranked at the top of website searches and have the opportunity to participate in marketing campaigns to generate sales. Firms with continuity of individual satisfaction fulfillment will be able to achieve better marketing profitability than competitors (Dai et al., 2015; Morra et al., 2018).

According to the previous discussion, individual satisfaction fulfillment is found to be a potential factor of marketing profitability. Hence, this study proposes the following hypothesis:

Hypothesis 6: Individual satisfaction fulfillment has a positive effect on marketing profitability.

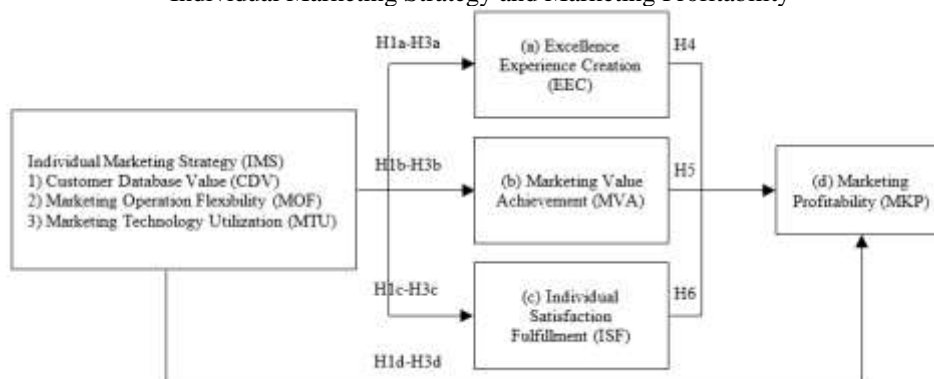
2.6 Marketing Profitability: MKP

Marketing Profitability (MKP) is defined as the results of marketing activities that are measured by determined by sale, market share, and overall performance over the past year (Briggs et al., 2020; Singh et al., 2018).

2.7 Conceptual Model of Individual Marketing Strategy and Marketing Profitability: Evidence

The theoretical foundations present the comprehensive literature review about the explanations, and the link of all constructs over the dynamic capability perspective. Thus, this research has linked the relationships between the individual marketing strategy and the consequences. Additionally, this research proposes that excellence experience creation, marketing value achievement, and individual satisfaction fulfillment have a moderating effect on the relationships among each dimension of an individual marketing strategy and its consequences. Hence, a conceptual model of this research is shown in Figure 1.

Figure 1: Conceptual Model of the Relationships between Individual Marketing Strategy and Marketing Profitability



3. RESEARCH METHOD

The data was obtained from the Department of Business Development, Ministry of Commerce (2019). In this research,

614 firms of e-retailing businesses in Thailand are selected to be the participants due to two main reasons. First of all, these businesses are found to be number one business with the highest growth rate in ASEAN.). Moreover, they tend to grow every year. Because of the Covid-19 epidemic, they have confronted intense competition from both internal and external competitors in the country. They have encountered digital disruption which affects changes of consumer behavior. These consumers who continuously shop online have a complicated and uncertain purchasing decision path. Therefore, the firms must deal with the challenges of more intense competition (Kasikorn Research Center, 2020). Individual marketing strategy has been a management approach that has played an important role in the online retailing industry and continues to be a popular topic for research. (Zach et al., 2020; Zaroban, 2017; Zhang and Sundar, 2019). According to a literature review, there were few empirical studies which investigated individual marketing strategy on marketing profitability in Thailand. To collect data, a mailed questionnaire was sent to each of the respondents. This questionnaire was used for measurement of each of the constructs according to the conceptual model. All variables developed from their definition were measured. A five-point Likert scale was used to measure the data which was obtained from the mailed questionnaire. The key informants were marketing executives or marketing managers as firms' key resource. The data was obtained from 614 e-retailers, and 139 responses which were obtained from the completed survey were useful. About 25.05% was the effective response rate. Based on Aaker et al (2001), the response rate for a mailed questionnaire combined with a suitable follow-up process, if greater than 20% (with an appropriate follow-up procedure), is deemed acceptable. Furthermore, non-response bias was performed by comparing early and late responses. According to Armstrong and Overton (1977), the results exhibited no significant differences. Hence, non-response bias did not affect the data which was collected.

The questionnaire was developed based on the concept of individual marketing strategy. All constructs in this research were created for the first time based on each variable's definition and the literature review, and a five-point Likert scale was used to measure all variables obtained from the questionnaire. Content validity was improved by three experts in marketing research academic who considered the index of item objective congruence (IOC). According to the general principle, the acceptable cut-off score is 0.50 which is considered as a minimum (Rovinelli and Hambleton, 1977). The results show the IOC scores which are between 0.7 and 1.0. Those IOC scores are greater than the 0.5 cutoff. Moreover, construct validity was evaluated by testing convergent validity. Exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) were used to measure the validity of the instrument and the construct validity of the data obtained from the questionnaire, (Fisher and Mazur, 1997). According to the general principle, 0.40 indicates the minimum acceptable cut-off score (Nunnally and Bernstein, 1994). The high values of factor loading were examined in a specific construct. The findings indicate that factor loadings of all variable are between 0.759 and 0.907 which suggest that the factor loadings are greater than the 0.40 cutoff. Moreover, the composite reliability (CR) was evaluated. According to the general principle, 0.5 is the minimum acceptable cut-off score (Nunnally and Bernstein, 1994). The high values of CR were determined in a specific construct. The findings indicate a CR of between 0.820 and 0.909 for all variables, and the CR scores are greater than the 0.5 cutoff. Discriminant validity was estimated from the square root of the average variance extracted (AVE). According to the general guideline, 0.5 is the acceptable cut-off score (Fornell and Larcker, 1981). The high values of AVE were examined in a specific construct. The results show an AVE of between 0.640 and 0.738 for all variables, and these AVE scores are greater than the 0.5 cutoff. In addition, reliability was examined using Cronbach's alpha. According to the general principle, 0.7 is the minimum acceptable cut-off score (Nunnally and Bernstein, 1994). The high values of Cronbach's alpha were examined in a specific construct. The findings suggest that all variable ranges have a Cronbach's alpha of between 0.812 and 0.907. Those Cronbach's alpha scores are greater than the 0.7 cutoff. Moreover, discrimination power was estimated using item-total correlation methods. According to the general principle, 0.3 is the minimum acceptable cut-off item reliability score (Hair et al., 2010). The high values of item reliability scores were examined in a specific construct. The findings indicate that all variable ranges have an item reliability score of between 0.588 and 0.815. Those item reliability scores are greater than the 0.3 cutoff. Finally, a test of normality residual was estimated from the test statistics of Kolmogorov-Smirnov. It suggests that all the models tested have a normal distribution (Totton and White, 2011). Therefore, validity and reliability are not the concern of our data.

Multiple regression analysis is used to test all hypotheses according to the conceptual model. As a consequence, all proposed hypotheses in this study are reformulated into seven statistical equations. The equations are described as follows:

$$\begin{aligned}
 \text{Equation 1: EEC} &= \alpha_{01} + \beta_1\text{CDV} + \beta_2\text{MOF} + \beta_3\text{MTU} + \varepsilon \\
 \text{Equation 2: MVA} &= \alpha_{02} + \beta_4\text{CDV} + \beta_5\text{MOF} + \beta_6\text{MTU} + \varepsilon \\
 \text{Equation 3: ISF} &= \alpha_{03} + \beta_7\text{CDV} + \beta_8\text{MOF} + \beta_9\text{MTU} + \varepsilon \\
 \text{Equation 4: MKP} &= \alpha_{04} + \beta_{10}\text{CDV} + \beta_{11}\text{MOF} + \beta_{12}\text{MTU} + \varepsilon \\
 \text{Equation 5: MKP} &= \alpha_{05} + \beta_{13}\text{EEC} + \varepsilon \\
 \text{Equation 6: MKP} &= \alpha_{06} + \beta_{14}\text{MVA} + \varepsilon \\
 \text{Equation 7: MKP} &= \alpha_{07} + \beta_{15}\text{ISF} + \varepsilon
 \end{aligned}$$

4. RESULTS AND DISCUSSION

The findings show particular characteristics of e-retailing businesses in Thailand. The majority of the respondents have their current positions as business owners (59.00 percent). Sole proprietorships account for the highest percentage of business characteristics (63.30 percent). Finally, most e-commerce businesses have electronic storefronts or virtual stores (61.20 percent).

In this study, the assumptions for normality, homoscedasticity, autocorrelation were checked through linearity in multiple regression analysis. These assumptions were determined, and the results were found to be acceptable. Moreover,

the VIF scores for all variables were between 1.000 and 4.411 which are below 10. The correlation as recommended by Hair et al. (2010) must be less than 0.80 and the analysis of data suggests the correlations between 0.623 and 0.796. Hence, this study did not encounter any substantial multicollinearity problems.

Table 1 shows the results based on multiple regression analysis of the interconnectedness among individual marketing strategy (customer database value, marketing operation flexibility, marketing technology utilization), and its consequences (excellence experience creation, marketing value achievement, individual satisfaction fulfillment, marketing profitability). The proposed hypotheses 1a-3a, 1b-3b, 1c-3c, and 1d-3d suggest the positive relationships among all. These hypotheses can be reformulated into the regression equations in Models 1, 2, 3, and 4.

Table 1: Results of Multiple Regression Analysis for the Relationships Individual Marketing Strategy and Its Consequences

Independent Variables	Dependent Variables			
	Excellence Experience Creation (EEC)	Marketing Value Achievement (MVA)	Individual Satisfaction Fulfillment (ISF)	Marketing Profitability (MKP)
	H1a-H3a	H1b-H3b	H1c-H3c	H1d-H3d
	Equation 1	Equation 2	Equation 3	Equation 4
Customer Database Value (CDV)	0.307*** (0.094)	0.233** (0.093)	0.224** (0.088)	0.435*** (0.106)
Marketing Operation Flexibility (MOF)	0.231** (0.113)	0.305*** (0.113)	0.317*** (0.106)	0.058 (0.128)
Marketing Technology Utilization (MTU)	0.297*** (0.109)	0.298*** (0.109)	0.324*** (0.102)	0.256** (0.124)
Adjusted R ²	0.600	0.603	0.650	0.485
Durbin-Watson	2.185	2.316	2.218	1.956
Maximum VIF	4.411	4.411	4.411	4.411

Beta coefficients with standard errors in parenthesis, *** p < 0.01, ** p < 0.05, * p < 0.10

Firstly, the findings show that customer database value has a significant positive effect on excellence experience creation (H1a: $\beta_1 = 0.307$, $p < 0.01$), marketing value achievement (H1b: $\beta_4 = 0.233$, $p < 0.05$), individual satisfaction fulfillment (H1c: $\beta_7 = 0.224$, $p < 0.05$), and marketing profitability (H1d: $\beta_{10} = 0.435$, $p < 0.01$). This is in line with previous research which indicates that a firm that focuses on data mining for individual customers would benefit. There will be a potential customer database, and these customers can take advantage of it by creating new experiences and continuously impressing customers. Customers want to follow and engage with firms on online platform channels on a regular basis. Thus, customer database value allows firms to achieve excellence experience creation (Verhoef et al., 2015; Zhang and Sundar, 2019), marketing value achievement (Zach et al., 2020; Zaroban, 2017), individual satisfaction fulfillment (Lawrence and Perrigot, 2015; Mainolfi and Marino, 2018), and marketing profitability (Feng & Fay, 2020; Lorenzon et al., 2018; Wagner et al., 2020; Zhang & Sundar, 2019). Hence, Hypothesis 1a, 1b, 1c, and 1d are supported.

Secondly, the findings demonstrate that marketing operation flexibility has a significant positive effect on excellence experience creation (H2a: $\beta_2 = 0.231$, $p < 0.05$), marketing value achievement (H2b: $\beta_5 = 0.305$, $p < 0.01$), and individual satisfaction fulfillment (H2c: $\beta_8 = 0.317$, $p < 0.01$). Recent research has found that firms have the capability to adapt marketing programs to appropriately, conveniently, and quickly influence consumer behavior. Moreover, they can respond to all trading channels and are able to accord customers beyond expectations. They can deliver a feeling good to be remembered. They bring about trust and repurchase, allow firms to achieve excellence experience creation (Knijnenburg et al., 2012; Parasuraman et al., 2005) together with marketing value achievement (Verhoef et al., 2015; Zaborek and Mazur, 2019), and lead to individual satisfaction fulfillment (Desai, 2019). Thus, Hypotheses 2a, 2b, and 2c are supported.

Thirdly, the findings suggest that marketing operation flexibility has no significant positive effect on marketing profitability (H2a: $\beta_{11} = 0.058$, $p > 0.10$). Amankwah-Amoah and Adomako (2019) describe that firms that have the resources readiness can create marketing operations flexibly. However, since they have high costs, it may be difficult to enhance profits, and it could lead to a failure to achieve marketing profitability. Hence, Hypothesis 2d is not supported.

Finally, the findings indicate that marketing technology utilization has a significant positive effect on excellence experience creation (H3a: $\beta_3 = 0.297$, $p < 0.01$), marketing value achievement (H3b: $\beta_6 = 0.298$, $p < 0.01$), individual satisfaction fulfillment (H3c: $\beta_9 = 0.324$, $p < 0.01$), and marketing profitability (H3d: $\beta_{12} = 0.256$, $p < 0.05$).

According to previous studies, marketing technology utilization is found to be a crucial strategy which make customers feel comfortable finding access to various types of information and be able to send suggestions and complaints that create a common experience anywhere and anytime the customer needs it. Marketing technology utilization allows firms to generate excellence experience creation (Satchawatee et al. 2021; Sehnem et al., 2019; Verhoef et al., 2015), marketing value achievement (Chellappa and Sin, 2005; Fernando and Chukai, 2018), and efficient individual satisfaction fulfillment (Briggs et al., 2020; Desai, 2019). Furthermore, firms with efficient marketing technology utilization are likely to continuously promote the firm's enhancement of potential marketing profitability (Burrus et al., 2018; Tutar et al., 2015). Therefore, hypotheses 3a, 3b, 3c, and 3d are supported.

Table 2 shows the results based on multiple regression analysis of the relationships among excellence experience creation, marketing value achievement, individual satisfaction fulfillment, and marketing profitability. Hypotheses 4, 5,

and 6 propose that there are positive relationships among all. These hypotheses can be reformulated into the regression equations in Models 5, 6, and 7.

Table 2: Results of Multiple Regression Analysis for the Relationships among Excellence Experience Creation, Marketing Value Achievement, Individual Satisfaction Fulfillment, and Marketing Profitability

Independent Variables	Dependent Variables		
	Marketing Profitability (MKP)		
	H4	H5	H6
	Equation 5	Equation 6	Equation 7
Excellence Experience Creation (EEC)	0.777*** (0.054)		
Marketing Value Achievement (MVA)		0.750*** (0.057)	
Individual Satisfaction Fulfillment (ISF)			0.835*** (0.047)
Adjusted R ²	0.600	0.559	0.694
Durbin-Watson	1.973	2.018	2.205
Maximum VIF	1.000	1.000	1.000

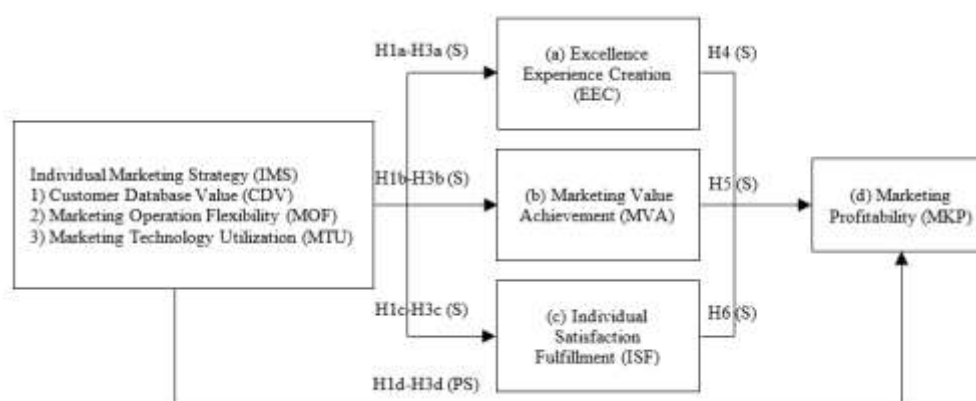
Beta coefficients with standard errors in parenthesis, *** p < 0.01, ** p < 0.05, * p < 0.10

Firstly, the results show that excellence experience creation has a significant positive influence on marketing profitability (H4: $\beta_{13} = 0.777$, $p < 0.01$). This supports previous research which suggests that consumers would look for the real product at the store before deciding to buy it online or ask the salesperson directly for product information before making a purchase online. Furthermore, electronic retailers nowadays must be able to create awareness and provide important information to access products in a virtual marketing online channel. That can create learning and an impression of a new purchasing experience that is different from competitors, and good experiences are shared on social media. As a result, the firms achieve effective marketing profitability (Bichescu et al., 2018; Wirtz, 2020). Hence, Hypothesis 4 is supported.

Secondly, the findings demonstrate that the relationship of marketing value achievement has a significant positive effect on marketing profitability (H5: $\beta_{14} = 0.750$, $p < 0.01$). According to existing literature, trading is driven by digital technology power. Customers will feel good about the impressive experience of transactions with firms, especially brands that have a reputation. They will assess whether the value received is what the customer really wants. They can also evaluate whether it can really satisfy them. When customers perceive that they are satisfied with the value that the firms offer, customers will be loyal and share experiences that are impressive and valuable across all connected channels. Firms that correctly value customer appraisals can gain marketing value achievement. It allows the firms to enhance sales growth, which leads to long-term marketing profitability (Zaborek and Mazur, 2019). Hence, Hypothesis 5 is supported.

Finally, the findings suggest that Individual Satisfaction Fulfillment has a significant positive effect on marketing profitability (H6: $\beta_{15} = 0.835$, $p < 0.01$). Electronic retailing businesses can create credibility by responding to questions about products, delivery, and warranties that quickly and efficiently respond to individual customer needs. Customers receive quality products that exceed their expectations. It can establish credibility, confidence, and trust. A high level of customer satisfaction can affect the overall score of the firm. Firms are classified as good-quality online stores that are ranked at the top of website searches and have the opportunity to participate in marketing campaigns to generate sales. Firms with continuity of individual satisfaction fulfillment will be able to achieve better marketing profitability than competitors (Dai et al., 2015; Morra et al., 2018). Hence, Hypothesis 6 is supported. Figure 2 summaries the findings and conclusions based on all hypotheses testing.

Figure 2: A Summary of the Results and Conclusions in All Hypotheses Testing



Note: (S) = Hypotheses Supported, (NS) = Hypotheses Not Supported, (PS) = Hypotheses Partially Supported

5. CONCLUSION

5.1 Theoretical Contribution

Firstly, this research proposes three dimensions of individual marketing strategy (customer database value, marketing operation flexibility, and marketing technology utilization), while previous research does not. Additionally, this research contributes to the body of knowledge by classifying the results of individual marketing strategy and developing a model to test the relationships. Moreover, individual marketing strategy is investigated in quantitative manner by collecting data from e-retailing businesses in Thailand due to the fact that Thailand has the greatest growth rate in ASEAN and is dealing with digital disruption, the COVID-19 epidemic, fierce internal and global rivalry, and changing consumer behavior under the new normal. Based on the existing literature, very few studies have directly addressed individual marketing strategy given that it is considered as one of the most important strategies in the retailing industry based on online platforms (Zaroban, 2017; Zhang and Sundar, 2019).

Eventually, this research offers an essential contribution to the existing theory. This research supports and extends the dynamic capability perspective which is utilized to explain the conceptual model. Various resources combined with competence could help firms achieve competitive advantages and gain higher performance in an uncertain environment so as to meet customer demands.

5.2 Managerial Contribution

This research yields useful implications. It is evident that firm owners, marketing directors, and marketing managers need to pay more attention marketing strategy as an important tool for strategic planning. This research suggests that executives classify and justify more critical elements in the competitive environment during the COVID-19 epidemic. Specifically, managers should encourage and focus more on all three dimensions of an individual marketing strategy so as to come up with a strong effect on marketing profitability. It does so through marketing outcomes (excellence experience creation, marketing value achievement, and individual satisfaction fulfillment).

5.3 Limitations

Although this research offers some useful implications, it has limitations that needs to be addressed. Data for this study was collected from the database of the Department of Business Development Ministry of Commerce (DBD) in Thailand, and one may not be sure whether it could represent all businesses at present. Moreover, some businesses during the COVID-19 epidemic had changed addresses to unknown locations or had closed. Accordingly, this problem may affect the number of declining e-retailing businesses as reflected in the relatively low response rates. However, this research has made follow-up attempts to improve the response rate. Eventually, a response rate of more than 20% based on Aaker, Kumar, and Day (2001) is considered appropriate, and it helps ensure the results of this study.

5.4 Future Research Directions

Based on the limitations previously discussed, it is recommended that future research utilize other methods to collect data or obtain data from other populations. In addition, future researchers may consider using other statistics for hypothesis testing to correctly confirm the results and increase the level of reliability of the results.

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