

## Strengthening MSME Marketing through Digital Marketing: International Community Service in Thailand among OTOP Entrepreneurs

M. Yani Syafei <sup>1</sup>, Rahma Wahdiniwati <sup>2</sup>, Marlon Rael Astillero <sup>3</sup>, Nidanuch Fakhua <sup>4</sup>,  
Dhimas Tribuana <sup>5</sup>, Budi Hermawan <sup>6</sup>, Puri Swastika Gusti Krisna Dewi <sup>7</sup>

<sup>1, 2, 5, 6, 7</sup> Doctoral Study Program in Management Science, Universitas Komputer Indonesia

<sup>3, 4</sup> the Thai Global Business Administration Technological College, Samutprakan, Thailand

### ABSTRACT

This international community service program was conducted on August 26, 2025, at the Bang Prong Subdistrict Administrative Organization Office, Samut Prakan, Thailand, with the main objective of strengthening the capacity of OTOP MSME entrepreneurs through the use of digital marketing. The implementation method included product exhibitions, production process demonstrations, and interactive training sessions on digital marketing strategies, social media utilization, and promotional content creation. The results indicated significant improvements in participants' awareness, skills, and confidence in applying digital technologies to their businesses. The activity also enhanced cross-cultural collaboration between Indonesian and Thai higher education institutions and created opportunities for sustainable development supported by institutional and digital infrastructure. In conclusion, this program highlights the importance of international collaborative community service models in accelerating the digital transformation of MSMEs.

**Keywords:** community service, digital marketing, international collaboration, MSMEs, OTOP

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<sup>1</sup> Corresponding Author Name: M. Yani Syafei; Affiliation: Universitas Komputer Indonesia; Address: Indonesia; Email: [yanisyafei@email.unikom.ac.id](mailto:yanisyafei@email.unikom.ac.id)

<sup>2</sup> Author Name: Rahma Wahdiniwati; Affiliation: Universitas Komputer Indonesia; Address: Indonesia; Email: [rahma@email.unikom.ac.id](mailto:rahma@email.unikom.ac.id)

<sup>3</sup> Author Name: Marlon Rael Astillero; Affiliation: The Thai Global Business Administration Technological College; Address: Thailand; Email: [marlon@tgbc.ac.th](mailto:marlon@tgbc.ac.th)

<sup>4</sup> Author Name: Nidanuch Fakhua; Affiliation: The Thai Global Business Administration Technological College; Address: Thailand; Email: [nidanuch.f@tgbc.ac.th](mailto:nidanuch.f@tgbc.ac.th)

<sup>5</sup> Author Name: Dhimas Tribuana; Affiliation: Universitas Komputer Indonesia; Address: Indonesia; Email: [dhimas.75423008@mahasiswa.unikom.ac.id](mailto:dhimas.75423008@mahasiswa.unikom.ac.id)

<sup>6</sup> Author Name: Budi Hermawan; Affiliation: Universitas Komputer Indonesia; Address: Indonesia; Email: [budi.75423011@mahasiswa.unikom.ac.id](mailto:budi.75423011@mahasiswa.unikom.ac.id)

<sup>7</sup> Author Name: Puri Swastika Gusti Krisna Dewi; Affiliation: Universitas Komputer Indonesia; Address: Indonesia; Email: [puri.75423012@mahasiswa.unikom.ac.id](mailto:puri.75423012@mahasiswa.unikom.ac.id)

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**INTRODUCTION**

Micro, Small, and Medium Enterprises (MSMEs) are central to Thailand's entrepreneurial fabric and local value creation, including the One Tambon One Product (OTOP) program, which mobilizes community-based producers to commercialize distinctive local goods. Recent assessments show that Thailand's entrepreneurial activity rebounded strongly post-pandemic with Thailand's 2023/24 Global Entrepreneurship Monitor reporting high earlystage participation and a vibrant ecosystem. However, capability gaps persist around modern marketing and digital skills for micro and small producers, particularly in community enterprises such as OTOP (G E M Thailand Team, 2024). At the same time, Thailand's consumer Internet landscape is exceptionally conducive to digital commerce: as of January 2025, 91.2% of the population used the Internet and approximately 71% of the population had active social media identities; LINE, Facebook, and YouTube each reach tens of millions of users domestically. These platform penetration levels paired with rising mobile and fixed broadband speeds create a powerful channel mix for MSMEs to build brands, acquire customers, and sell directly (DataReportal, 2025).

Across Southeast Asia, digital adoption accelerated during and after COVID-19, pushing SMEs toward e-commerce, digital payments, and data-enabled marketing; ASEAN's 2024 SME Policy Index underscores that enabling policies and firm capabilities for digitalisation are now a core competitiveness lever for MSMEs (ASEAN et al., 2024). In parallel, Google-Temasek-Bain's e-Conomy SEA 2024 highlights the continued expansion and normalization of online consumer behavior in the region, with e-commerce and digital services anchoring the growth trends that shape the marketing opportunity set for Thai MSMEs (Google et al., 2024). Yet capability divides remain: UNESCAP's recent analyses note that many small enterprises in the Asia Pacific region still lack the skills, tools, and organizational practices to translate connectivity into measurable business outcomes, especially outside major urban centers (UNESCAP, 2024).

Within Thailand's policy environment, the Fifth SME Promotion Master Plan (2023–2027) places explicit emphasis on building digital competitiveness and strengthening SME capabilities, aligning national efforts with a “digital path” for MSME upgrading. These priorities are echoed across policy and monitoring portals and in OSMEP materials, which frame digital skills, market access, and innovation as pillars for the current plan period (OECD Policy Portal & A D B Asia S M E Monitor, 2023). nevertheless, evidence from recent research on OTOP indicates persistent human resource and capability constraints: qualitative work in 2023 identified limited attention to systematic skills development under OTOP initiatives, creating imbalances between economic targets and community/people development gaps that

directly affect marketing professionalism and digital readiness among grassroots producers (Jaiborisudhi & Kitipadung, 2023).

Growing empirical literature shows that purposeful adoption of digital marketing spanning social media marketing, search engine optimization, content and community management, and basic analytics improves SME performance outcomes (e.g., reach, engagement, conversions, and sales). Open-access studies in 2024 synthesize consistent positive effects across contexts while also stressing the need for tailored training and hands-on enablement for small firms (Sechele et al., 2024; Sharabati et al., 2024). Thailand-specific work similarly points to a clear capability need: needs-assessment and course-design research for Thai MSMEs in 2024 identified concrete gaps in digital marketing competencies and proposed structured training responses; broader Thai SME studies in 2025 reinforce that IT and digital competencies mediate transformation and new-product development performance, underscoring why capability-building initiatives matter for growth (Ueasangkomsate, 2025; Wongpun et al., 2024). Parallel experiences from Indonesia also confirm the effectiveness of academic–community partnerships. For example, Umiyati et al. (2025) documented that digital marketing and financial management training significantly enhanced MSME resilience in West Java, emphasizing the transferability of such community service models to other ASEAN contexts (Umiyati et al., 2025). Furthermore, Sandira et al. (2025) underscore the importance of integrated marketing management strategies that combine traditional, digital, and innovative approaches in enabling MSMEs to thrive in highly competitive markets (Sandira et al., 2025).

Against this backdrop, international community–university partnerships offer a practical mechanism to close know-how gaps by combining the contextual understanding of local producers with applied tool-focused training. Thailand’s digital reach (high Internet and social media penetration), the policy push for SME digitalization, and demonstrated capability gaps among OTOP entrepreneurs together create a timely rationale for targeted interventions that integrate (1) exposure and marketplace learning through product exhibitions, (2) visibility into production processes that inform authentic storytelling and content creation, and (3) structured workshops on digital marketing strategy and execution. The community service activity reported in this article was conducted on Tuesday, August 26 2025 at the Bang Prong Subdistrict Administrative Organization Office (Samut Prakan) by the Doctoral Study Program in Management Science, Universitas Komputer Indonesia, together with the Thai Global Business Administration Technological College and was designed to operationalize this three-part model. By situating pedagogy within real products, producers, and platforms, the program sought to convert Thailand’s favorable digital infrastructure into practical marketing capabilities for OTOP entrepreneurs, thereby strengthening sustainable local enterprise growth.

## METHOD

The international community service program was conducted on Tuesday, August 26 2025, at the Bang Prong Subdistrict Administrative Organization Office, located at 444 หมู่ 1 Bang Prong, Mueang Samut Prakan District, Samut Prakan 10270, Thailand.

This venue was chosen strategically for two reasons. First, it is situated within the Samut Prakan area where many OTOP entrepreneurs operate, thereby providing easy access to the participants. Second, the office functions as a community hub, enabling effective coordination among local governments, entrepreneurs, and academic institutions.

To contextualize the activity, a location map was prepared to guide the participants and document the geographic setting. The map illustrates the proximity of the venue to local markets and production centers, underscoring its suitability as a focal point for community-based learning and engagement. The choice of date also aligns with the local government's activity schedule, ensuring maximum participation from OTOP entrepreneurs without disrupting their business operations.

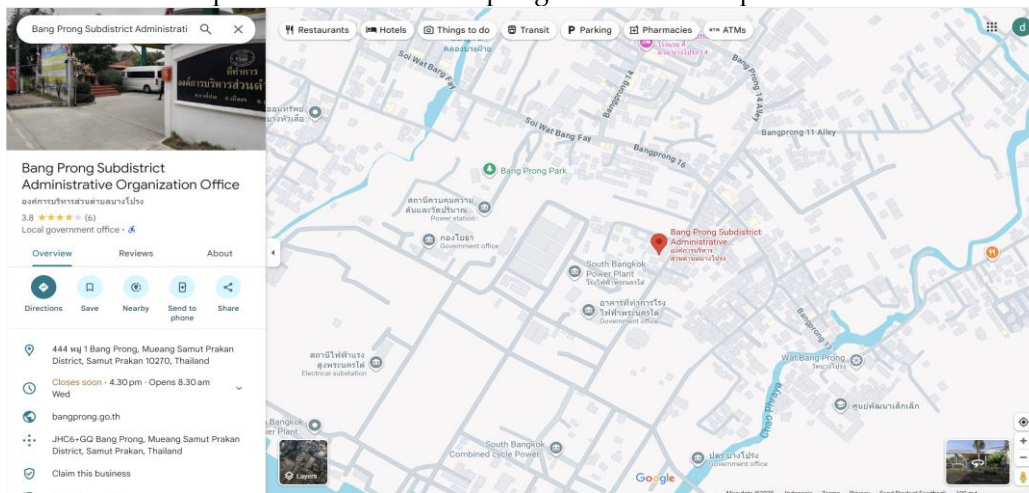


Figure 1. Location Map

The primary audience of the program consisted of OTOP entrepreneurs, representing diverse product categories such as handicrafts, processed food, herbal products, and textiles. These participants were selected in collaboration with the Bang Prong Subdistrict Administrative Organization, which identified active entrepreneurs with high potential but limited digital marketing exposure. The selection criteria included (1) entrepreneurs who had consistently participated in OTOP activities, (2) businesses that had products ready for wider market introduction, and (3) entrepreneurs willing to adopt new knowledge and technology.

The activity partners included two academic institutions:

1. The Doctoral Study Program in Management Science, Universitas Komputer Indonesia (UNIKOM), Indonesia provides expertise in digital marketing, training modules, and facilitation.
2. The Thai Global Business Administration Technological College, Samut Prakan, Thailand, which served as the host partner, bridged coordination with local stakeholders and ensured cultural contextualization of materials.

This partnership approach ensured that the program not only transferred technical knowledge but also respected local wisdom and community dynamics, making the service both relevant and impactful.

The implementation adopted a multi-method service model that combined preparation, counseling, training, mentoring, and demonstration to maximize participant learning.

1. Preparation Prior to the event, facilitators from UNIKOM designed training modules for digital marketing, focusing on social media utilization, e-commerce platforms, branding, and digital storytelling. Coordination meetings were held with the local authorities and Thai partner institutions to validate the content against local needs.
2. Counseling and Orientation - The activity began with counseling sessions that explained the role of digital marketing in expanding business reach. These sessions were designed to raise awareness, dispel misconceptions, and motivate the participants to embrace digital tools.
3. Training workshops Interactive lectures and hands-on sessions were delivered on topics such as creating brand identity, using Facebook and LINE for business, managing e-commerce storefronts, and developing simple promotional content. The participants practiced directly with their own devices to ensure practical comprehension.
4. Mentoring Beyond one-time training, facilitators provided personalized guidance for selected entrepreneurs and tailored advice to their specific product and customer segments. This mentoring aims to bridge the gap between theory and practice.
5. Demonstration and Exhibition - Entrepreneurs showcase their products in an exhibition format. Simultaneously, facilitators demonstrated how these products can be digitally promoted through photos, short videos, and social media posts. This dual approach links offline visibility with online marketing potential.

Through this service method, participants not only acquired theoretical knowledge but also gained hands-on experience in applying digital marketing strategies directly to their business.

The success of the program was measured against both quantitative and qualitative indicators:

Quantitative Indicators:

- Number of OTOP entrepreneurs participating in the program.
- Percentage of participants able to create at least one digital promotional content (e.g., product photo post, short video, or online store listing).
- An increase in the number of participants who registered accounts or pages on digital platforms (Facebook Page, LINE Official, or local e-commerce platforms).

Qualitative Indicators:

- Improved participant confidence in using digital tools for marketing.
- Positive feedback regarding the relevance and applicability of training materials.
- Observable enthusiasm and interaction during product exhibitions and demonstrations.

These indicators aligned with the overarching goal of enhancing the digital marketing capability of OTOP entrepreneurs to strengthen their competitiveness and expand their customer base.

Evaluation was conducted using a multi-step approach:

1. Pre- and Post-Activity Questionnaires Participants completed short surveys before and after the program to measure changes in their knowledge, awareness, and readiness to use digital marketing.
2. Observation Facilitators observed participant engagement during workshops and demonstrations, noting active involvement, raised questions, and the ability to perform hands-on tasks.
3. Product-based Assessment - Each participant was tasked with producing at least one digital marketing output (e.g., a social media post, product photo, or tagline). The quality and creativity of these outputs were evaluated using simple rubrics.
4. Feedback Session At the end of the activity, an open dialogue session allowed participants to share their reflections, challenges, and expectations. This feedback has been documented to improve subsequent community service programs.
5. Follow-up Monitoring In partnership with the Thai institution, selected entrepreneurs were monitored for a short period after the program to assess whether they had continued to apply digital marketing practices.

Through these evaluation techniques, the program not only assessed immediate outcomes but also created a foundation for long-term monitoring and continuous improvement.

## RESULTS AND DISCUSSION

The international community service program titled “Strengthening MSME Marketing through Digital Marketing: International Community Service in Thailand among OTOP Entrepreneurs” was successfully implemented on Tuesday, August 26 2025 at the Bang Prong Subdistrict Administrative Organization Office, Samut Prakan, Thailand. The event was attended by OTOP entrepreneurs, local government representatives, lecturers, and students from two partner institutions: Universitas Komputer Indonesia (Indonesia) and the Thai Global Business Administration Technological College (Thailand).

This activity generated strong participation and engagement. Three main sessions were conducted

1. Product exhibitions showcasing OTOP products such as food, herbal remedies, handicrafts, and textiles.
2. Production Process Demonstration - selected entrepreneurs presented their product-making processes.
3. Digital Marketing Training and Workshop facilitators delivered interactive sessions on digital promotion, branding, and e-commerce utilization.

A summary of the sessions is presented in Table 1.

Table 1. Summary of activities conducted

Activity	Description	Outcome
Product Exhibition	Display of local OTOP products	Increased visibility and networking among entrepreneurs
Production Process Demonstration	Live demonstration of food processing, textile weaving, and herbal product preparation	Enhanced cultural exchange and appreciation of local wisdom
Digital Marketing Training	Sessions on branding, social media use, and e-commerce	Improved digital skills and readiness to apply marketing online

Source: Processed by Researchers (2025)

Figures 2, 3 and 4 present visual documentation of the activity.



Figure 2: Photographs of product exhibition.



Figure 3: Photographs of production process demonstrations.





**Figure 4: Photographs of training sessions.**

These visuals strengthen the contextual understanding of the activity and its implementation.

### **Specific Outcomes and Observations**

#### **Enhanced Entrepreneurial Awareness**

The participants demonstrated increased awareness of the importance of digital marketing. Prior to training, many entrepreneurs relied on traditional marketing (local fairs and word of mouth). Post-activity surveys indicated that most participants recognized the potential of social media platforms (LINE, Facebook, and TikTok) as cost-effective marketing tools. This aligns with Sharabati et al. (2024)), who highlighted that digital marketing adoption significantly improves SME visibility and competitiveness.

#### **Practical Skill Development**

During the workshops, participants learned how to create business pages, design simple promotional content, and upload product photos/videos. Facilitators also mentored entrepreneurs individually, ensuring that knowledge was not only theoretical but also actionable. Similar findings were reported by Wongpun et al. (2024), who emphasized that structured training enhanced MSME digital competencies.

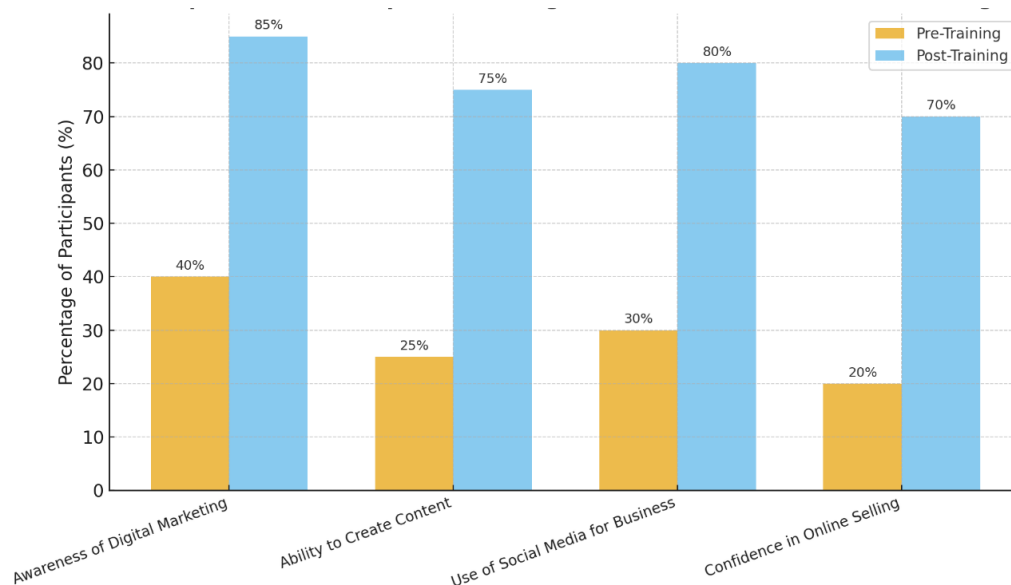
#### **Integration of Local Wisdom with Digital Platforms**

Product-making demonstrations not only showcased cultural heritage but also served as raw material for digital content creation. Photos and videos captured during the demonstrations were directly applied to the sample marketing campaigns. This reflects the view of Sandira et al. (2025), who stressed that integrating traditional values with digital innovation is key to sustaining MSME s growth.



### Cross-Cultural Academic Collaboration

The partnership between Indonesian and Thai institutions facilitated two-way knowledge exchange. Indonesian facilitators contributed to digital marketing expertise, while their Thai counterparts ensured cultural adaptation. This international collaboration echoes Umiyati et al. (2025) the finding that cross-border academic–community partnerships foster stronger MSME resilience through knowledge transfer.



**Figure 5. Comparison of Participant Knowledge and Skills Before and After Training**

Source: Processed by Researchers (2025)

The results of the pre- and post-training surveys, illustrated in Figure 5, clearly demonstrate a significant improvement in participants' knowledge and skills after the digital marketing workshop. Prior to the training, less than half of the participants indicated an awareness of digital marketing concepts, with only 40% acknowledging their relevance to their businesses. However, after the program, this figure increased to 85%, showing that the workshop successfully enhanced their understanding of the strategic role of the digital tools.

Similarly, the ability to create digital content a practical skill crucial for product promotion, increased from 25% to 75%. This indicates that hands-on practice and mentoring were effective in equipping entrepreneurs with the technical know-how to design and publish content. The use of social media for business purposes also saw a marked increase from 30% to 80%. This outcome reflects a behavioral shift, where participants not only recognized the importance of online platforms but also felt confident in applying them for commercial purposes.

The most notable change was in confidence in online selling, which improved from a baseline of 20% to 70% post-training. This highlights that beyond technical skills, the program also strengthened the entrepreneurial mindset, reducing apprehension toward digital transactions. Such progress resonates with the findings from Umiyati et al. (2025) and Sharabati et al. (2024), both of which emphasize that

well-designed training initiatives significantly improve MSME resilience and competitiveness in the digital era.

Overall, the survey outcomes confirm that the service method combining exhibitions, demonstrations, and structured digital marketing training is effective in translating theoretical knowledge into practical capability. This finding reinforces the argument Wongpun et al. (2024) that tailored capacity-building interventions are critical for empowering Thai MSMEs to adopt and sustain digital marketing practices.

From a theoretical perspective, the results validate Service Marketing Management Theory (Kotler & Keller, 2016; Wilson et al., 2016) by demonstrating that service quality in the form of educational services delivered to entrepreneurs enhances participant satisfaction and creates value. The E-SERVQUAL framework (Parasuraman et al., 1988; Zeithaml et al., 2002) also finds practical application training quality (reliability and responsiveness of facilitators) contributed directly to participants' positive evaluations.

Moreover, this activity supports recent findings in the literature on MSME development. Thailand's GEM Report (2024) notes that entrepreneurs remain constrained in digital readiness, and ASEAN's SME Policy Index (2024) emphasizes digitalization as a competitive driver. The outcomes of this program directly address these gaps by equipping OTOP entrepreneurs with fundamental digital marketing skills.

The integration of practical exhibitions, demonstrations, and workshops also reflects the experiential learning model, in which participants learn by doing. This approach strengthens the sustainability of knowledge transfer as participants can immediately apply their skills to their businesses.

Finally, the synergy between academic institutions and community entrepreneurs highlights the role of international partnerships in advancing Sustainable Development Goals (SDGs), particularly Goal 8 (Decent Work and Economic Growth) and Goal 9 (Industry, Innovation, and Infrastructure). By leveraging digital tools, local entrepreneurs are empowered to expand their reach, improve competitiveness, and preserve their cultural identity.

The community service program in Samut Prakan successfully combined traditional product promotion with digital marketing training, resulting in measurable improvements in entrepreneurial awareness, digital skills adoption, and cross-cultural collaboration. These outcomes not only support theoretical frameworks in service marketing and MSME digitalization but also provide a practical model for future international community service initiatives.

## CONCLUSION

The international community service program carried out in Samut Prakan, Thailand successfully demonstrated how academic collaboration can strengthen the capacity of local entrepreneurs through the integration of traditional business practices and modern digital marketing skills. The activity combined exhibitions, production process demonstrations, and structured training sessions, creating an interactive and holistic approach that allowed participants to gain new knowledge and practice directly using their own products and tools. The survey results confirmed

significant improvements in awareness, confidence, and digital competence, indicating that the program effectively addressed the main challenges faced by OTOP entrepreneurs. Beyond skill acquisition, the program also fostered cultural exchange, cross-border academic collaboration, and stronger ties between the local government, entrepreneurs, and higher education institutions. This indicates that community services can become a powerful medium for empowering MSMEs while contributing to broader social and economic development goals.

For the sustainability of this initiative, it is recommended that similar programs be implemented continuously rather than as one-time interventions, allowing entrepreneurs to gradually improve their skills and adapt to changing market dynamics. Training modules should be designed to reflect the specific characteristics of different product categories, ensuring that the content is relevant and directly applicable to the needs of each entrepreneur. Stronger collaboration with the local government and OTOP offices is also advised so that digital marketing training can be integrated into regular development programs for entrepreneurs. Expanding international academic partnerships will provide more diverse perspectives and resources, which will further enhance the quality and reach of future initiatives. In addition, support from technology providers and policymakers is crucial to ensure access to affordable digital tools and reliable Internet infrastructure. Finally, continuous monitoring and research are important to evaluate long-term impacts and provide valuable insights that can guide the design of more effective community services and development programs in the future.

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