

● The Influence of Leader-Member Exchange and Psychological Empowerment on Followers' Creativity Chongyou Ruan and Zhiyi Zhuo	7
● Leader-Member Exchange and Employee Creativity: Mediating Role of Perceived Obligation Chongyou Ruan and Guoqing Guo	19
● Research on the Influence of Visionary Leadership on Employees' Voice Behavior: Psychological Resilience as a Mediating Variable Hao Chen	31
● How the Public Knowledge of Preference Information Affects Heritage Conservation Auctions: An Experimental Study Kean Siang Ch'ng, Suet Leng Khoo, and Yoke Mui Lim	43
● Customers' Sentiment in Thai Life Insurance Nanthawadee Suchariththam, Thu Huong Nguyen, Dam Hui Chi, and Thanaruk Theerukmankong.....	55
● A Study on Moderating Effect of Managerial Discretion: Executive Equity Incentive, R&D and Company Performance Qian Ma and Guihua Lu	75
● Factors of Political Management and Administration Influencing Economy Policy Reform: A Regression Analysis Sukunya Thipha.....	93
● Factors Affecting the Return of Securities of the Companies Listed on the Stock Exchange of Thailand Tirawut Youngsook, Titaporn Sincharoonsaka, Jirapong Channgam, and Phassawan Suntraruke	111
● The Impact of the Audit Quality Affecting the Earnings Quality for the Companies Listed on the Stock Exchange of Thailand Tirawut Youngsook, Sirirat Sajjamano, Suradej Lekjaeng, and Montree Chuaychoo.....	121
● Digital Marketing for E-Business with the Perspective of Supply Chain Visibility Vichit U-on	131

Supported by

Editors:
Ungul Laptaned
Ioannis Manikas
Gilbert Nartea

Graduate College
of Management



President

Rutchaneeporn Pookayaporn Phukkamarn, Sripatum University, Thailand

Dean of Graduate College of Management

Vichit U-on, Sripatum University, Thailand

Advisory Board

Chun-Ping Zeng, New York Institute of Technology, USA
Eric Ng, University of Southern Queensland, Australia
Jason David, Centennial College of Applied Arts & Technology, Canada
John Groth, Texas A&M, USA
Kirithana Shankar, Tokyo Institute of Technology, Japan
Orna Lavi Eleuch, Osaka University of Economics, Japan
Rich Kim, Hanyang University, South Korea
Steve Byers, Idaho State University, USA
Ya Ling Kajalo, Helsinki School of Economics, Finland
Zhenzhong Ma, University of Windsor, Canada, Canada

Editor-In-Chief

Ungul Laptaned, Sripatum University, Thailand

Associate Editor

Ioannis Manikas, University of Wollongong in Dubai, United Arab Emirates

Guest Editor

Gilbert Nartea, Lincoln University, New Zealand

Secretariat

Phongvitchulada Surakhan, Sripatum University, Thailand

Editorial Board

Anbalagan Krishnan, Curtin University of Technology, Malaysia
Anson Ka Keung Au, The University of Hong Kong, Hong Kong
C.Swarnalatha Raju, Anna University, India
Chian-Son Westerlund, Helsinki School of Economics, Finland
Chu Hui Steiner, Program Leader, University of Derby, Israeli
Chun-Huw Escalante, University of Georgia, USA
Daniel Arif, The British University In Dubai, UAE
Hsun-Ming Lee, Texas State University - San Marcos, USA
Huei-Zhen Gu, Lungwa University of Science and Technology, Taiwan
I-Hua Bon, Universiti Tun Hussein Onn Malaysia, Malaysia
Jaroslav Laukkanen, University of Kuopio, Finland
Jasper Johnson, North Dakota State University, USA
Ly-Fie Sugianto, Monash University, Australia
Mahesha Kapurubandara, University of Western Sydney, Australia
Marc Lindblom, Helsinki School of Economics, Finland
Stuart Garner, Edith Cowan University, Australia
Takashi Koshida, Matsue National College of Technology, Japan
Tingyang Lewis Quynh Nhu, Vaasa University, Finland, Finland
Victoria Chen, National Chung Cheng University, Taiwan
Vineet Yamada, Nakamura Gakuen University, Japan
Wan-Shiou Hu, University of Western Sydney, Australia
Wen-Yen Edwards, University of Hawaii - Hilo, Hawaii, USA
Yikuan Lee, San Francisco State University, USA
Ying Sai, Loyola Marymount University, USA
Yungchih George Karjaluo, University of Oulu, Finland

Supported by

Graduate College
of Management

SPU
SRIPATUM
UNIVERSITY



UNIVERSITY
of
GREENWICH



Publisher

Sripatum University Press, Bangkok, Thailand

Copyright © 2020 Sripatum University

All right reserved.

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without permission in writing from the editors.

ISSN: 2408-1914

Welcome Address from President, Sripatum University

Welcome to the seventh volume of International Journal of Management, Business, and Economics (IJMBE). IJMBE is dedicated to increasing the depth of the subject across business disciplines with the ultimate aim of expanding knowledge of the subject. The IJMBE is a thrice peer-reviewed journal published by Graduate College of Management, Sripatum University; University of Greenwich; and Lincoln University.

In retrospect, Sripatum University, one of the oldest and most prestigious private universities in Thailand, was established in 1970 by Dr. Sook Pookayaporn by the name "Sripatum College." The name "Sripatum" meaning "Source of Knowledge Blooming like a Lotus" was conferred on the college by Her Royal Highness the Princess Mother. In 1987, the college was promoted to university status by the Ministry of University Affairs, and has since been known as Sripatum University. The university's main goal is to create well-rounded students who can develop themselves to their chosen fields of study and to instill the students with correct attitudes towards education so that they are enthusiastic in their pursuit of knowledge and self-development.

To strive to be among the best, this second issue of the IJMBE is therefore instrumental for the most important academic growths to extend a high quality tradition in the education field to the world. The journal welcomes the submission of manuscripts that meet the general criteria of significance and scientific excellence, and will publish original articles in basic and applied research, case studies, critical reviews, surveys, opinions, commentaries and essays. It is hoped that this second issue will set a new benchmark in terms of academic publications. Through the support of our Editorial and Advisory Boards, I hope this journal could provide academic articles of the highest quality to all readers.



Dr. Rutchaneeporn Pookayaporn Phukkamarn
President, Sripatum University

Welcome Address from Dean, Sripatum University

It is appropriate to celebrate the continuity of an exciting and esteemed journal. The IJMBE will serve and provide a forum for exchange of ideas among business executives and academicians concerned with Management, Business, and Economics issues. With the rapid evolution of corporate business from international to global in recent years, general business has been one of the areas of greatest added complexity and concern for corporate managers. The IJMBE will be an academic journal combining academic inquiry and informed business practices. It will publish empirical, analytical, review, and survey articles, as well as case studies related to all areas of Management, Business, and Economics. A sentiment often expressed by practitioners is that academic research in general may not be addressing the most relevant questions in the real world.

It is fair to say that the IJMBE will publish high-quality applied-research papers. Nevertheless, studies that test important theoretical works and shed additional light on the issue with some business implications will also be solicited. Each submitted paper has been reviewed by several members of the IJMBE international editorial board and external referees. On the basis, we would like to thank all of them for their support with review process of submitted papers.

I cordially invite papers with theoretical research/conceptual work or applied research/applications on topics related to research, practice, and teaching in all subject areas of Management, Business, and Economics, or related subjects. I welcome paper submissions on the basis that the material has not been published elsewhere. The ultimate goal is to develop a journal that will appeal to both management and business practitioners. I expect the IJMBE to be an outstanding international forum for the exchange of ideas and results, and provide a baseline of further progress in the aforementioned areas.



Assoc. Prof. Dr. Vichit U-on
Dean, Graduate College of Management
Sripatum University

The Editors

Editor-In-Chief



Dr. Ungul Laptaned is an Assistant Professor in the Graduate College of Management, Sripatum University. He graduated with a Ph.D. in 2003 from the University of Nottingham, United Kingdom in the field of Manufacturing Engineering and Operations Management. Ungul has published over 60 proceedings and journal papers; for instances, Industrial Engineering Network, Asia Pacific Industrial Engineering and Management, International Association of Science and Technology for Development, Operations and Supply Chain Management, Intelligent Manufacturing System, Business and Information, etc. He served as a program chair and a steering committee for several domestic and international conferences. He was a journal editor of International Journal of Logistics and Transport, and Thai Researchers' Consortium of Value Chain Management and Logistics Journal, and has consulted for several public organizations and industrial firms on logistics and supply chain management such as Thailand Research Fund, Phitsanulok Province, Public Warehouse Organization, Amatanakorn Industrial Estate, Wyncoast Industrial Park, Iron and Steel Institute of Thailand, Chacheongsao Province, JWD Infologistics Co., Ltd., Kerry Distribution (Thailand) Co., Ltd., TKL Logistics and Supply Chain Co., Ltd., and Ministry of Transport (Thailand).

Associate Editor



Dr. Ioannis Manikas holds a Bachelor in Agriculture and a Master of Science in the field of logistics from Cranfield University. He holds a PhD from the Department of Agricultural Economics in AUTH and his primary interest includes supply chain management, logistics and agribusiness management. Dr Manikas has conducted research for projects regarding supply chain modelling, development of IT solutions for agrifood supply chain management and traceability both in Greece and the UK. He has a wide experience in the elaboration of research proposals under FP6, FP7, and Eurostars-Eureka funding mechanisms; lifelong learning oriented programmes such as Leonardo; and Interregional development programmes such as Interreg III and Interreg IV. His work as a self employed project manager and consultant in the agrifood sector includes the design and development of regional operational programmes; analysis of regional needs and respective development policies focused on rural and food production; definition of funding areas and financing resources; definition of strategic goals for regional development and formulation of respective performance monitoring systems; and assessment (ex-ante, on-going, ex-post) of the implementation of EC and national funding mechanisms in national and regional levels.

Guest Editor



Dr. Gilbert Nartea is an Associate Professor in the Waikato Management School, University of Waikato, New Zealand. Dr. Nartea graduated a Master's Degree from New England and a Ph.D. from Illinois, USA. He is a senior lecturer in Finance. His teaching interests are in the area of investments, futures and options, and finance, futures and options. The area of research interests area asset pricing, investment management, decision-analysis and risk management, and microfinance and poverty alleviation. He has published several papers in such journals as of Property Investment and Finance, International Journal of Managerial Finance, Asian Journal of Business and Accounting, Australian Journal of Agricultural and Resource Economics, Pacific Rim Property Research Journal, Review of Applied Economics, Review of Development Cooperation, American Journal of Agricultural Economics, and Journal of the American Society of Farm Managers and Rural Appraisers.

Foreword

Welcome to the 2nd issue of the 7th volume of International Journal of Management, Business, and Economics (IJMBE), the Editors received a number of papers from different countries such as China, Malaysia, Japan, Thailand, and Vietnam. The received papers encompassed many areas of marketing, banking, economics, insurance and risk management, industrial and operation management, strategic management, and international and global business management. After the review process, a total of ten manuscripts were selected for publication.

The first article is authored by *Chongyou Ruan and Zhiyi Zhuo*, and named as “*The Influence of Leader-Member Exchange and Psychological Empowerment on Followers’ Creativity*”. This paper discusses the relationship between LMX and followers’ creativity from the perspective on motivation, and introduces psychological empowerment as an intermediary variable to study how LMX stimulates or inhibits followers’ creativity and then reveal its mechanism.

The second paper is examined by *Chongyou Ruan and Guoqing Guo*. Their paper is entitled “*Leader-Member Exchange and Employee Creativity: Mediating Role of Perceived Obligation*”. This study analyzes and tests the relationship between leader-member exchange, perceived obligation and creativity. The results show that LMX has a positive effect on employee creativity and perceived obligation, and employees’ perceived obligation plays a completely mediating role in the relationship between LMX and employee creativity.

The third article is authored by *Hao Chen*, and is entitled “*Research on the Influence of Visionary Leadership on Employees’ Voice Behavior: Psychological Resilience as a Mediating Variable*”. This study explores the relationship between visionary leadership and employees’ voice behavior through a paired survey of 338 employees and their direct superiors in a service-oriented enterprise.

In the fourth article, entitled “*How the Public Knowledge of Preference Information Affects Heritage Conservation Auctions: An Experimental Study*”, is written by *Kean Siang Ch’ng, Suet Leng Khoo, and Yoke Mui Lim*. This paper reports a test-bed laboratory experiment in which house owners compete in a sealed bid auction to obtain conservation subsidies/grants. In one treatment, owners know the preference of or priority given by the regulator to certain types of conservation efforts, whereas in the second treatment, the regulator conceals this priority.

In the fifth article, entitled “*Customers’ Sentiment in Thai Life Insurance*” conducted by *Nanthawadee Sucharittham, Thu Huong Nguyen, Dam Hui Chi, and Thanaruk Theerukmankong*. This study explores service dissatisfaction with Thai life insurance based on negative customer sentiments expressed on social media. We present the results of an empirical study conducted via a questionnaire survey.

The sixth article is conducted by *Qian Ma and Guihua Lu*, and is entitled “*A Study on Moderating Effect of Managerial Discretion: Executive Equity Incentive, R&D and Company Performance*”. This paper attempts to alleviate the principal-agent problem in corporate governance theory caused by the inconsistent goals of shareholders and executives, and further explore the “black box” of measurement indicators of managerial discretion, thus enriching and expanding the research scope of managerial discretion, and providing suggestions for enterprises to make sustainable profits.

Article number seven is written by *Sukunya Thipha*, and is entitled “*Factors of Political Management and Administration Influencing Economy Policy Reform: A Regression Analysis*”. This article analyzes the economic policy reform experience of Thailand during the 2018 in three policy areas, exchange rate, trade, and agriculture. A political management model that shows how strong but skillful political organizations and governments are as critical to policy reform success as is economic content is used for the analysis.

The eight article is conducted by *Tirawut Youngsook, Titaporn Sincharoonsaka, Jirapong Channgam, and Phassawan Suntraruke*, and is entitled “*Factors Affecting the Return of Securities of the Companies Listed on the Stock Exchange of Thailand*”. The objective of the study were to study the indicators or components of factors affecting the return of securities of the companies listed on the Stock Exchange of Thailand, and to study the correlation and trend between factors affecting the return of securities.

Article number nine is entitled “*The Impact of the Audit Quality Affecting the Earnings Quality for the Companies Listed on the Stock Exchange of Thailand*”, and is examined by *Tirawut Youngsook, Sirirat Sajjamarano, Suradej Lekjaeng, and Montree Chuaychoo*. The objective was to study the impact of the audit quality that consists of auditor’s experience, size of the audit firm, and audit fee affecting the earnings quality of the companies listed on the SET.

Last but not the least, the article entitled “*Digital Marketing for E-Business with the Perspective of Supply Chain Visibility*” is examined by *Vichit U-on*. This study proposed a model of digital marketing for e-business based on SCM that was derived by considering previous independent models of digital marketing, e-business, and SCM.

It is hoped that you will enjoy reading these articles and that they will generate responses and discussions that will help advance our knowledge of the field of Management, Business, and Economics. The Editors and the Editorial Board of the IJMBE would like to welcome your future submissions to make this journal your forum for sharing ideas and research work with all interested parties.

Ungul Laptaned
Editor-In-Chief

Ioannis Manikas
Associate Editor

Gilbert Nartea
Guest Editor

Contents

The Influence of Leader-Member Exchange and Psychological Empowerment on Followers' Creativity Chongyou Ruan and Zhiyi Zhuo.....	7
Leader-Member Exchange and Employee Creativity: Mediating Role of Perceived Obligation Chongyou Ruan and Guoqing Guo	19
Research on the Influence of Visionary Leadership on Employees' Voice Behavior: Psychological Resilience as a Mediating Variable Hao Chen	31
How the Public Knowledge of Preference Information Affects Heritage Conservation Auctions: An Experimental Study Kean Siang Ch'ng, Suet Leng Khoo, and Yoke Mui Lim	43
Customers' Sentiment in Thai Life Insurance Nanthawadee Suchariththam, Thu Huong Nguyen, Dam Hui Chi, and Thanaruk Theerukmankong	55
A Study on Moderating Effect of Managerial Discretion: Executive Equity Incentive, R&D and Company Performance Qian Ma and Guihua Lu	75
Factors of Political Management and Administration Influencing Economy Policy Reform: A Regression Analysis Sukunya Thipha.....	93
Factors Affecting the Return of Securities of the Companies Listed on the Stock Exchange of Thailand Tirawat Youngsook, Titaporn Sincharoonsaka, Jirapong Changgam, and Phassawan Suntraruke.....	111
The Impact of the Audit Quality Affecting the Earnings Quality for the Companies Listed on the Stock Exchange of Thailand Tirawat Youngsook ¹ , Sirirat Sajjamano, Suradej Lekjaeng, and Montree Chuaychoo	121
Digital Marketing for E-Business with the Perspective of Supply Chain Visibility Vichit U-on.....	131
Guide for Authors	143

Digital Marketing for E-Business with the Perspective of Supply Chain Visibility

by

Vichit U-on

Graduate College of Management,
Sripatum University, Bangkok, Thailand
Tel: +66865250819, E-mail: vichit_uo@spu.ac.th

IJMBE International Journal of
Management, Business, and Economics

Digital Marketing for E-Business with the Perspective of Supply Chain Visibility

by

Vichit U-on

Graduate College of Management,
Sripatum University, Bangkok, Thailand
Tel: +66865250819, E-mail: vichit_uo@spu.ac.th

Abstract

As digital marketing continues to grow, it has become more vital for any companies to succeed. Digital marketing engagements are typically multifaceted, solving for specific digital marketing challenges while building ongoing client capabilities. Several companies and entrepreneurs have made their business transactions by using electronic business (E-business). E-business is broader than e-commerce; including the transaction based e-commerce businesses and those who run traditionally but cater to online activities as well. An e-business can run any portion of its internal processes online, including inventory management, risk management, finance, human resources. For a business to be e-commerce and e-business, it must both sell products online and handle other company activities or additional sales offline. Across a range of business to customer (B2C) and business to business (B2B) clients, it may results in accelerating revenue growth by tightening the coordination of the end-to-end experience. Nevertheless, the digital economy has forever transformed the role of supply chain management (SCM). The aims of the study were to: 1) synthesize theory and practice to deliver and manage tactical digital marketing and e-business with a supply chain perspective; 2) critically evaluate alternative tactical campaign choices and apply a management process in the digital marketing and e-business context; and 3) develop coherent and persuasive arguments for the adoption of innovative digital marketing and e-business strategies. This study also proposed a model of digital marketing for e-business based on SCM that was derived by considering previous independent models of digital marketing, e-business, and SCM. As well, it is necessary to establish a theoretical framework and methodology that may serve as a direction for further research of this topic.

Keywords: Digital Marketing, E-Business, E-Commerce, Supply Chain Management

1. Introduction

McGuire (2017) defined digital marketing as an umbrella term for the targeted, measurable, and interactive marketing of products or services using digital technologies to reach and convert leads into customers. The digital marketing is aimed at promoting brands, build preference and increase sales through various digital marketing techniques McGuire (2017). As digital marketing continues to grow, it has become more vital for any companies to succeed. It is noted that lack of effective strategies remains the most significant obstacle to succeeding in digital marketing. Other obstacles cited by digital marketers for preventing them from meeting their digital marketing goals include budget constraints, lack of training or experience, ineffective metrics and analytics, and inability to prove return on investment. Planning a digital marketing strategy is important to getting ahead of the competition. The ability of a business to thrive in today's economy is based on how well that organization is able to adapt to digital media. The key is to begin by developing an

understanding of your customers, identifying the goals you want to achieve, then selecting a digital marketing strategy that will help to reach both target audience and goals. Without identifying a solid strategy, it is impossible to determine whether the digital marketing tools that are used are helping to meet those goals. It is further stated by McKinsey (2015) that digital marketing is no longer about merely adding online channels to the media mix; it is about integrating digital into all facets of marketing. Digital marketing engagements are typically multifaceted, solving for specific digital marketing challenges while building ongoing client capabilities. To combine the digital marketing concept with value, Edelman (2010) mentioned that whether by receiving marketing e-mails, searching for products online, or using mobile devices to find retail coupons, customers today continually interact with brands as they move closer to making purchasing decisions. Yet completely different parts of an organization manage most such contacts. Digital channels can unify that experience and prevent the leakage of opportunity.

The cumulative impact of capturing more online traffic, engaging consumers effectively, raising sales conversion rates, and then deepening bonds with the brand after sales are made can be accomplished by utilizing the digital marketing with electronic commerce (E-commerce) or electronic business (E-business). E-commerce is “any transaction completed over a computer-mediated network that involves the transfer of ownership or rights to use goods and services,” defines the U.S. Census Bureau. Transactions aren't required to have a price and include both sales and items like free downloads. E-commerce includes transactions made on the internet, Intranet, Extranet, World Wide Web, by email and even by fax (Griffin, 2015). While, E-business is broader than e-commerce; including the transaction based e-commerce businesses and those who run traditionally but cater to online activities as well. An e-business can run any portion of its internal processes online, including inventory management, risk management, finance, human resources. For a business to be e-commerce and e-business, it must both sell products online and handle other company activities or additional sales offline (Griffin, 2015). Across a range of business to customer (B2C) and business to business (B2B) clients, it may results in accelerating revenue growth by tightening the coordination of the end-to-end experience.

In addition to E-business, it is changing all the rules and models. The digital economy has forever transformed the role of supply chain management (SCM). SCM is the management of the flow of goods and services. It includes the movement and storage of raw materials, work-in-process inventory, and finished goods from point of origin to point of consumption (Wikipedia, 2015). An organization's ability to embrace new technology is key to increasing the organization's productivity. E-business and supply chains can be merged, creating a network of immense opportunities. Supply chain structures have changed, and improving the performance of these supply chains is dependent on the use of e-business technology and innovation. The significant components needed to create effective supply chains shall be identified. Cost reduction, capital investments and supply chain processes may have significant impact on e-business and the supply chains that support them. It is hypothesized that today's successful SCM systems, relying on technological breakthroughs, may propel current organizations into the exciting digital world, where it's both a buyer's and a seller's market. The companies who capitalize may have a dynamic, sophisticated supply chain aligned with their e-business strategies. This study introduced to the key digital marketing and e-business issues facing decision makers in a highly dynamic environment. The aims of the study were to: 1) synthesize theory and practice to deliver and manage tactical digital marketing and e-business with a supply chain perspective; 2) critically evaluate alternative tactical campaign choices and apply a management process in the digital marketing and e-business context; and 3) develop coherent and persuasive arguments for the adoption of innovative digital marketing and e-business strategies.

2. Literature Review

2.1 Theory and Definition

Digital Marketing

Marketing is communicating the value of a product, service or brand to customers, for the purpose of promoting or selling that product, service, or brand. Marketing techniques include choosing target markets through market analysis and market segmentation, as well as understanding consumer behavior and advertising a product's value to the customer. From a societal point of view, marketing is the link between a society's material requirements and its economic patterns of response. Marketing satisfies these needs and wants through exchange processes and building long-term relationships. Marketing Functions: Marketing has different functions such as sales, advertising & brand management, research, trade marketing & digital marketing. Marketing blends art and applied science (such as behavioral sciences) and makes use of information technology. Marketing is applied in enterprise and organizations through marketing management (Wikipedia, 2015).

For digital marketing, it is an umbrella term for the targeted, measurable, and interactive marketing of products or services using digital technologies to reach consumers. The key objective is to promote brands through various forms of digital media. It is embodied by an extensive selection of service, product and brand marketing tactics, which mainly use the Internet as a core promotional medium, in addition to mobile and traditional TV and radio. Digital marketing includes Internet marketing techniques, such as search engine optimization (SEO), search engine marketing (SEM) and link building. It also extends to non-Internet channels that provide digital media, such as mobile phones (both SMS and MMS), callback and on-hold mobile ring tones, social media marketing, display advertising, e-books, optical disks and games, and any other form of digital media. According to the Digital Marketing Institute, Digital marketing is the use of digital channels to promote or market products and services to consumers and businesses (Wikipedia, 2015).

E-Commerce

E-commerce is the trading in products or services using computer networks, such as the Internet. Electronic commerce draws on technologies such as mobile commerce, electronic funds transfer, supply chain management, Internet marketing, online transaction processing, electronic data interchange (EDI), inventory management systems, and automated data collection systems. Modern electronic commerce typically uses the World Wide Web for at least one part of the transaction's life cycle, although it may also use other technologies such as e-mail. E-commerce businesses may employ some or all of the following: online shopping web sites for retail sales direct to consumers, providing or participating in online marketplaces, which process third-party business-to-consumer or consumer-to-consumer sales, business-to-business buying and selling, gathering and using demographic data through web contacts and social media. Business-to-business electronic data interchange, marketing to prospective and established customers by e-mail or fax (for example, with newsletters), or engaging in retail for launching new products and services (Wikipedia, 2015).

E-Business

E-business is using technology to improve your business processes. This includes managing internal processes such as human resources, financial and administration systems, as well as external processes such as sales and marketing, supply of goods and services, and customer relationships. The way in which you manage your business relationships has not changed, but the way they are referred

to when using E-business tools has. They are becoming more often known as: business to business (B2B), business to consumer (B2C) (also known as e-Commerce), government to consumer (G2C), and government to business (G2B) (Wikipedia, 2015).

Supply Chain Management

SCM is the management of the flow of goods and services. It includes the movement and storage of raw materials, work-in-process inventory, and finished goods from point of origin to point of consumption. Interconnected or interlinked networks, channels and node businesses are involved in the provision of products and services required by end customers in a supply chain. Supply chain management has been defined as the "design, planning, execution, control, and monitoring of supply chain activities with the objective of creating net value, building a competitive infrastructure, leveraging worldwide logistics, synchronizing supply with demand and measuring performance globally." SCM draws heavily from the areas of operations management, logistics, procurement, and information technology, and strives for an integrated approach (Wikipedia, 2015).

2.2 Literature Survey

Deighton and Kornfeld (2007) suggested that the digital interactive transformation in marketing is not unfolding, as many thought it would, on the model of direct marketing. That model anticipated that digital media using rich profiling data would intrude marketing messaging more deeply and more precisely into consumer lives than broadcast media had been able to do. But the technology that threatened intrusion is delivering seclusion. The transformation is unfolding on a model of consumer collaboration, in which consumers use digital media that lie beyond the control of marketers to communicate among one another, responding to marketing's intrusions by disseminating counterargument, information sharing, rebuttal, parody, reproach and, though more rarely, fandom. This paper reviews five emerging paradigms governing marketing in the environment of these new media. It concludes that while meaning-making remains the central purpose of marketing communication, the shift from broadcasting to interaction within digital communities is moving the locus of control over meanings from marketer to consumer and rewarding more participatory, more sincere, and less directive marketing styles. On the other hand, Winer (2008) reviewed that the changes in the marketplace are not simply U.S. phenomena. The same trends are occurring in other countries. While there is still a considerable amount of experimentation and searching among these new ways of reaching customers, it is clear that many of them are here to stay and that we will witness the continued expansion of the list of ways that companies are attempting to reach their customers. At the same, users of these new media face an array of problems in implementing and measuring communications campaigns that integrate the "old" and "new" media. The purpose of this paper is to provide an overview of some of the new media being employed by marketers and, based on feedback from discussion sessions held by the author, describe some of the major issues facing Chief Marketing Officers (CMOs) and other senior marketers in employing these media. Using those issues as a framework, the author focuses in particular on measurement issues, and describes some of the academic research opportunities in this new and exciting area. In addition to social media, Armano (2009) proposed traditional, digital, and social engagement models, and argued that there is much more crossover than most social media advocates will let on. Adopting one concept over another doesn't guarantee more engagement. For that, it is required to focus on the content to be published. Stakeholders and buyers should be in action, and then adapting it to publish in the right 'concept'.

Whereas, Merisavo (2008) proposed the interaction between digital marketing communication and customer loyalty using an integrative model. It was stated that the cost efficiency and diversity of digital channels facilitate marketers' frequent and interactive communication with their customers. Digital channels like the internet, email, mobile phones and digital television offered new prospects to cultivate customer relationships. However, there were a few models explaining how digital marketing communication (DMC) work from a relationship marketing perspective, especially for cultivating customer loyalty. This paper drew together previous research into an integrative conceptual model that explains how the key elements of DMC frequency and content of brand communication, personalization, and interactivity can lead to improved customer value, commitment, and loyalty.

Additionally, Cappgemini (2012) proposed the digital marketing factory model that allows multiple benefits and bring in several complications along with it. The author suggested that developing a one-time factory model can identify the right vendor to manage all the activities. Given the dynamics of the digital environment where there are multiple parties involved, you would need a single partner who can take the ownership and manage all operational activities including managing SLAs with multiple other parties. Again, keeping it simple, provide the raw material and let the vendor run it through the complicated machinery. Furthermore, companies are now beginning to realize the importance of digital channels the next hurdle is to maintain it. He argued that marketing is not an easy activity, with so many channels it's challenging to have the right and impactful content, consistent branding and quick customer engagement. Having a digital marketing factory model might be the only answer for a worry free digital environment of your organization. Likewise, Clarke and Svanaes (2012) conducted the literature review that looks at children's use of digital devices on a global scale and in particular considers in-depth the available literature that has focused on digital marketing and advertising to children. While many new marketing techniques are being developed using the internet and digital devices as communication tools, little literature exists that has considered the implications for children in-depth. Partly because the field of digital marketing is growing so rapidly, and partly because children's use of the internet is increasing so fast and at a younger age, much of the academic literature struggles to keep up with new trends. What literature does exist tends to be highly critical, but is not necessarily based on sound research that looks at the real world of children's engagement with digital technology. There are many similarities in the way digital communication is considered to the way in which more traditional forms of advertising and marketing to children are viewed, but there is a sense that digital marketing may be less easily recognised and therefore potentially more harmful. In contrast, literature from emerging economies views digital marketing as a powerful and effective tool, but does not necessarily consider the possible harmful effects on children.

In 2014, Cuccureddu also proposed the four digital marketing models are: 1) digital branders are most often consumer products companies or other marketers that focus on building and renewing brand equity and deeper consumer engagement, 2) customer experience designers use customer data and insights to create a superior end-to-end brand experience for their customers, 3) demand generators (typically retailers) focus on driving online traffic and converting as many sales as possible across channels to maximize marketing efficiency and grow their share of wallet, and 4) product innovators use digital marketing to help the organization identify, develop, and roll out new digital products and services. Moreover, Egol et al. (2014) proposed the four digital marketing models that include: digital branders, customer experience designers, demand generators, and product innovators. They further stated that look at virtually any consumer industry and there will be changes in digital technology that are fundamentally altering the way that consumers engage with brands before, during, and after a purchase. It should be noted that consumers today expect to browse, research, solicit feedback, evaluate, and push the "buy" button at their own pace, and at the

time and place—and via the platform—of their choosing. Consumers also then continue to engage with brands online after a purchase and to share experiences with one another. Much of this consumer journey is beyond the direct control of companies, and marketing organizations are sprinting merely to keep pace. In the mean time, Munipalle (2014) stated that technology is constantly evolving and going digital, so are the advertising and marketing mediums to reach the target audience on these technology devices. A digital marketer (or) strategist not only follows these latest trends but is also aware of various marketing techniques such as search engine marketing, search engine optimization, social media optimization, affiliate, or e-mail.

In a recent year, Burka (2015) examined the current market for B2B marketing automation platforms and the considerations involved in implementing marketing automation software. It addresses these questions such as: what trends are driving the adoption of B2B marketing automation platforms?, who are the leading players in B2B marketing automation?, what capabilities do B2B marketing automation platforms provide?, does my company need a marketing automation platform?, how do I go about evaluating which platform is best for my business? For the purposes of this report, B2B marketing automation is defined as follows: A campaign management system that drives prospect interactions with the brand, measures prospect response to marketing programs, and delivers prospect information to sales representatives through the company's CRM or sales force automation (SFA) systems. When used effectively, marketing automation systems will deliver a continuous flow of qualified leads to the salesforce, as well as the data needed to close sales with those leads. However, Kaushik (2015) proposed the digital marketing and measurement (DMM) model that is a complete, and competent. DMM model will focus on three key areas of your marketing, and in each answer the cluster of questions provided. The root cause of failure in most digital marketing campaigns is not the lack of creativity in the banner ad or TV spot or the website. It is not often the people involved. He suggested that it is quite simply the lack of structured thinking about what the real purpose of the campaign is and a lack of an objective set of measures with which to identify success or failure.

3. Proposed Model of Digital Marketing for E-Business

In an attempt to define a new theory of digital marketing for e-business, in relevance to a perspective of SCM, it is essential to develop some models that can support the validation of the theory presented. This section, therefore, proposes a model of digital marketing for e-business based on SCM. It was derived by considering previous independent models of digital marketing, e-business, and SCM. When developing this model, a number of research sources were reviewed.

Firstly, the model on digital marketing for e-business was established by Dewanto (2015). The supply chain management perspective to include marketing and sale was conducted by Chopra (2012). It described the value chain that links supply chain and business strategy. Version 1 was derived from the review of literature (see Figure 1).

The main components were theorized to be product development, digital marketing and sales, operations, distribution, and service. Inside the digital marketing, it includes with display, CRM, SEO, analytics/data, and strategy and planning. E-commerce was part of digital marketing that comprises of affiliates, PPC, content marketing, and social media. Both E-commerce and digital marketing were included in E-business that composes of content/UX, UX, and design. External factors included brand, customer insight, technology/build, and operations.

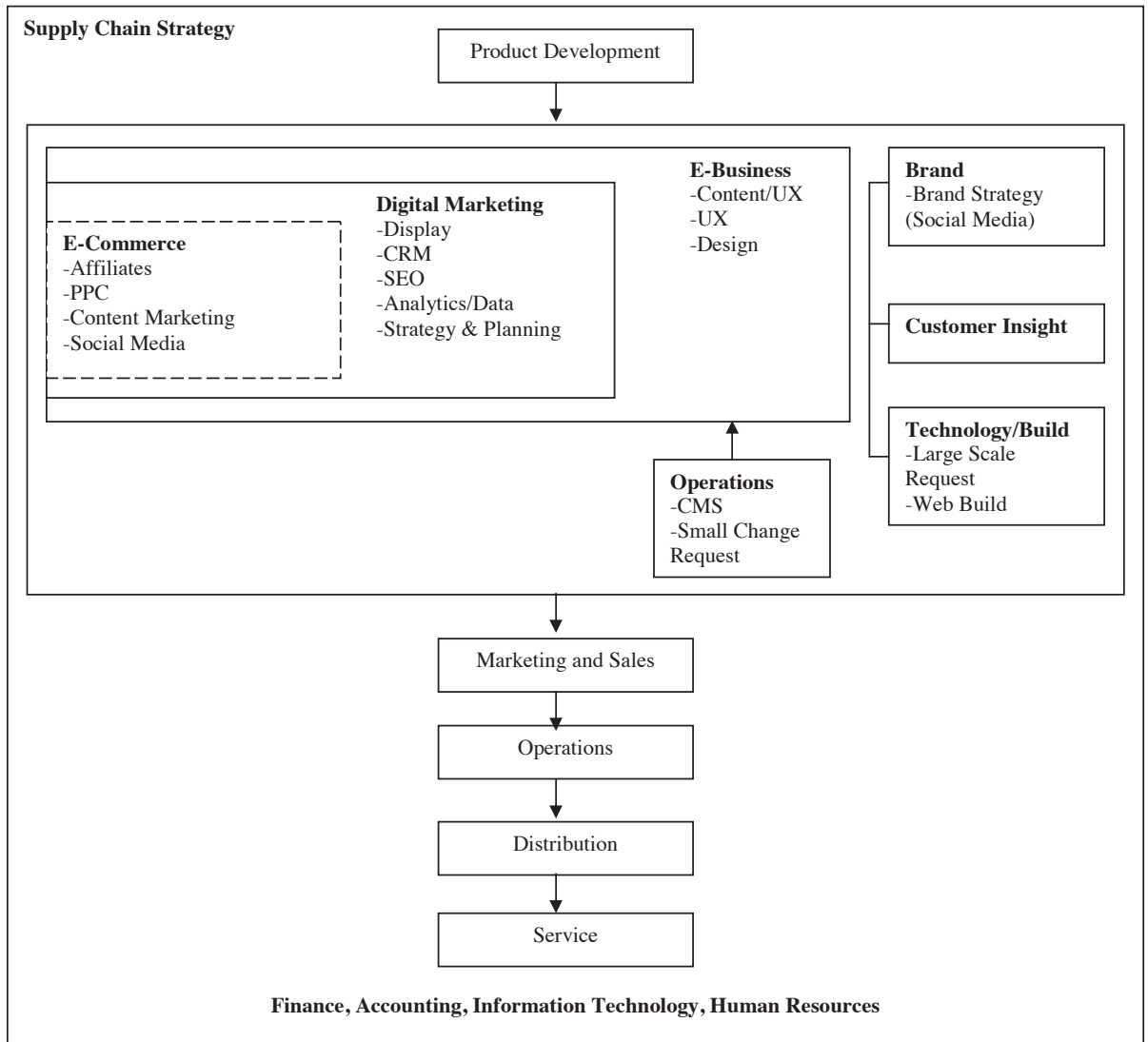


Figure 1 Proposed Model of Digital Marketing in E-Business with Supply Chain Management

4. Anticipated Results and Conclusion

In light of the developed model, this study has fulfilled the objective to identify any necessary factors influencing the digital marketing for e-business in relevance to the perspective of supply chain management. This model represents the researcher's conceptualization of digital marketing for e-business. It was expected that this developed model would be a further step, in the investigation of supply chain management that influences digital marketing for e-business. It is necessary to establish a theoretical framework and methodology that may serve as a direction for further research of this topic. In the future, further research is needed to modify the diagram on the model, to quantify the relations between the influential factors of supply chain management that links digital marketing and business strategy.

By interviewing several experts, it was summarized that:

E-Business / E- Commerce

The e-business and e-commerce were found to be crucial for any organizations to run their business. E-business has been routinely functional on a daily basis that allows a company to increase efficiency and proficiency along the supply chain. On the other hand, e-commerce focuses on two parties' business transaction that increases responsiveness and fulfillment. Any companies may utilize information technology and system to gain more profit, instead of using a normal practice.

Supply Chain Strategy

An organization may utilize a concept of supply chain strategy in order to reduce inventory, lead time, or logistics/supply chain cost. The strategy may involve with how to streamline materials and financial transactions along the supply chain. Supply chain performance may be deployed to evaluate how vendors/suppliers performance would be. The strategy may be done by determining mission, objective, strategy, tactic, and action plan.

Brand

Branding may be one of the organizations' strategy in order to provide resourceful stewardship to leading promotional marketing. By promoting the image or personality of any companies, this practice would allow a company to be easily identifiable with a name, symbol, or design.

Marketing and Sales/Operations/Distribution/Service

Utilizing the strategy of marketing and sales has been a normal practice, but it may vary under different situations. Some of the organizations become successful, but others may fail to succeed their goals. Even if, a proper strategy has been deployed, it may depend on present economy that is found to be volatile. Therefore, a product or service would be beneficial in attracting several customers to sustain their revenue and profit. Furthermore, operations have been found to be a vital part of the organizations. In order to become a successful one, any organizations need to well plan of its operations strategy by designing a product or service for customer satisfaction fulfillment. With an after sale, service would be important in keeping customers back for other things such as maintenance, warranty, repurchasing, etc. It would be tangible to provide before, during, and after sales service to fulfill customer requirements.

References

- Capgemini (2012). *Digital Marketing Factory Model – Too many activities, less time and overload of information management?*, [On Line Available]: <http://www.slideshare.net/prsachde/capgemini-digital-marketing-solutions>.
- Cattani, K. and Souza, G.C. (2002), Inventory Rationing and Shipment Flexibility Alternatives for Direct Market Firms, *Production and Operations Management*, 11,4.
- Chen, C.U., Zhao, Z.Y., and Ball M.O. (2002), A Model for Batch Advanced Available-to-Promise, *Production and Operations Management*, 11, 4.
- Clarke and Svanaes (2012). *Digital marketing and advertising to children: a literature review*, [On Line Available]: <http://www.aeforum.org/gallery/8612144.pdf>.
- Cuccureddu (2014). *Four New Digital Marketing Models and How to Choose the Right One*, [On Line Available]: <http://www.strategy-business.com/article/00241?gko=20aac>.
- Deighton and Kornfeld (2007). *Digital Marketing Theories*, [On Line Available]: <https://relevantelement.wordpress.com/branding>.
- Dewanto, T.N. (2015). Digital Marketing Overview in Indonesia, [On Line Available]: www.linkedin.com/in/tuhunugraha.
- Kaushik (2015). *Digital Marketing and Measurement Model*, [On Line Available]: <http://www.kaushik.net/avinash/digital-marketing-and-measurement-model>.
- Iyer, A. and Ye J. (2000), Assessing the Value of Information Sharing in a Promotional Retail Environment, *Manufacturing and Service Operations Management*, 2, 2, 128-143.
- Merisavo, M. (2008). The Interaction between Digital Marketing Communication and Customer Loyalty: An Integrative Model and Research Propositions, *Working Papers: W-452*, Helsinki School of Economics, Finland.
- Munipalle (2014). *Digital Marketing Models*, [On Line Available]: <http://ppcchoupal.com/2014/06/04/digital-marketing-models>.
- Peleg, B.H. and Hausman, W. (2002), "Short-Term E-Procurement Strategies vs. Long-Term Contracts," *Production and Operations Management*, 11, 4.
- Peltier, J.W., John A., Schibrowsky, and Don E. Schultz (2003). Interactive Integrated Marketing Communication: Combining the Power of IMC, the New Media and Database Marketing, *International Journal of Advertising*, 22, 93-115.
- Shankar, V. (2008). Strategic Allocation of Marketing Resources: Methods and Managerial Insights, *Marketing Science Institute Report*, 08-207.
- Wikipedia (2015). Electronics Business, [On Line Available]: <http://www.wikipedia.com>.

Wikipedia (2015). Electronics Commerce, [On Line Available]: <http://www.wikipedia.com>.

Wikipedia (2015). Supply Chain Management, [On Line Available]: <http://www.wikipedia.com>.