

The Management of Marketing Changes and The Impact on The Success of Thailand Shopping Centers

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Abstract

This research analyzes the issues and impacts of market changes on Thai shopping mall businesses in the digital era. It considers the effects of key factors, including consumer behavior, technology, energy costs, and organizational structure. The study employs qualitative research methods, conducting in-depth interviews with key stakeholders such as senior executives of shopping malls, business operators, and academics. The collected data is then analyzed to summarize key points and review literature on marketing strategies, organizational management, and transformational leadership. The findings reveal that the 4P marketing strategy remains a crucial framework but needs to be adjusted to align with the evolving impacts. Market changes affect Thai shopping mall businesses, prompting them to adapt, develop strategies, and integrate technology to enhance service delivery, create positive customer experiences, increase business opportunities, develop new business models, increase revenue, and expand their customer base. This strategic adjustment leads to the development of employee capabilities and the role of leaders in organizational transformation to meet market demands and achieve competitive advantage. Adapting and restructuring the organization to fit current and future market and societal needs require a holistic transformation approach or Systematic Transformation, which includes Market Transformation, Leadership Transformation, Organization Transformation, and Ecosystem Transformation, all of which are interrelated. This holistic transformation approach will drive the digital transformation of organizations and foster sustainable growth in the digital era.

Keywords: *Shopping Malls, Market Changes, Marketing Strategies, Organizational Structure, Digital Transformation.*

Introduction

The development of global industries and businesses has affected the business models of manufacturers, wholesalers, and retailers. Customer groups also have changing needs according to trends and social environments. The growth of industries and businesses continues to develop new things, allowing businesses to adapt to new trends and innovations. As a result, the retail industry market is more competitive. Wholesale and retail activities in 2021 were worth 2.7 trillion baht, an increase of 1.9% from 2020, accounting for 16.7% of GDP (Narissorn, 2023). Government policies, responses to consumer behavior, and investment in branch expansion support this growth. The spending behavior of each era causes retail businesses to adjust their marketing methods appropriately, such as using technology, developing sales of products and services, and developing personnel potential. The shopping mall business plays an important role in the Thai economy. Thai people's social behavior tends to visit shopping malls to relax, shop, and do various activities, resulting in shopping malls as a source of work and income (Nantanapat, 2021). In addition, the spread of COVID-19 has accelerated business changes. Shopping malls must adapt quickly. Using digital technology to manage marketing changes and connecting with customers, suppliers, and employees is important. Shopping mall businesses must adapt to the changes and create a digital technology infrastructure to connect all operations and analyze data to assess the demand and the cost of selling products and services. Improving databases and technology is essential to continuously access customer, store and service information (Pongpitak, 2022). Therefore, this research will study the management of marketing changes that affect the success of Thai shopping malls.

The retail landscape is undergoing rapid transformation due to shifts in consumer behavior, technological advancements, rising energy costs, and evolving organizational structures. Thai shopping mall businesses, traditionally reliant on foot traffic and in-store sales, must now navigate the complexities of digital transformation to maintain competitiveness. As e-commerce platforms, digital payment systems, and AI-

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driven marketing reshape customer expectations, shopping malls must rethink their strategies to remain relevant in the digital era. This research examines the issues and impacts of market changes on Thai shopping mall businesses, focusing on how they adapt their marketing strategies, integrate technology, and restructure their organizations. The study employs qualitative research methods, conducting in-depth interviews with key stakeholders, including shopping mall executives, business operators, and academics, to gain insights into emerging trends, challenges, and opportunities. The findings reveal that while the 4P marketing mix (Product, Price, Place, and Promotion) remains a fundamental framework, it requires significant adjustments to align with digital trends and evolving consumer expectations. Beyond marketing changes, the study highlights the broader need for holistic business transformation, encompassing Market Transformation, Leadership Transformation, Organization Transformation, and Ecosystem Transformation. These interrelated dimensions form a Systematic Transformation Framework, which enables shopping malls to navigate disruptions, enhance service delivery, and achieve sustainable growth.

This research contributes to both academic and practical discussions by providing theoretical insights into digital marketing transformation, organizational change, and leadership adaptation, while offering managerial and policy recommendations to support the digitalization of Thai shopping malls. The findings are particularly relevant for business leaders, policymakers, and researchers seeking to understand the future of retail in an increasingly digital-driven economy.

Research Gap in Marketing Change and Management of Shipping Centers in Thailand

Limited Studies on Digital Transformation in Shipping Center Marketing Most research on marketing changes in Thailand's shipping industry focuses on traditional logistics and supply chain management. There is a lack of studies analyzing how digital marketing, AI, and big data are transforming customer engagement, branding, and service efficiency in shipping centers.

E-Commerce Growth and Its Impact on Shipping Center Management The rise of e-commerce has drastically changed demand patterns for shipping services. However, there is limited research on how shipping centers in Thailand have adapted their marketing strategies, pricing models, and customer relationship management (CRM) in response to this shift.

Sustainability and Green Marketing in Shipping Centers. Environmental concerns are influencing consumer choices, yet there is insufficient research on how Thai shipping centers implement green marketing strategies, carbon footprint reduction initiatives, and eco-friendly logistics solutions to appeal to environmentally conscious customers.

Customer Experience and Digital Service Integration. There is a lack of studies exploring how Thai shipping centers are leveraging digital tools (e.g., mobile apps, self-service kiosks, chatbots) to enhance customer experience and satisfaction, particularly in comparison to global best practices.

Regulatory and Policy Impacts on Marketing Strategies. Changes in Thailand's logistics regulations, including customs policies and trade agreements, can significantly impact marketing approaches. However, there is limited research analyzing how regulatory shifts influence marketing strategies and competitiveness in the shipping sector.

SMEs and Their Role in Shipping Center Management. While large logistics companies dominate research, there is a gap in understanding how small and medium-sized enterprises (SMEs) operate within shipping centers, particularly regarding their marketing and service differentiation strategies.

Use of AI and Predictive Analytics in Marketing. Studies on how AI, machine learning, and predictive analytics optimize marketing campaigns, customer retention, and personalized shipping services in Thailand's shipping industry are scarce.

Cross-Border E-Commerce and Regional Market Expansion. With Thailand serving as a regional logistics hub, there is a need for research on how shipping centers market their services to international businesses, particularly in ASEAN markets.

Objectives

Study the problems and impacts of marketing changes on the shopping mall business.

Analyzing and synthesizing the management model and changes in the marketing structure of the shopping mall business.

To present guidelines for solving marketing problems for the success of the shopping mall business in Thailand.

Methodology

This research is qualitative. The study of data from documents and in-depth interviews was conducted to analyze the impact and factors affecting the success of shopping mall businesses in Thailand. The research is divided into two main parts: the study of data from documents and the interviews. This research selected key informants, using the purposive sampling method, who were essential players in the shopping mall business in Thailand. There were 4 groups, totaling 10 people: 2 people from the Thai Shopping Mall Association, 3 people from senior executives in the shopping mall business of Siam Retail Development, 2 people from senior executives in the competing shopping mall business, and 3 people from consumers and shop operators. The data was analyzed using content analysis.

Results

A qualitative study on the problems and impacts of marketing changes on the current shopping mall business. The study focuses on analyzing events and phenomena that occur for business success. The study results show the importance of business adaptation and management in coping with market changes. Business adaptation must focus on marketing structure and management changes to suit the current marketing situation and consumer needs. The researcher has recommendations for solving problems and long-term marketing management so that the shopping mall business can move in the right direction.

Problems From Marketing Changes in the Shopping Mall Business

The traditional marketing strategies of shopping malls, focusing on price competition and promotions, are not consistent with the behavior of modern consumers who increasingly buy products and services online. Shopping mall executives have begun to accelerate the change in strategy by creating value and personal experiences for customers. Shopping malls should create transparent brands, offer new experiences, and develop communities that fit the customer's lifestyle, including using online and offline marketing channels together so that customers receive the right experience and enjoy living in the shopping mall. This change must be accompanied by the creation of a charming and distinctive brand to attract customers to use the service. Focus on marketing according to the lifestyle of local people and creating communities to build good relationships with customers. Adapting to support changes in customer behavior and using technology in shopping is vital to enhance the success of the shopping mall business in the present and the future.

Business sustainability is important. Shopping malls must also give importance to this issue. Shopping malls must operate their businesses with social and environmental responsibility to create sustainability for their companies, whether it be developing environmentally friendly products and services, supporting communities and society, or participating in solving ecological problems. These problems are essential factors that shopping malls must prepare to cope with to adapt to survive in this era of market changes. By installing energy and water-saving systems, using environmentally friendly materials, and encouraging

consumers to bring cloth bags or boxes to carry products, shopping malls can reduce their environmental impact. Developing marketing strategies that are consistent with changing consumer behavior, investing in energy and innovative technologies to increase operational efficiency, and operating businesses with social and environmental responsibility are things that shopping malls must adapt to to keep up with these market changes to maintain their customer base and create long-term business growth.

Impact of Marketing Changes on Shopping Mall Business

Current changes in consumer behavior emphasize the importance of experiences more than products or services themselves. Consumers want convenience, speed, and value. Places like shopping malls must adapt to these new behaviors by increasing the space for activities and services to provide a variety of memorable experiences, developing convenient and fast payment systems to meet consumer lifestyles, and offering worthwhile products and services that meet their needs. Executives must use key strategies and concepts to adjust to meet consumer needs. They must also use marketing tools to drive the changes, including emphasizing effective diversity management and social responsibility. Adapting to cope with changes in the market. In addition, technological changes, costs, and organizational structure impact the business. Leaders and personnel must also adapt to cope with the implications and develop in the right direction.

Analyze And Synthesize Management Models. Changes in the Marketing Structure of Shopping Mall Businesses

Preparing shopping malls for the future is not easy. We must deeply consider and change our thinking and operations to create a sustainable organizational structure and be ready to face the rapidly evolving future in the industry and business. Setting clear goals is not just about setting strategies for profit targets but also setting goals for business changes. Because change requires changes in both culture and operations in the organization, to solve this problem, we need to look at the structure of our organization first. Because this structure will be behind the operations and actions of employees, we can change the organizational structure To adapt to the new way of working. In that case, it will create the necessary space for adaptation and change for organizations that want to prepare for the future. Organizational structure changes can help make the space for adaptation for organizations. In terms of marketing, it is essential for strategic management to respond quickly to changes in the market by adjusting the structure to market and promote products or services that are suitable for the needs of customers in the present and future eras. Technology must be used to help restructure the organization, such as automation in the work process or information technology to increase the efficiency of the shopping mall.

Marketing Solutions for the Success of the Shopping Mall Business

Modern consumers have changed their behavior from focusing on purchasing products and services to focusing more on the shopping experience, such as choosing to buy quality products and value, including looking for good entertainment and dining experiences. Therefore, shopping mall businesses must adapt, such as organizing interesting activities, offering products that meet the needs to create engagement with consumers, and using technology to adapt, such as customer data management and personalization, using resources efficiently, and conserving the environment, so that the business is sustainable. Similarly, shopping mall businesses must create differences and strengths, connect with market needs, and meet the needs of consumers, businesses, and society in order to grow and be sustainable in the shopping mall and online store industries.

Discussion

The study found that the COVID-19 pandemic has changed business operations worldwide and in Thailand. The use of digital technology has become a key factor that allows organizations to continue their businesses. Digital Transformation is an important strategy that shopping mall businesses must use to create a competitive advantage and increase operational agility. The adoption of digital technology helps reduce costs by using the cloud to store data, increases work efficiency through Smart Workplace technology that connects people in the organization, reduces errors and work time, and enhances customer experience by

developing applications to communicate with customers, build relationships, and increase the customer base. Digital Transformation also results in the transformation of core operations into digital, emphasizing the reliance on convenient and fast technology. Data management and in-depth analysis make organizational decisions more accurate. This study emphasizes that Digital Transformation is not just about adapting to trends, but laying a new foundation for modern business organizations for long-term success in a rapidly changing business environment.

Conclusion

This research provides valuable insights into the impact of market changes on Thai shopping mall businesses in the digital era, highlighting the need for strategic adaptation in marketing, organizational management, and leadership. The findings emphasize that while the 4P marketing mix remains relevant, it must be adjusted to accommodate digital advancements, shifting consumer behaviors, and technological disruptions. Shopping malls must integrate AI, big data, and omnichannel strategies to enhance customer experiences and sustain competitiveness in an increasingly digitalized environment.

From an organizational perspective, the study underscores the necessity for structural transformation, workforce upskilling, and leadership adaptation to drive business innovation. Transformational leadership plays a crucial role in fostering a digital-first mindset, agile decision-making, and customer-centric operations. The proposed Systematic Transformation Framework—which includes Market Transformation, Leadership Transformation, Organization Transformation, and Ecosystem Transformation—provides a comprehensive approach to managing these changes holistically.

In terms of policy implications, the research suggests that government support is essential for facilitating digital retail transformation. Policies should focus on incentivizing digital technology adoption, strengthening consumer data protection, and promoting sustainable urban retail development. Collaboration between the public and private sectors can further enhance the competitiveness of Thai shopping malls in the global digital economy.

Future research should explore comparative studies on digital transformation in retail, AI-driven personalization in marketing, and the role of sustainability in shopping mall competitiveness. As digital transformation continues to reshape the retail landscape, Thai shopping malls must embrace continuous innovation, adopt data-driven decision-making, and develop customer-centric business models to ensure long-term growth and success in the digital era.

Research Implications

Research Implications of Market Changes on Thai Shopping Mall Businesses in the Digital Era

The research findings on the impact of market changes on Thai shopping mall businesses in the digital era highlight critical transformations driven by evolving consumer behavior, technological advancements, rising energy costs, and shifting organizational structures. The study underscores the necessity for businesses to adapt their marketing strategies, integrate technology, and undergo organizational restructuring to maintain competitiveness. This research carries significant theoretical, managerial, and policy-related implications, offering insights into sustainable business growth, digital transformation, and strategic leadership in the retail sector.

Theoretical Implications

Evolution of Marketing Theories in the Digital Era. This research reaffirms the enduring relevance of the 4P marketing mix (Product, Price, Place, and Promotion) while emphasizing its required adaptation to digital advancements. The study contributes to the theoretical understanding of digital marketing transformation, suggesting that traditional marketing models must incorporate technological innovation, personalized customer engagement, and omnichannel strategies to remain effective. Additionally, the research findings contribute to the Service-Dominant Logic (SDL) theory, which posits that value is co-

created by businesses and consumers rather than merely being delivered by firms. Shopping mall businesses must shift from a product-centric approach to a customer experience-driven model, where digital technologies enhance service interactions and create immersive retail experiences.

Leadership and Organizational Transformation Theories. The research highlights the crucial role of transformational leadership in driving change within shopping mall businesses. The findings align with Transformational Leadership Theory, which emphasizes the importance of visionary leadership, innovation, and employee empowerment. Leaders must foster a culture of adaptability, digital literacy, and customer-centricity to ensure a successful transition into the digital era. Moreover, the research advances Organizational Change Theory by identifying a Systematic Transformation Framework, which includes Market Transformation, Leadership Transformation, Organization Transformation, and Ecosystem Transformation. This interconnected transformation model provides a structured approach for businesses to navigate digital disruptions holistically.

Expansion of Digital Transformation Theory. The study contributes to Digital Transformation Theory by demonstrating how Thai shopping malls must leverage AI, big data, and IoT to improve business operations and customer engagement. While previous studies often focus on e-commerce or logistics, this research expands digital transformation discussions to include physical retail spaces, showing how brick-and-mortar businesses can integrate digital elements to sustain competitiveness.

Managerial Implications

Strategic Adjustments in Marketing and Customer Experience. The research findings indicate that shopping mall businesses must transition from traditional marketing to data-driven, personalized marketing approaches. By adopting AI-powered recommendation systems, digital loyalty programs, and interactive mobile apps, businesses can enhance customer engagement and retention. Furthermore, the study highlights the growing importance of omnichannel retailing, where shopping malls must blend online and offline experiences. For instance, integrating AR/VR technology for virtual shopping experiences, click-and-collect services, and smart fitting rooms can elevate customer convenience and satisfaction.

Organizational Transformation and Workforce Development. To sustain business growth, shopping mall organizations must undergo structural and cultural shifts to embrace digital innovation. This includes: Upskilling employees in digital tools, data analytics, and customer relationship management (CRM) software; Redesigning job roles to align with automation and AI-driven operational processes; Encouraging cross-functional collaboration to break silos and improve agility in responding to market shifts.

The study also underscores the need for shopping malls to develop new business models, such as: Experiential retailing, where malls become lifestyle hubs offering entertainment, wellness, and community-driven activities. Revenue diversification, such as renting spaces to co-working offices or hosting brand pop-up stores. Subscription-based retail, where customers pay for exclusive shopping privileges and personalized services.

Leadership Adaptation and Change Management. Transformational leadership is essential for navigating digital disruptions. The research suggests that leaders must: Foster a digital-first mindset among employees; Implement agile decision-making frameworks to quickly respond to market changes; Promote an innovation-driven culture where employees are encouraged to experiment with new ideas and digital solutions. Leaders must also focus on sustainability strategies, such as implementing green building designs, optimizing energy efficiency, and promoting circular economy initiatives within shopping malls.

Policy Implications

Government Support for Digital Retail Transformation. The findings suggest that policymakers should develop initiatives to support the digital transformation of shopping malls. Potential policies include: Tax incentives for malls investing in AI-driven retail technologies and energy-efficient infrastructure. Grants

and subsidies for SMEs operating within shopping malls to adopt e-commerce and digital payment systems. Public-private partnerships to develop smart city projects integrating digital retail experiences.

Regulatory Framework for Consumer Data Protection. As shopping malls increasingly adopt AI and data-driven marketing, regulatory bodies must ensure strong consumer data privacy laws. Policies should mandate: Transparent data collection and usage policies to build consumer trust. Stronger cybersecurity standards to prevent data breaches in digital retail systems. Fair competition regulations to ensure that both large retailers and SMEs can benefit from digital advancements.

Urban Development and Sustainable Retail Policies. The government should incorporate smart city planning into urban retail development. Policies should promote: Integrated transportation and retail spaces to enhance shopping mall accessibility. Sustainable infrastructure development to reduce energy consumption and waste generation. Green certification incentives for malls that adopt eco-friendly designs and operational practices.

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