DIGITAL MARKETING TOWARDS THE LEADING CHANGE IN THAI MANUFACTURING COMPANY

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ABSTRACT

This study aims to find the recommended preparation process towards the emergence of digital marketing for manufacturing company. The study focuses on the impact of digital marketing to the organization, the obstacles related to the digital marketing implementation, and the potential preparation process which could possibly impact the manufacturing organization before the implementation of digital marketing.

The in-depth interviews are conducted to gather the information on this study by using Kotter's 8-Step Process for Leading Change as the research framework.

The result of this study suggests that leader's sense of urgency is a key to start implementing any change.

KEY WORDS: Change Management/ Digital Marketing/ Manufacturing/ Kotter's 8 Steps Process for Leading Change

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CHAPTER I
INTRODUCTION

1.1 Background and Problem Statements

Many organizations attempt to reach their customers by using online channel and utilize the use of internet and digital technology to communicate with those target customers to boost up while the same time trying to build and maintain relationship (Chong and Shafaghi, 2009). This is the reason why digital marketing emerges in the market. As people spend more time on the internet, digital marketing becomes much more important to the organization (DTAC, 2016).

In 2012, there were 421,952 manufacturing companies had been established in Thailand while a number of existing registered organizations from all type of business activity are 2,254,809. Or in other words, over 19% of total organizations in Thailand are operated in manufacturing organization (National Statistical Office Thailand, 2012) Manufacturer is the second large group of economic activity in Thailand.
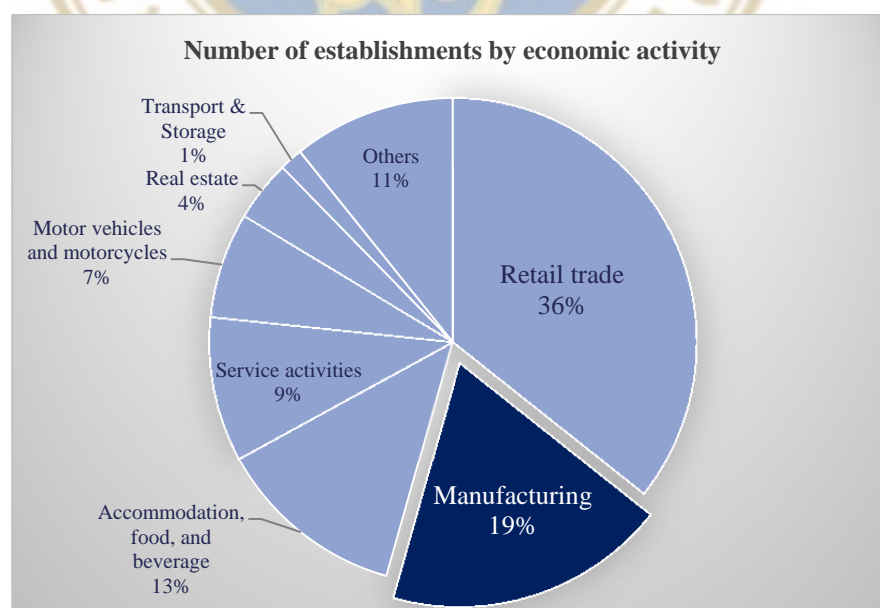
Figure 1.1 Number of establishments by economic activity

Source: National Statistical Office Thailand (2012)

However, many organizations including manufacturers are quite lack of comprehensibility and knowledge to cope with the change and to get themselves ready to compete with the competitors in digital era (Leeflang et al., 2014). Some of the organizations have been managed and supervised by aging people who cannot catch up with the trend of digital marketing as they grew up during pre - digital era (Czaja). In addition, some entrepreneurs and managements may neglect to follow the digital trend because of many reasons (Czaja). As a result, some of them may have some possibility to lose their competitive market position to those entrepreneurs who accompany the digital marketing strategies.

Thus, successfully integrated digital marketing into the company's business strategy becomes a crucial and solid way to compete with other competitors. It would be a critical change for many organizations. However, prior the digital marketing implementation, sufficient and well preparation should be adopted (Ebner & Bechtol, 2012).

Recently, there are a few researches about the impact of digital marketing on organization as well as that on manufacturers and some other sectors despite there are a large number of manufacturers. They remain lack of specific information and knowledge on preparation towards the emergence of digital marketing for manufacturer.

Thus, the gap between preparation towards the emergence of change for organizations and preparation towards the emergence of digital marketing for manufacturers should be investigated.

1.2 Rationale for Choosing This Topic

My interest towards this research relies on my experience for various years in manufacturing organization. Therefore, my background would definitely be useful when conducting the research based on the existing research in an attempt to improve manufacturing organizations especially mine which is a bag factory. Well preparation towards the emerging of digital marketing could enhance business opportunities for my organization if I can capture this trends and continuously grow along with it.

In addition, I realize that manufacturing industry has significantly generated income to the country as manufacturers supply gross output up to 8.89 trillion baht which is contributed value added tax 2.08 trillion baht to the nation in 2011 (National Statistical

Office Thailand, 2012). So, the success of manufacturer can lead to greater revenue for the country.

I believe that the deeper understanding on current situation and the better preparation towards the emergence of digital marketing would increase the competitive advantages to the manufacturing sector and reduce the wrong direction on digital marketing development.

1.3 Research Question

What should be the preparation process towards the leading change in Thai manufacturing company?

1.4 Objective

This research aims to find the recommended preparation process towards the emergence of digital marketing for manufacturing company.

1.5 Scope of Study

The scope of study is focused on the digital marketing, the impact of its emergence to the organization, the obstacles related to the digital marketing implementation, and the potential preparation process which could possibly impact the manufacturing organization before the implementation of digital marketing. In this case, it will specifically apply to several case studies related to bag factories.

1.6 Research Structure

Chapter 1 Introduction: This chapter presents an overview, background, problem statement, rationale for choosing this topic, research objective, scope of study, research structure, and the expected outcome as a brief overview of the research.

Chapter II Literature Review: This chapter provides the synthesized information regarding the research problem. This literature review is divided into three parts. The first part emphasizes the digital marketing, its impact on the organization and market, the key success and failure on the digital marketing strategies and implementation. The second part highlights the theories that may support the effective preparation on the emergence of digital marketing. The third part underlines the gaps of this research. The criticism and interpretation on those secondary data will also be provided in this chapter.

Chapter III Research Methodology: This chapter composed of research design, methodology, rationale for choosing the methodology, the selected case study, the population for the data collection, and the ethical policy on this research.

Chapter IV Findings (Data Analysis): In this chapter, there are findings and data analysis of the in-depth interview which are linked to the research framework. This chapter also includes problems that occur during the data collection.

Chapter V Recommendations: In this chapter, the recommendations to the digital marketing towards the leading change in Thai manufacturing company will be provided based on the research from the case study. The recommendation will be divided into two parts which are the recommendations to the implication for the particular manufacturing organization and the recommendations that may be useful for the change management theory.

1.7 Potential Output

Recommendations on the preparation process which are necessary to lead the change for the emergence of digital marketing in order to strengthen the competitiveness for manufacturers in Thailand that may be applied to your own manufacturing company.

CHAPTER II
LITERATURE REVIEW

This chapter consists of the literature review which provides the synthesized information regarding the research problem. This literature review is divided into three parts. The first part is related to digital marketing, its impact on the organization and the market, the key success and failure on the digital marketing strategies and implementation. The second part focuses on the theoretical that may support the effective preparation on the emergence of digital marketing. The third part points out the gaps. The criticism and interpretation on those literatures will be provided in this chapter.

2.1 Digital Marketing

The internet usage among world's population is increasing which resulted in a competitive advantage for both B2C and B2B marketing especially in the opportunities of digital marketing presents, with the little awareness on the real challenges companies that are facing going digital (Leeflang et al., 2014).

In 2011, a number of North American internet users were more than 225 million users while over one billion was Asian internet users (Leeflang et al., 2014).While DTAC, the telecommunication network provider in Thailand stated their roadmap that 100 percent of Thai people will be able to connect to internet within year 2020 (DTAC, 2016).

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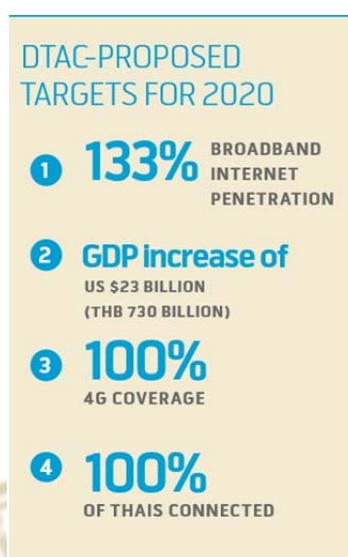
Figure 2.1 Proposed Targets for Year 2020 by DTAC
Source : DTAC (2016)

Moreover, digital revolution is a key challenge for organizations. They need to face the rapid and complex changing market that is difficult to control and they may need comprehensive understanding on how to cope with these challenges (Leeflang et al., 2014). The digital revolution is a threat for current business models which are systems, activities, and processes that serves value to the customers (Leeflang et al., 2014). It changes the way the company create the value to customers and gain the profits. Accordingly, the company may need to restructure the business model to integrate digital tools and technologies into current business models to overcome the threatening (Leeflang et al., 2014).

However, internet is not only the threat for business as there is a secondary data shows that internet can enhance sales performance which can later improve the efficiency of not only total sales but also net profit margin in B2B business model (Avlonitis and Karayanni, 2000).

For retail sector, online channel shopping becomes the third rank while the first two ranks are supermarkets and mass market retailers (Ernst & Young). Digital technology changes way of customer's shopping from physical store to online channel that is enable customer to be more convenient because it is easier to compare the product's price and the order can be delivered to home (Ernst & Young).

Regarding digital technology for wholesale and manufacturing sector, customers are searching for sellers that can provide fast, convenient, transparent, and integrated distribution channels for them (Duranton et al., 2014). In addition, the new entrants in the market try to use digital channel to increase market share and competitiveness (Duranton et al., 2014).

2.2 Key Failures and Obstacles to Adapt the Digital Marketing Model

Certainly, along the way of changing the organization into integrated digital model with the traditional marketing model, there might be some companies that fail to adapt the change as there are many researches, reviewed and studied about the unsuccessful organizational change.

More than three decades, academics, managers, and consultants have learnt that transforming organization is relatively difficult to handle (Sirkin et al., 2005). There are four factors that lead to the unsuccessful change. First factor is duration, companies are too worried about minimizing the time of the change programs. So, they turn down the opportunities, overlook the objectives, and problems will finally arise (Sirkin et al., 2005). Second factor is integrity, management is usually refuse to give a permission for talent workers to become part of the change since they concern that day-to-day operation might be affected and the company might be suffered from unproductive contributions (Sirkin et al., 2005). Third factor is commitment, some employees may lack of support from the organization especially top management who is the most influential group of people to lead the change (Sirkin et al., 2005). Finally, company may require intensive effort from worker to create the quickly change which may possibly make employees suffer from extra work (Sirkin et al., 2005).

Furthermore, there is another study on the key unsuccessful change. This study reviews the resistance of employee to the change. According to Fortune 1,000 firms, the success rates are even lower than 50 percent success (Strebel, 1996). One of the considerable reasons is the perception toward the change. Top-level managements perceive change as a challenging task while employees perceive change as a disruptive event (Strebel, 1996). In addition, management may not understand employees well enough to create the acceptance of change (Strebel, 1996).

Another obstacle that prevents the successful change is age and education level of entrepreneurs (Davis and Harveston, 2000). The older entrepreneurs tend to resist the change from technology rather than the younger entrepreneur (Czaja). Family business entrepreneurs may be risk aversion associated to the use of resources to alter the growth in family business because they have to carefully protect the wealth of their family (Davis & Harveston, 2000). Entrepreneurs with higher educational level tend to have higher motivation to implement the change and promote the firm growth (Davis & Harveston, 2000).

John P. Kotter (1995) had studied many successful cases and failed cases of organizational transformation, there are 8 errors of the transformational effort as well as the effective preparation to those errors from change which is called The 8-Step Process for Leading Change (Kotter, 1995). The 8-step starts from the first phase of the change management until the broaden picture of implementation plan and process.

2.3 The 8-Step Process for Leading Change

2.3.1 Establish a Sense of Urgency

It is significantly required to establish a sense of urgency before applying any changes into the organization since it can encourage everyone to aware and keep up with the big change. There are some companies which failed from the change because lacking of a strong sense of urgency. As some organizations do not provide sufficient information about competitive situation, opportunities, need for change, other related information or lead time that those changes will impact the organization, employees may lack of understanding on the crisis and opportunities that could arise from this changing. (Kotter, 1995)

2.3.2 Forming a Powerful Guiding Coalition

Organization should gather the right people as an owner, senior managements, powerful leader, skillful employees, or other staffs who are able to create impactful development to the company to be part of a guiding team to initiate the change. It may take only three to five people to put effort at the first step of change for small organization.

For large organization, it requires effort from core group of twenty to fifty people during the early phase of transformation. Human resource executive is not the only person in charge of implementimg change. The big change will not happen if it lack of powerful support from top management. Moreover, organization should have people who are able to response for change effort such as key line manager. (Kotter, 1995)

2.3.3 Creating a Vision

Vision will help employees and shareholder to clarify, motivate, and coordinate individual actions to move the company forward. The itinerary of change takes time so it is required to get the right vision. Good vision should be understood within five minutes of the communication. There is some errors of the change that derive from lacking of clear vision or direction of the change. Sometimes, vision may be too complicated to admit. As a result, new direction and vision might be blurred, unclear and too complicated to communicate to employees. Moreover, the plan without vision may lead to the failure of the transformation. (Kotter, 1995)

2.3.4 Communicating the Vision

Many organizations lack of internal communication on the vision which related to the change or it might be the only one time communication. Since only top management knows the plan for this change, some employees may concern about the negative effects resulted from the change as they receive insufficient information in a short time which can create some difficulty for them to understand the situation and could lead them to take any action against the change. Thus, company should regularly communicate vision that is easy to understand to employees through all current communication channels. (Kotter, 1995)

2.3.5 Empowering Others to Act on the Vision

In terms of action that response to the change, it is not only communicating rationale vision to staff. Company should make a concrete plan on the change and create structure that fits to company vision to enable employee to take action. Company should align information and staff systems to the vision. Importantly, it is required to confront with powerful employees who resist the change in attempt to make the change happen.

The problems in this step may come from the company structure that is inflexible to the transformation. So, company should at least detract major obstacles of the change as well as support new ideas or actions. (Kotter, 1995)

2.3.6 Planning for and Creating Short-Term Wins (Kotter, 1995)

The ultimate goal may be too far for employees that they may give up during the long transformation process. Sense of urgency can also drop as it takes time to complete all process. Hence, the organization should make visible progress that encourages staff to look for small successful stories or cases step-by-step. Management should provide reward systems during the short-term planning. It could be offered in terms of compensation, benefits, or intrinsic rewards to the successful change and this can boost up energy to employees to willingly work during the transformation process. Company should also build momentum or honor successful scenes. It may reduce resistances for the change because they can see good practice in respond to the success.

2.3.7 Consolidating Improvements and Producing Still More Change

Sometimes the failed change comes from admitting the success too early while sense of urgency, guiding coalition, or vision communication is not strong enough. Too soon of victory celebration for the early improvement on the change may lead to the lower level of effort for the rest of the change process. The rest of plan may be slow or neglected by those change blockers. Therefore, sense of urgency might be dropped and the project could be delayed as employees understand that the project is done or almost done. It might be better to plan and announce the successful change into scale and celebrate it along with each successful scale. (Kotter, 1995)

2.3.8 Institutionalizing New Approaches (Kotter, 1995)

New approaches, behaviors, and attitudes should be infused into the corporate culture as early as possible until it become the social norm and the shared values of organization. Then, the pressure from change will be eliminated. Misunderstanding new behaviors, attitudes, and norms may remove the effort towards the change. The change always takes time so the company has to ensure that all current and next generation of top

management together with board of director will understand the transformation (Kotter, 1995).

Specifically, manufacturing organizations always traditionally delay response to the change from digital technologies. Manufacturers that rapidly gain benefits from digital technologies are less because they will not usually admit the revolution from technology (Ebner & Bechtol, 2012).

According to National Statistical Office Thailand (2012), it shows that the major economic activities in Thailand are retail sector, wholesale sector, service sector and manufacturing sector. For retail and wholesale sectors, the digital transformation can create the great opportunities for the sectors. Thus, the change must be admitted in order to compete with the competitors. However, manufacturing sector may be most laggard sector to the digital transformation compare to other industries as it has less impact from digital transformation (Ebner & Bechtol, 2012). After all, there are some executive believes that manufacturing sector will has great impact from the digital transformation in the near future (Ebner & Bechtol, 2012).

2.4 Opinion on Digital Marketing and the Obstacles

Based on the above existing research information, I strongly believe that the internet and digital marketing will become more popular among people in the near future including internet user in Thai manufacturing sector. However, due to both threats and opportunities in these challenges, it causes the organization to find the integrated way to handle these challenges with existing business model in order to survive in the market. As a consequence, manufacturing organizations that resist to the revolution of technology have to be aware and ready to respond to the changes and be able to flexibly adjust the organizations to cope with the emergence of digital marketing.

In your view, which of the following business sectors will be most transformed (for the better) by information technology over the next 5 years? (% stating "greatly transformed")
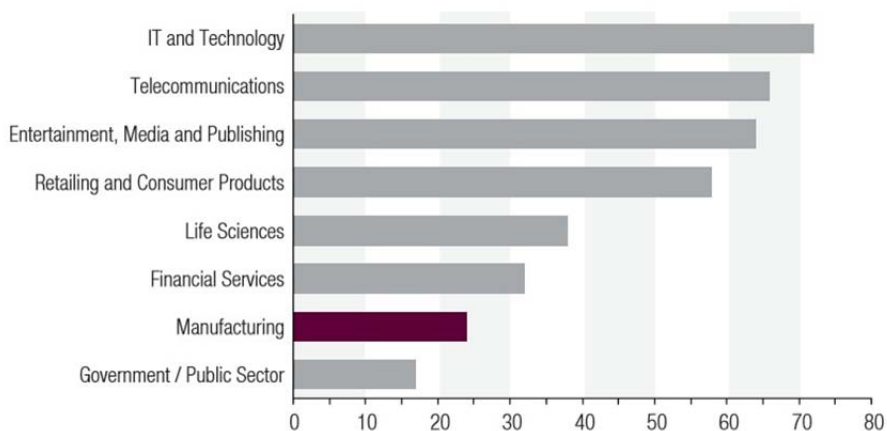
Source: Oxford Economics (2011): "The New Digital Economy – How It Will Transform Business", global survey of 363 business executives across industries

Figure 2.2 Industries Which are Impacted by Digital Transformation
Source: Ebner & Bechtol (2012)

In conclusion, the key failures and obstacles to adapt the digital marketing model come from both company's owner or manager and employees. Some owners may be too old to accept the change arising from new technology or they may be reluctant to change as they have to preserve the wealth of their family in case that it is a family business.

Another important reason that creates the obstacle to foster the change is the unperformed change management process as well as the skills of management to manage and motivate employees to cope the challenges. When the change management objectives, plan, and process are not well prepared and monitored, the errors may be occurred. In terms of employees, their performance usually depends on the ability of managements to motivate them to accept and willingly cope with the transformation.

2.5 The Gap

In my point of view, the 8-Step Process for Leading Change (Kotter, 1995) is a good top down change management theory. It is relevant to apply this theory when implementing the digital marketing model since it has potential to cope with the key failures and minimize the obstacle from changing in manufacturing sector. This preparation

process could support both managements and employees to make the greater digital marketing implementation.

However, there is a gap in this research because the theoretical support may be too broad to identify the specific preparation process towards the emergence of digital marketing to a specific manufacturing company. Therefore, in order to demonstrate the practical way to the preparation, I would require more information to fill the gap of change management to the manufacturing firm.

CHAPTER III
RESEARCH METHODOLOGY

This chapter composed of research design, methodology, rationale for choosing the methodology, the selected case study, the population for the data collection, and the ethical policy on this research.

3.1 Research Methodology

In order to fully answer the research question related preparation towards the emergence of digital marketing for a particular case study which is a bag factory, the primary research will be conducted.

As it is difficult to search for the information about the actual current situation regarding preparation towards digital marketing for manufacturer from the secondary data, the qualitative research will be selected because it can provide the information to answer the research question and fill the gap of this study. For insight information on the emergence of digital marketing for manufacturer, the in-depth interviews will be conducted to gather the information on the current situation.

3.2 Research Design

The in-depth one-on-one interview is selected to be a research methodology. The research is designed to interview 30 participants who role as purposeful sampling in a bag factory case study which is Fantasy Bags Company Limited. The company is a customized design bag manufacturer operated in the form of family business. The selected samples will be the person who has potential to provide information on this topic. The questions will be asked by using open-ended questions with semi-structure interview. Therefore, there might be some additional questions related to the scope of study.

3.3 The Rationale for Selecting the Chosen Methodology

This chosen methodology can provide the open-ended information that will be advantageous for the questions rather than the quantitative questions that will generate only the numerical data which is unnecessary for this case. Thus, the qualitative information is applicable to this case study.

3.4 The Data Collection

The data collection will takes approximately 15 to 20 minutes to collect data from each participant. The interviewer will ask the questions to 30 participants with structured 22 questions plus unstructured related questions that may occur by one-on-one basis. The data will be recorded by notes with voice records during the interview process. As mentioned earlier, the data will be collected from Fantasy Bags Company Limited which is a bag factory.

3.5 Job Level of 30 Interviewees

1. Top Management   4   samples
2. Administrative Officer   6   samples
3. Head of Department   9   samples
4. Staff   10   samples

Table 3.1 List of Interviewees

No.	Job Position	Education	Age	Gender
R1	Plant Manager/ Shareholder	Primary School	56	Male
R2	Office Manager / Shareholder	High Vocational Certificate	54	Female
R3	Graphic Designer / Shareholder	Master Degree	28	Female
R4	Assistant Plant Manager / Shareholder	High Vocational Certificate	58	Female
R5	Operation Administrative Officer	High Vocational Certificate	39	Female

Table 3.1 List of Interviewees (cont.)

No.	Job Position	Education	Age	Gender
R6	Human Resource Administrative Officer	Vocational Certificate	35	Female
R7	IT Officer	Bachelor Degree	35	Male
R8	Operation Administrative Officer	High Vocational Certificate	44	Female
R9	Head of Quality Control Department	Primary School	46	Female
R10	Head of Stock Controlling Department	Primary School	38	Male
R11	Head of Sewing Unit	Primary School	49	Male
R12	Production Staff	Junior High School	32	Female
R13	Accounting Administrative Officer	High Vocational Certificate	43	Female
R14	Maintenance Staff	Primary School	24	Male
R15	Accounting Administrative Officer	Bachelor Degree	29	Female
R16	Designer	Vocational Certificate	48	Male
R17	Head of Sewing Department	Primary School	43	Male
R18	Head of Cutting Department	Primary School	48	Male
R19	Driver	Primary School	38	Male
R20	Stock Controlling Staff	Primary School	29	Male
R21	Cutting Staff	Primary School	28	Male
R22	QC Staff	Primary School	28	Female
R23	Sewing Staff	Primary School	29	Male
R24	Head of Sewing Unit	Primary School	48	Female
R25	Head of Sewing Unit	Primary School	44	Male
R26	Head of Sewing Unit	Primary School	51	Male
R27	Operation Staff	Junior High School	32	Female
R28	Sewing Staff	Primary School	41	Female
R29	Sewing Staff	Primary School	32	Female
R30	Sewing Staff	Primary School	34	Female
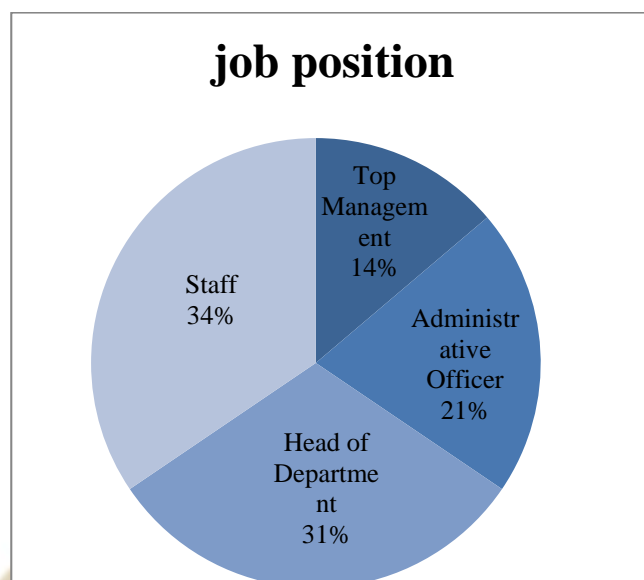
Figure 3.1 Job Position of Interviewees
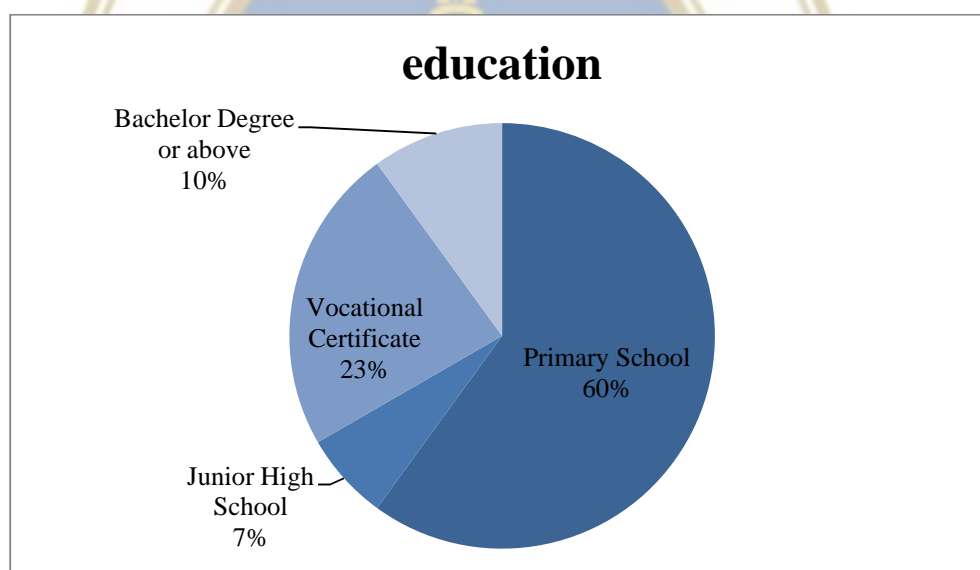
Figure 3.2 Education of Interviewees

age
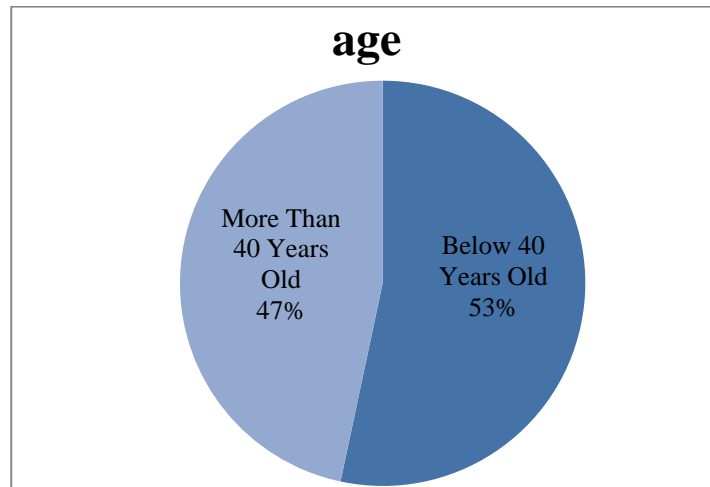
Figure 3.3   Age of Interviewees
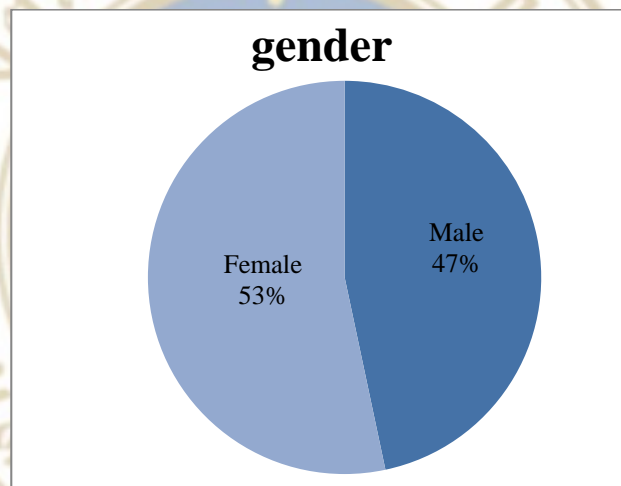
gender

Figure 3.4   Gender of Interviewees

3.6 List of Interview Questions

The in-depth interview is consisted of 22 questions that aim to study the details of preparation towards the emergence of digital marketing by using the 8-Step Process for Leading Change to be the research framework (Kotter, 1995).

1. Do you know the current situation regarding the use of digital marketing in leather and bag industry?

2. Do you know our competitors/partners who currently use digital marketing?

3. How digital marketing impacts the factory in terms of the competitiveness?

4. Is it necessary to apply digital marketing with this company?

5. Do you know anyone in this company who uses digital marketing? Please specify the name.

6. Who should be the team leader to implement the digital marketing for this factory? Why? Please specify the name.

7. Who should be involved in implementing digital marketing? Why? Please specify the name.

8. Do you prefer to involve in the digital marketing? Why or why not?

9. What is your company vision?

10. What should be a new vision for this factory in order to help digital marketing implementation become successful?

11. What should we do to achieve that vision?

12. Do you think digital marketing can help achieving this vision?

13. Have you ever been communicated company vision? If not, why?

14. What is the best channel to communicate the change from digital marketing?

15. Who should be the spokesperson to communicate digital marketing plan and keep the employees inform about the updated progress?

16. Are you willing to be trained in digital marketing in order to achieve the digital marketing plan?

17. According to the digital marketing implementation, do you think that it will be success or fail in terms of sales and competitiveness?

18. What do you think if you have to work harder during the early phase of the digital marketing implementation?

19. What is your expected reward if your digital marketing plan is successful?

20. In your opinion, if the company keeps you informed about the progress of digital marketing implementation, would this strengthen your motivation and commitment to deliver quality of work until the digital marketing implementation has done successfully?

21. What are the core values and organizational culture of this factory?

22. In your opinion, what is a suitable organizational culture that can enhance the success of digital marketing implementation and is it fit with your behavior?

3.7 Framework

I will adapt the 8-Step Process for Leading Change (Kotter, 1995) as the solution for change in the manufacturing company in order to cope with the emergence of digital marketing.

However, as I mentioned earlier about the gap in chapter 2, digital marketing implementation may require more intensive information in order to establish the practical action plan for the manufacturing company.

Table 3.2 Steps for Leading Change with Interview questions

No.	Framework	Descriptions	List of Interview Questions
1.	Establish a Sense of Urgency (Kotter, 1995)	• Analyze current market situation and competitiveness (Change Management Blog, 2009). • Consider and determine major crisis, potential crisis and key opportunities (Change Management Blog, 2009). • Provide supportive evidence from external parties to confirm that change is required (Change Management Blog, 2009).	• Do you know the current situation regarding the use of digital marketing in leather and bag industry? • Do you know our competitors/partners who currently use digital marketing? • How digital marketing impacts the factory in terms of the competitiveness? • Is it necessary to apply digital marketing with this company?
2.	Forming a Powerful Guiding Coalition (Kotter, 1995)	• Gather a group of potential people who have influencing power to conduct the change (Change Management Blog, 2009).	• Do you know anyone in this company who uses digital marketing? Please specify the name.

Table 3.2 Steps for Leading Change with Interview questions (cont.)

No.	Framework	Descriptions	List of Interview Questions
		• Indicate some enthusiasm and commitment to draw key potential leaders' attention (Change Management Blog, 2009). • Inspire a group of people to work together as one team (Change Management Blog, 2009).	• Who should be the team leader to implement the digital marketing for this factory? Why? Please specify the name. • Who should be involved in implementing digital marketing? Why? Please specify the name. • Do you prefer to involve in the digital marketing? Why or why not?
3.	Creating a Vision (Kotter, 1995)	• Develop a clear vision to be able to define change direction and effort (Change Management Blog, 2009). • Establish solid strategies in order to achieve that vision (Change Management Blog, 2009).	• What is your company vision? • What should be a new vision for this factory in order to help digital marketing implementation become successful? • What should we do to achieve that vision? • Do you think digital marketing can help achieving this vision?
4	Communicating the Vision (Kotter, 1995)	• Enhance engagement and alignment by creating and communicating stories (Change Management Blog, 2009).	• Have you ever been communicated company vision? If not, why?

Table 3.2 Steps for Leading Change with Interview questions (cont.)

No.	Framework	Descriptions	List of Interview Questions
		• Utilize every communication channel to share new vision and strategy (Change Management Blog, 2009). • Develop simple and sincere communication (Change Management Blog, 2009). • Provide a clear guideline to help direct a new behaviors (Change Management Blog, 2009).	• What is the best channel to communicate the change from digital marketing? • Who should be the spokesperson to communicate digital marketing plan and keep the employees inform about the updated progress?
5.	Empowering Others to Act on the Vision (Kotter, 1995)	• Eliminate some barrier e.g. systems structures that would create some difficulty to the change (Change Management Blog, 2009). • Establish solid plan strategies in order to achieve vision (Change Management Blog, 2009).	• Are you willing to be trained in digital marketing in order to achieve the digital marketing plan?
6.	Planning for and Creating Short-Term Wins (Kotter, 1995)	• Develop solid plan to continuously win performance improvement (Change Management Blog, 2009). • Acknowledge and honor those who deliver best effort to achieve the improvement (Change Management Blog, 2009).	• According to the digital marketing implementation, do you think that it will be success or fail in terms of sales and competitiveness?

Table 3.2 Steps for Leading Change with Interview questions (cont.)

No.	Framework	Descriptions	List of Interview Questions
6.	Planning for and Creating Short-Term Wins (Kotter, 1995)	• Develop solid plan to continuously win performance improvement (Change Management Blog, 2009). • Acknowledge and honor those who deliver best effort to achieve the improvement (Change Management Blog, 2009). • Enhance behaviors that could lead to the performance improvement (Change Management Blog, 2009).	• What do you think if you have to work harder during the early phase of the digital marketing implementation? • What is your expected reward if your digital marketing plan is successful? • In your opinion, if the company keeps you informed about the progress of digital marketing implementation, would this strengthen your motivation and commitment to deliver quality of work until the digital marketing implementation has done successfully?
7	Consolidating Improvements and Producing Still More Change (Kotter, 1995)	• Revise and update systems, structures, and policies that do not align with the vision (Change Management Blog, 2009). • Develop solid plan to win each visible performance improvement (Change Management Blog, 2009).	• Are you willing to be trained about digital marketing in order to achieve the digital marketing plan?

Table 3.2 Steps for Leading Change with Interview questions (cont.)

No.	Framework	Descriptions	List of Interview Questions
		• Acknowledge and honor those who deliver best effort to achieve the improvement (Change Management Blog, 2009). • Enhance behaviors and process that could lead to the change agents (Change Management Blog, 2009).	• According to the digital marketing implementation, do you think that it will be success or fail in terms of sales and competitiveness? • What do you think if you have to work harder during the early phase of the digital marketing implementation? • What is your expected reward if your digital marketing plan is successful?
8.	Institutionalizing New Approaches (Kotter, 1995)	• The connections between the most recent behaviors and organizational success (Change Management Blog, 2009). • Support leadership development and momentum (Change Management Blog, 2009).	• What are the core values and organizational culture of this factory? • In your opinion, what is a suitable organizational culture that can enhance the success of digital marketing implementation and is it fit with your behavior? • What do you think if you have to work harder during the early phase of the digital marketing implementation?

Table 3.2 Steps for Leading Change with Interview questions (cont.)

No.	Framework	Descriptions	List of Interview Questions
			• Are you willing to be trained about digital marketing in order to achieve the digital marketing plan?

CHAPTER IV
FINDINGS

In this chapter, there are findings and data analysis from the in-depth interview that conducted with 30 employees in Fantasy Bags Company Limited which is the case study of this research. The in-depth interview questions are linked to the research framework which is Kotter's 8-Step Process for Leading Change (Kotter, 1995). The research conducted before implementing digital marketing in this manufacturing company in order to understand the current situation and find the recommendation on the preparation process of digital marketing plan by analyzing the case through Kotter's 8-Step Process for Leading Change (Kotter, 1995). This chapter also includes problems that occur during the data collection.

The interview takes approximately around 10 to 30 minutes depending on each interviewee, with the same set of 22 questions while there might be some additional questions related to the scope of study if necessary. All questions are asked in Thai language and its finding has been translated into English later on. All interviewees are requested to provide demographic information which are name, surname, job position, age, gender, and education level that become the supporting information in data analysis part. Moreover, all of interviewees give interviewer the permission to provide their basic demographic information and voice recording as requested.

4.1 Data Analysis

The findings of this research are applied based on the 8-Step Process for Leading Change framework (Kotter, 1995) as follows;

4.1.1 Establish a Sense of Urgency

The company is required to establish a sense of urgency before applying any change in organization in order to make everyone aware and encourage them to be ready for the big change (Kotter, 1995).

According to the survey, it shows that 100% of employees in Fantasy Bags do not have enough sense of urgency to apply digital marketing into their company because of two reasons. Firstly, all participants believe that the company can maintain the competitiveness among their competitors without digital marketing needed. In their opinions, there is no crisis resulted from the emergence of digital marketing. As the Assistant Plant Manager said "we already have many loyal customers on hand so it is not necessary to implement digital marketing campaign to find more customers whom we are not familiar with". They prefer to supply the product only to existing customers without finding new way to approach new customers. In addition, they also mentioned about the limitation of production capacity that the company may not have enough capacity to produce more products if we have too many orders from new customers. As Head of Stock Controlling Department said "I think we do not have enough capacity to produce more because recently we almost meet the highest capacity".

Secondly, none of participants know all details on competitors and partners in leather and bag industry who are employing digital marketing. Only 40% of them are able to list the name of some competitors and partners who are using digital marketing without knowing their digital marketing campaign in details. As an Operation Administrative Officer said, "I have seen our competitors and partners such as Vincent Marketing, SS Company, Kids and Teens, and Romar launch digital marketing campaign but I cannot remember such details". While 27% of participants know that there are players in the ecosystem using digital marketing but they cannot definitely list the name of the company within supply chain who are using digital marketing as another employee said "I do not know exactly who is using digital marketing but I believe that some of them probably use it". The rest of 33% of employees do not know that some competitors and partners are applying digital marketing campaign as one staff said "I definitely do not know about this".

As they do not have information about the competition and current market situation in bag and leather industry, this may be another factor that makes them lack of sense of urgency to be more competitive.

Thus, both reasons mentioned earlier indicate that 100% of them are currently unaware of the importance of the emergence of digital marketing toward the leather and bag industry. They have not yet realized the crisis that may arise from the emergence of digital marketing.

In contrast, all survey members believe that there are opportunities if the company has an online store in the website and Facebook because they are familiar that their friends used to buy a bag on online store. One employee said "I know there are many bag retailers sell the product via online channel like Facebook. My friend used to buy it and I think it is one way to sell our product but it is not suitable for us because we are a made-to-order producer and do not have all desired inventory on hand. It is also difficult for us to design the bag to sell by ourselves".

The interview findings point out that all of employees in Fantasy Bags do not have strong sense of urgency to make them realize that the digital marketing is important to the company as the current orders from customers are already reached their expectation. Additionally, they do not notice any high competitive situation within leather and bag industry and they believe that the company can survive in the market without having any online visibility. However, they found some opportunity on online channel but they think that it may be over capacity to produce more products to serve customers who come from digital marketing.

4.1.2   Forming a Powerful Guiding Coalition

Organization should gather the right people such as an owner, senior management, powerful leader, skillful employee, or other staff who have influential power to be a guiding team to initiate the change (Kotter, 1995). In fact, the change should start from top management to lower level employees to make powerful change management (Kotter, 1995).

In accordance with the survey, 43% of employees are willing to involve into the digital marketing project while 57% is unwilling to involve in this campaign.

Based on the research, 23 % of participants including top management listed that management level should be the leader to initial and develop digital marketing. If divided the group of interviewees into 2 groups which are top management and other employees, 100% of top management and 19% of other employees stated that top management should be involved as a team leader to make this change happen. As General Administrative Officer mentioned, "we cannot make change if management disagree.

There is 90% of employees believed that administrative officers should be the leader to perform digital marketing since they think that the team leader and team member who could implement digital marketing for this factory should be someone who is familiar with digital marketing or get use to online channels.

Up to 60% of employees listed that the operation administrative officers who frequently buy products from online channels should be a team leader of digital marketing implementation as they believe this person will know many things in the production and keen on buying products from online channels.

In addition, 20% of them mentioned that IT staff should involve in the digital marketing campaign because they think that he should know about the digital marketing the most comparing to other employees. "I think IT staff can be the team leader to implement digital marketing because he is an IT staff in our office".

And 75% of top management of the company together with 3% of other employees mentioned that company should hire new digital marketing staff in order to support this digital marketing campaign because they believe that new staff is fresh and has direct knowledge about digital marketing and should be more adaptive to the change compare to existing staff. One of the top management said "we should hire one online administrative officer, one digital marketing staff and one more accountant who is responsible for digital marketing project".

Up to 43% of participants stated that their organization does not have capability to perform digital marketing at this moment. Moreover, 40% of them supported that the company does not have sufficient skilled staff to implement it. While other 43% of employees think that the company does not have enough production capacity to respond to the higher sales volume as a result of digital marketing implementation.

Furthermore, 100% of interviewees have one common point of view which is the qualification of responsible team member and team leader. A guiding team should have strong knowledge in digital marketing so that they can have enough power and knowledge to drive and make the campaign successfully.

4.1.3 Creating a Vision

Vision will help clarifying, motivating, and coordinating individual actions toward future direction (Kotter, 1995).

According to survey result, it shows that 100% of top management aware that the company vision has not been set properly. In fact, 23% of management and employees perceive that they only have to make high sales in order to get profit. As one employee refers to top management statement "you should produce the bag as fast as you can and then we can make higher profit".

More than 90% of interviewees do not understand the meaning and definition of vision and they also cannot identify the differences among vision, mission, and goal.

Besides, 100% of employees do not know about what should be the appropriate vision to support the change from digital marketing implementation. However, 60% of them mentioned about "implementing digital marketing means we will have more channel to approach customers so we should have more sales. Then, we should improve the product quality and production capacity if we will go online".

Furthermore, 100% of participants believe that digital marketing can increase more sales and profit for the company. One staff said "in my opinion, if we implement digital marketing, we definitely have more sales but it may be too hard for us as most of us lack of knowledge to do". However, 100% of those people stated that digital marketing is not necessary for this company.

The vision for this company is unclear since all top management confirmed that they never set and communicate nor guide their employees to work in the same direction. The top management only concerns about the profit that the company should generate.

In order to make digital marketing campaign more effective, more than 60% of employees recommend management to take at least one of following strategies to

the company which are improving product quality, having better design, and/or expand the production capacity to capture new customers.

### 4.1.4 Communicating the Vision (Kotter, 1995)

The company rarely communicates vision and goals to employees. However, there are four recommended communication channels given by all staff as employees believe that those channels are suitable and able to effectively communicate company vision, company strategies, and any necessary information that can build engagement to employees.

Firstly, 93% of participants prefer to receive information during company meeting where top management delivers the speech. In addition, 13% of them mentioned that company should provide the supporting document related to the meeting's topic to strengthen the understanding. One employee said "the organizational meeting that distributes supporting document to employee can help employee gain more understanding regarding the company announcement".

Secondly, 30% of staff said that company should provide notice board for employees as one employee said "It is good to have notice board to announce the news and the progress of digital marketing campaign in order to keep employees informed".

Thirdly, 40% of employees recommend one-on-one meeting with their direct supervisor or top management. As it is a good way to communicate the vision and strategies, one top management mentioned that "I think one-on-one meeting that is set by leader to talk to his subordinate is a best way to communicate our vision".

Fourthly, 10% of staff mentioned that there are some other communication channels that company could bring to enhance effectiveness of vision and reduce other issues within the company. Company should organize the group chat among employees and top management on mobile application to keep everyone informed all updated news and necessary information. An IT Officer mentioned that "Line application is a good channel to announce and update our news to employees because it is new and fresh way to communicate and so many employees are using this application".
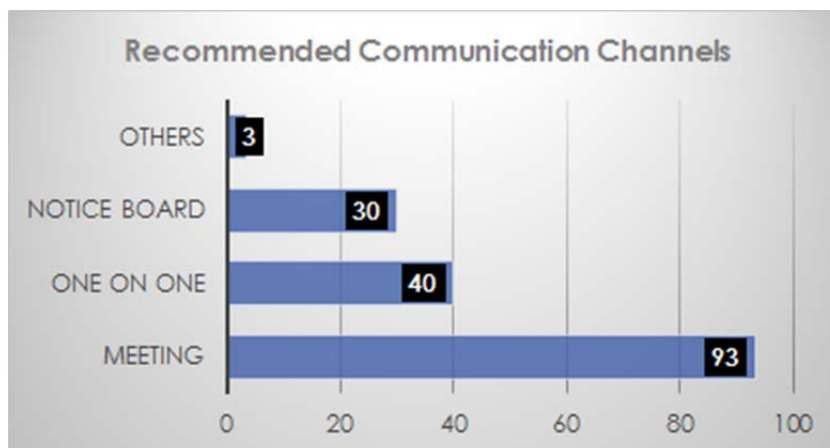
Figure 4.1 Recommended Communication Channels

In summary, there are different preferences on communication channels among each employee. Some employees may prefer to listen while some employees prefer to read.

4.1.5 Empowering Others to Act on the Vision

The problems in this step may come from the inflexible structure that could block organization from the change. So, company should at least detract major obstacles of the change as well as support new ideas or new actions.

As the digital marketing is new to this factory, 90% of employees stated that they do not familiar with this. In order to eliminate the obstacles for this change, employees may need to be trained to change their attitude, work behavior, and improve their knowledge toward the digital marketing.

The finding shows that 67% of interviewees are willing to be trained. There is some positive correlation between the questions that I asked "Do you want to involve in the digital marketing?" and "Are you willing to be trained in digital marketing in order to achieve the digital marketing plan?" As 43% of employees are willing to involve in digital marketing campaign of the company, 100% of those who are willing to involve in the digital marketing answer that they are willing to be trained. Meanwhile, those who do not want to participate in the digital marketing campaign always reply that they are unwilling to be trained.

Figure 4.2 Training Willingness of Interviewees

According to Head of Quality Control, she said "I am unwilling to be trained because it is not related to my job as I am a Head of Quality Control department and I have a little baby to take care of after the working hour. So, the participation in digital marketing campaign may not be suitable for me". While another employee also said "It is not related to my work and I do not have any basic knowledge about the digital marketing so I do not want to attend this project as well as I am unwilling to be trained." However, 100% of all top management and Administrative Officers are willing to be involved and trained to make the digital marketing project to be successful.

4.1.6 Planning for and Creating Short - Term Wins

To make the continuous improvement to achieve the digital marketing plan, the company may need to keep all employees being motivated by creating short-term win. The final destination of the plan may be too long for employees to feel that they are winning and they may neglect or have low motivation during the process of implementation (Kotter, 1995).

100% of all employees said that if company keeps updating the progress of digital marketing project, it will help them maintaining their motivation in high level. The Head of Stock Controlling Department said "it is motivated to be informed the progress of the campaign and the updated information will help us prepare for the next step of change. We will know what we should do in the next step and I will feel more engage if I know any progress of work".

Besides, 100% of them said that "I am willing to work harder if there is an additional work during digital marketing implementation"

93% of employees including top management expect to receive different type of rewards which are both intrinsic and extrinsic rewards. Regarding extrinsic rewards, 50% of them expected to get higher salary, higher bonus, commissions, diligence allowance and shared profit from revenue on digital marketing campaign.

While intrinsic rewards consist of satisfaction from winning the digital marketing plan and gaining more knowledge and experiences if they are trained on the digital marketing or any related training topic. The Human Resource Administrative Officer said "I will be satisfied if I can help the company succeed in digital marketing plan and also satisfied if I have more experiences on digital marketing". There is 17% of employees expect intrinsic rewards from the success of digital marketing plan. And 27% of them expect both intrinsic and extrinsic rewards. However, only 7% of employees do not expect any reward from this.
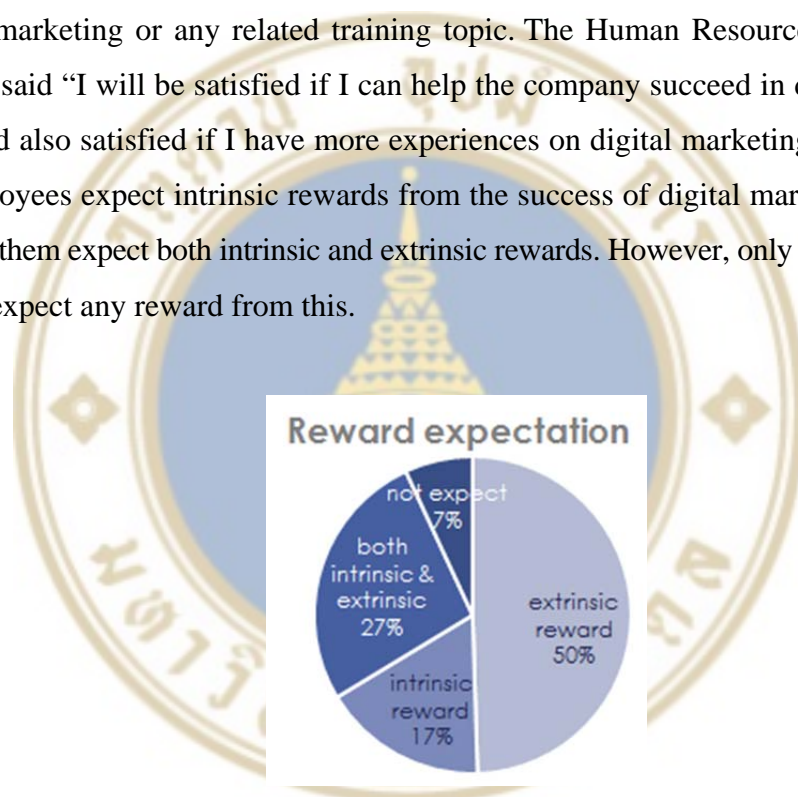
Figure 4.3 Reward Expectation by Interviewees

In summary, employees are willing to work harder in exchange of different kind of expected rewards. And the updating news can also encourage them to maintain the motivation level to be constantly high. The feeling of winning the project is important for many employees and it can make them pride.

4.1.7 Consolidating Improvements and Producing Still More Change

Sometimes the failure of change comes from admitting the success too early. Too soon of victory celebration may lead to reduce the intense of effort for the change (Kotter, 1995).

As I mentioned earlier in the finding on Step 6, Planning for and Creating Short - Term Wins (Kotter, 1995), "updating progress and news from digital marketing campaign can motivate them and keep them engage to the project throughout the implementation period", stated by 100% of interviewee. The updates can prepare them to be flexible for the change and be able to underline the remaining tasks to achieve. Moreover, 93% of them said that rewards can also encourage them and their colleagues to continuously work harder.

4.1.8 Institutionalizing New Approaches

The new approaches, behaviors, and attitudes should be infused into the corporate culture as soon as possible until it becomes the social norm and the shared values of organization. Then, the pressure from change will be eliminated (Kotter, 1995).

Further to the survey result, 90% of employees stated that the culture within Fantasy Bags is a family culture. Among those who answer family culture, 43% of them mentioned that it is unstructured orientation culture as one employee said that "we live like family, brother and sister that we are sometimes not understand each other and we frequently miscommunicate on our work due to unstructured culture. While 30% of them stated that the company should improve working structure and process if the company will implement digital marketing.

According to the interview, one employee stated that family orientation provide both pros and cons to the change in terms of company structure. The advantages of unstructured working behavior are it is easier to set new pattern of behavior and everyone can freely share their ideas. However, there are some employees think differently about the attitude of their colleagues. One of employee said "It is hard to change the attitude of many of my colleagues because they believe in their own pattern of behavior and attitude for very long time. They may resist admitting the digital marketing to their life as well as they may not support this project because they may not want to do new thing or find new way to approach new customers".

Moreover, 36% of interviewees mentioned about that company's core value are active. The leader always asks for faster and energetic working behavior. While 23% of them stated that another core value is obedient. One staff said "all employees should listen to the leader's command, and then everything will be good".

4.2 Discussion

Management and employees in Fantasy Bags Co., Ltd., a manufacturing company, are not aware of the emergence of digital marketing that can potentially affect their company in the near future. According to the survey result, all employee is not concern about their competitors and partners who are using digital marketing. As a result, they neglect to implement digital marketing into the company's marketing strategy. They can realize the opportunities but not able to aware of any crisis arises from digital marketing

Furthermore, top management, who are the leader of this manufacturing company, do not have sense of urgency towards the emergence of digital marketing which is the first step of leading change as states in the 8-Step Process for Leading Change by Kotter (Kotter, 1995). As manufacturing is most laggard sector to the digital transformation (Ebner & Bechtol, 2012) together with the leader of this manufacturing company in the case study is an aging entrepreneur who may resist to the change (Czaja). It is hard to follow the trend of digital marketing as they grew up during pre - digital era (Czaja). As a result, there are some difficulties to make the organization transformation. In order to prepare everyone to cope with the change from digital marketing among the ecosystem, company should raise sense of urgency among top management in the early stage or even before starting the first step of the 8-Step Process for Leading Change and later to other employees (Kotter, 1995). Top management should realize the crisis from being a laggard in digital marketing transformation within their ecosystem.

Currently, participants are lack of knowledge and information on digital marketing and IT in order to bring the digital marketing plan become successful. They mainly focus on the day-to-day operation. The current vision is undefined by those executives. The executives communicate only the goals that related to maximization of production capacity to gain highest profit. Employees require more communication on

vision to gain more understand about their firm. They prefer to know the direction of the organization and what employer expects from them as they are willing to respond to any of employer's direction. The most effective communication channel in this company is the group meeting among employees and management. And one-on-one meeting is the second preferable communication channel. They also believe that management should be a spokesperson.

Besides, they mentioned that reward can motivate employees to continuously work on the assigned task until the digital marketing plan is successful. They expect both intrinsic and extrinsic reward. Management and shareholders also expect for the better profit sharing. In order to remove the obstacles of digital marketing plan implementation, most of them are willing to be trained to gain more knowledge and skills on digital marketing and other required activities.

The current core values of this company are active and obedient. Active is an enthusiastic characteristic of people that can stimulate the action (Patterson et al., 2004). Active may encourage staff to work beyond the responsibilities and having better problem solving ability (Frese and Fay, 2001). Active is the value that can enhance the success of digital marketing plan because the action plan should be promoted if most employees are active (Edelman, 2014). As the top management of this company is a sole entrepreneur with Chinese family business style, they may expect the employees to have obedient value (Rudowicz and Yue, 2002). As there is only one top management for this company, the owner may be very directive. However, the obedience can cause people lack of creativity

In fact, creativity is required to support the creating marketing ideas, strategies, and implementation (Slater et al., 2010). Thus, obedient may have some negative effects on digital marketing plan because employees will lack of their own creativity to perform their assigned task. Employees may perform only what the employer asks and expects or works the same pattern which they are familiar without creating any new ideas to improve their work. They may think that it is certainty that the successful action plan today will be the successful action plan in the future. Therefore, this change is unnecessary for their working life. Thus, the performance will never go beyond the expectation.

4.3 Limitations and Further Research

There are some limitations on this research which may affect the final analysis. Firstly, as I would like to study the behaviors and basic knowledge of staff toward the digital marketing in Thai manufacturing company to gain more understanding about the situation before conducting the research, I found out that the availability of data are limited. In addition, it also lacks of research about the failure and successful digital marketing campaign in Thai manufacturing company that might be useful to find the pattern of effective change management towards the digital marketing.

Secondly, the data collection is gathered during the working hours of the case study company. Therefore, it has some interruptions from colleagues, noise of machine, and customer visit. In addition, some required interviewees are not cooperative due to a lot of work on hand. So, I have to manage their interview session based on their available working agenda. As a result, the interview process had been stumbled and it causes the delay in the data collection process.

Lastly, many academic vocabularies cause some difficulty to interviewees to understand the interview questions e.g., vision, mission, and partner. Thus, I have to explain and clarify those words to improve their understanding.

For further research, as I lack of some required information about the behaviors and basic knowledge of staff toward the digital marketing in Thai manufacturing firm, the research about industrial worker behaviors in Thailand should be investigated. Another area to study is the failure and successful digital marketing campaign in Thai manufacturing company as it may help me to define the key success factors of change management toward the emergence of digital marketing for Thai manufacturing organization.

CHAPTER V

RECOMMENDATION

In this chapter, the recommendations on the digital marketing towards the leading change in Thai manufacturing company will be provided based on the research from this case study. The recommendation will be divided into two parts which are the recommendations for implication on the particular manufacturing organization and the recommendations that may be useful for the change management theory.

5.1 Recommendation to Implication

It is required to create a sense of urgency before applying any changes in organization in order to make everyone in the organization, especially top management, aware of and encourage them to be ready to face with big change. Without enough sense of urgency, the rest steps of leading change will not happen.

Fantasy Bags should set up the solid company's vision, mission, goals, and values to create mutual understanding for employees about the direction of the company towards the emergence of digital marketing in the business ecosystem. Moreover, the company should regularly communicate those messages through team leader, meeting, and other supporting channels. One tool that can build better understanding is to produce and distribute supporting documents related to that particular issue to employees during communication process.

Moreover, the company should announce and keep employee's update about the company's current situation throughout the implementation period to improve their agility to the change.

Selecting the right leader for the project can encourage employees to be more confident about the effectiveness of the campaign.

As employees are lack of knowledge about the industry market situation and the current practice of digital marketing as well as there are some employees who resist the change, the company should provide training and seminar to educate and

shape attitude and behavior which could enable employees to support digital marketing before starting the digital marketing implementation. The training aims to reduce the resistance to the change. Moreover, training can increase the readiness on knowledge and skills about digital marketing. In addition, company should hire skilled staff that has expertise in digital marketing to support the digital marketing implementation.

Based on the current core values which are active and obedient. Active value can support rapid changing of digital trend (Edelman, 2014). However, too much obedience should be removed because it ruins creativity which is one of the most important factors to complete marketing strategy implementation (Slater et al., 2010).

According to the survey, participants recommended the company to apply the following strategies in attempt to successfully complete the digital marketing plan.

1. Company should keep family orientation as the core culture.

2. Company should create solid structure on the working system.

3. Company should frequently communicate the updating news which is not only digital marketing.

4. Company should encourage existing staff that believe in traditional value to have more adaptive and flexible attitude.

5. Company should encourage can-do attitude to enhance the effectiveness of digital marketing.

6. Company should value and welcome new ideas.

7. Company should hire new staff if it is needed to gain more skillful staff on digital marketing campaign.

5.2 Recommendation to Theory Kotter's 8-Step Process for Leading Change

According to this case study, it is recommended to apply step 5 which is empowering others to act on the vision and then step 2 which is forming a powerful guiding coalition (Kotter, 1995). Since the potential guiding team may not be ready to lead the company to the effective digital marketing implementation as they may lack of knowledge, skills, and do not understand the digital marketing, therefore, company

may provide training the enhance knowledge and skills in digital marketing which this will help removing some obstacles on the digital marketing implementation.

5.3 Conclusion

Manufacturing sector is a large sector in Thai economic (National Statistical Office Thailand, 2012). Most of manufacturing companies are laggard in digital transformation (Ebner & Bechtol, 2012). However, DTAC (2016) stated that the trend of people who are using internet is increasing, and therefore it may have great effects on manufacturing sector in the near future (Ebner & Bechtol, 2012). Since some manufacturing companies may experience negative effects and possibly lose their competitiveness, they have to find the suitable way to handle the change from the emergence of digital marketing to maintain their competitiveness

In addition, they should have a good preparation process towards the emergence of digital marketing to increase level of success rate in the organization transformation. So, this research aims to find the recommended preparation process towards the emergence of digital marketing for manufacturing organization.

A customized design bag manufacturing company is chosen to be a case study and using the 8-Step Process for Leading Change (Kotter, 1995) to be the research framework. The result of this research shows us that the 8-Step Process for Leading Change by Kotter (Kotter, 1995) can be a good guideline for the preparation process to the change from digital marketing.

Reference to survey result, this manufacturing company is currently in step 1 out of 8 steps of research framework on creating sense of urgency towards the emergence of digital marketing to all management and employees within the company. As leader's sense of urgency is a key to start implementing any change, Fantasy Bags is now experiencing the difficulty to encourage top management to realize and sense the urgency towards the crisis that may arise as a result of the emergence of digital marketing among their business ecosystem. In fact, if the first step is not completely achieved, the following steps will not be able to bring the organizational transformation towards the emergence of digital marketing to be successful.

Later, the manufacturing company should bring step 5 which is removing the obstacles from the change (Kotter, 1995) before forming any powerful guiding coalition (Kotter, 1995) as there are some obstacles within the potential guiding coalition in this case study. Currently, most of them may not have enough competence to perform the effective change leader. However, training can be used to remove these obstacles. Moreover, the guiding team may need to hire new skillful staff to complete some required tasks that are related to digital marketing.

In addition, vision that supports digital marketing implementation should be set and communicated to all employees through various communication channels. Management should communicate this plan and regularly inform the ongoing process. In fact, new communication channel can be accepted. For example, Line application, instant messaging application that most of staff use. It can be one of the communication channels to communicate on vision and news update on the digital marketing implementation to maintain employees' motivation upon the transformation. Furthermore, the effective reward program including intrinsic and extrinsic reward system can be used to create the short-term win to enlarge the employees' motivation level.

In conclusion, this research has provided some guideline for preparing transformational process toward the emergence of digital marketing. However, the preparation process in each manufacturing companies may vary depending on their current business model, business strategies, vision, mission structure, culture, core value, and others. Thus, each company should design their own preparation process to cope with the change causing by digital technology.

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