

Uncertain Supply Chain Management

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Service industry supply chain, from the perspective of advertising firm

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ABSTRACT

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A study has been conducted to examine an array of factors such as the factors affecting integrated marketing communication (IMC), entrepreneurship factors, process factors, and basic competitive pressure factors. Based on the perspective of the advertising film production industry, we will examine the service supply chain within the industry. The study is based on the observation and analysis of 310 people working in fields related to the production of advertising films. The research found that all the factors listed above have an immediate impact on the advertising production industry and are significant. There is a strong influence of entrepreneurs on the commercial film production industry.

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1. Introduction

The lights are on, cameras are rolling, and action is underway! Creating advertising films is one of the most effective marketing strategies for creating awareness of a product or business (brand). Images, sounds, and storytelling stimulate audiences' feelings toward a brand or product (Kotler et al., 2001; Ochsner, 2010). Brand building begins with television advertising, and it should be done in a way that stimulates target audiences. By doing so, we hope to create a desire for that product or service. In marketing communication, it was the idea of British advertising pioneers that became a model (Montazeribarforoushi et al., 2017).

There are various types of businesses that require entrepreneurs to have this knowledge (Higgins, 2003). During the reign of King Rama VI, the first advertising films were produced and broadcast using documentaries and news to broadcast television advertisements for the first time, leading to the registration of the first advertising production company (Tantivejakul, 2021). It has become increasingly common for Thais to watch television since then. Furthermore, the Thai economy is experiencing rapid growth. Due to this, business operators have focused more on marketing management using advertisements that communicate with consumers to capitalize on this opportunity. Consequently, the advertising industry is experiencing an increase in investment value. Wongraksa and Kerddee, (2022) note the increasing entry of new players into the advertising film production industry due to its high market value (Advertising agency operators). Some people found that Thailand entrepreneurs spent 85.45 billion baht on advertising in 2023, an increase of 0.44 percent over the previous year. TV is expected to account for 57 percent of advertising budgets by 2024, followed by digital and out-of-home media, which are both expected to double by that time (Bhavsar, 2018).

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There is also fierce competition when the advertising firm's production industry is valued highly. In response to these changes, advertising agency operators have developed formats, strategies, and methods for presenting a more diverse and comprehensive range of products and services. Product and service owners want clear, concrete results, such as a sales increase. Long-term brand loyalty and repeat purchases (Schultz, 1992). The advertising industry faces challenges and increased competition. Due to technological advancement. Digital disruption, which is a changing phenomenon that occurs when advancing technologies and business models affect the value of existing products (Kumar et al., 2016) has caused various businesses' advertising formats to adapt. There is a connection between basic needs in each type of business which are responsible for market changes, as well as lifestyles which are responsible for Thai consumers' preference for digital media simultaneously (Kaewkhum, 2020). Consequently, entrepreneurs in the film advertising industry are faced with the challenge of managing adjustments at both the organizational and individual levels. In addition, they must adapt to new technology. Responding efficiently and effectively to product and service owners' needs. Viewers' attitudes and behavior towards commercials change over time. Analysis of marketing strategies in film production (Falcon, 2018). Distribution channels and marketing promotions have also changed.

Advertising firm production operators also face lower advertising costs on digital platforms than on television. Employers also agree that digital media advertising is cheaper than television advertising. Since social media is used by most consumers in their daily lives more frequently than television. Due to the ease of sharing content online, product owners are increasingly utilizing advertising firm formats through online channels. To encourage product owners to continue advertising through television channels, advertising firm production operators must lower advertising costs. A decrease in advertising fees has a direct impact on the creativity of the advertising film production department (Cozzolino, 2018). Entrepreneurs no longer need to adjust their working practices to accommodate budgets or work periods while fixed expenses remain the same. In accordance with the organization's income and survival, as stated in the interview with Kanthaphong Panthongprasert (2022) "In the current business environment, one product has had a dramatic impact on the ecosystem. Thus, the budget must be divided according to the type of content to be created. It is possible to distribute on various media platforms, including television media, social media, delivery, e-commerce, and entertainment. We must therefore adjust our work to the changing environment."

Thai government policy in 2024 focuses on promoting cultural influences, eating, and drinking habits, lifestyles, or beliefs. Presented in the media or in various forms to persuade people around the world to pay more attention to Thailand, or what is known as "Thailand Soft Power". A cultural dimension of the project is to promote, support, and develop the film and video (Film) industry, such as advertising products, cultures, and local traditions through advertising firms. In 2024, the Royal Thai Government will implement the said policy as part of its five-year strategic plan to promote the film and video industry. Advertising firm entrepreneurs are therefore one of the target industries for promotion and funding assistance. Tax measures and marketing promotions. Studies on past advertising firm operators primarily focused on inspection, supervision, and adaptation issues. The analysis of audience behavior, the development of creative styles, and the promotion of brand awareness through commercials (Chaisuwan, 2017; Liu & Pang, 2018; Daosue & Wanarat, 2019).

Accordingly, the researcher is interested in studying the supply chain management of entrepreneurs in the advertising firm production industry in Thailand to determine what factors contribute to success and the design of effective management models. The goal is to serve as a valuable source of information for entrepreneurs who are developing strategies for management based on organizational structure. Analyzing the organization's performance in the advertising firm production sector, including coordination and cooperation with other external agencies, both public and private. In this way, the management potential of entrepreneurs in the advertising film industry will be enhanced.

2. Literature review

This study aims to provide a comprehensive review of relevant theoretical concepts as well as empirical research in this area. Identifying research gaps for the purpose of using them as variables in research studies.

2.1 Integrated marketing communication (IMC)

American Association of Advertising Agencies (AAI) defines integrated marketing communications as a tool-based strategy. Communication includes advertising, public relations, and marketing. A variety of methods will be used for promotion and public relations to maximize efficiency by blending. IMC combines several marketing communication tools. According to Kotler et al. (2001), IMC involves the use of various communication methods to convey clear, consistent information. To reach potential customers, and use traditional media, such as radio, television, and print. In the same direction as Etzel et al. (2007) said that IMC is a tool in marketing involving advertising consisting of news about the organization as well as promotion of products, services, or ideas to attract customers. Customers, employees, and stakeholders with whom we are targeting. Manufacturers and distributors advertise both inside and outside of their organizations. It is the distributor's responsibility to pay for advertising. It is intended that the advertising strategy will consist of creative advertising, personal selling, sales promotion, public relations, and direct response marketing (Ezekiel, 2012; Asemah, 2012). There has been research in the past that indicates that IMC is important. Promotions should have consistent messages. Two-way communication is increasingly common in marketing, almost like a conversation between company and customer. A marketing strategy prepares and helps consumers acquire products they want. Among the marketing mix are product design,

packaging, pricing, product demonstrations, ads, and more. Studies show that marketing messages can be difficult to integrate across social media outlets. IMC is an extension of strategic writing. A document's message should be on-strategy when it is written strategically. This philosophy extends to all related messages, ensuring that a variety of coordinated communications will send the same message. (Ezekiel, 2012; Ali et al., 2017; Muna, 2020). Research from advertising media producers has been lacking in past studies, and factors and elements necessary for entrepreneurs to use as a model for operations. Thus, the focus of this study is on the study of such issues.

2.2 Entrepreneurial (ENTR)

An entrepreneur using limited resources to determine how to create new products or services in order to sell products and services is an individual who strives to find opportunities and uses limited resources to improve. Setting up a business and managing it by accepting risks to achieve results is the process. Profits and support for established businesses over the long term. The entrepreneur plays a leadership role in an organization and has decision-making power. Entrepreneurial factors include proactive work and management independence as part of the decision-making process. Risks associated with innovation and competitiveness (Dess et al., 2005). Studies have shown that entrepreneurship and leadership are key characteristics that cannot be separated from each other and must be regarded as complementary and interdependent traits. The basis for the study of Harrison & Leitch (1994) found that a closer relationship between entrepreneurship research and leadership studies is justified in several respects. In both fields, team-based approaches have become increasingly important as have changes in the nature and understanding of business organizations. Combined, these elements enable a reevaluation of the role and content of entrepreneurship education and development, providing a renewed and refocused approach to management education and development. Lajin et al. (2015) found that three elements of entrepreneurial orientation (risk-taking, proactiveness, and competitive aggressiveness) positively influence academic achievement, while the other elements (autonomy and innovativeness) do not. In the same direction the study of Mehta (2020) showed the significant impact of leadership styles on corporate entrepreneurship and factors that promote it. Corporate entrepreneurship is more strongly influenced by positive leadership traits. Considering the importance of entrepreneurship in past research, it was inevitable to include it in this study.

2.3 Management process (POSDCORB Strategy)

A classic management model that is still used in service organizations is the POSDCORB was developed after World War II by academics evaluating past management errors. The 7 roles and responsibilities of executives or POSDCORB that are important tools for executives were proposed by Luther Gulick and Lindal Ervig in 1937, the references in Leavitt (2013). Applied organizational change in industry: Structural, technological, and humanistic approaches. Assistant of planning, organization, staffing, directing, coordinating, reporting, and budgeting. Historically, the POSDCORB strategy has been used in a variety of studies, which have confirmed that it is still valid today and has been validated by numerous studies (Stroh et al., 2001). The study aims to test the perspective of the advertising media production industry as well, which is the purpose of this study. Increase the efficiency of the supply chain to produce advertising media by enhancing the supply chain. Even though relatively few studies have been conducted on this topic in this industry, this is the first of a few studies that have been conducted about this topic.

2.4 Competition force (5FM)

It is most definitely true that the advertising media production business today is extremely competitive. From existing entrepreneurs, newcomers and digital disruptive. Thus, it cannot be denied that the concept of analyzing the competitive environment of an industry and implementing Porter's "Five Forces on Competitive Strategy and Management" is essential for this study. The study of Grover (2023) found that advertising and marketing has undergone a digital transformation, allowing corporations to reach their target audiences in new and innovative ways. Digital technology brings challenges and risks, but the benefits outweigh any negative effects. Digital transformation is essential for corporations to remain competitive and to provide a positive experience to customers. According to this research, entrepreneurs must adapt and adjust their strategies in order to succeed. It is important to stay on top of the situation where there is intense competition from the factors listed above. In addition, the study of Melović et al. (2020) found a manager's perception of the cost-effectiveness of digital marketing was influenced by the period in which digital marketing was used, the way performance was measured, and the choice of digital marketing instruments. Most used forms of digital marketing in the market under analysis were social networks and Google Analytics for measuring their effectiveness. Additionally, the more a company relies on digital marketing in its business, the greater its impact on brand positioning and promotion will be. Raimundo and Domingues (2021) studied the model of the Five Competitive Forces on Portuguese Electricity Market and found that Due to the high investment and regulatory requirements, entry into this sector is extremely difficult. Since the sector is concentrated upon five major companies, their bargaining power is high, and since there are few substitutes, the bargaining power of buyers is low, contributing to inefficiency. Researchers have clearly demonstrated that pressure from competitors and other business factors affect entrepreneurs. Therefore, in this study, the researcher has developed a model that is suitable for the advertising production industry from the standpoint of these five issues.

3. Framework and hypotheses

3.1 Integrated marketing communication

Communication, marketing promotions, advertising, and direct marketing are the variables that are included in the IMC study. In the advertising industry, this is a significant economic variable that has a profound effect on the business of producing advertising films. According to Aggarwal (2018), IMC has been increasingly used by entrepreneurs in both the manufacturing and service sectors. Therefore, hypothesis 1 can be stated as follows.

H₁: *The IMC has a positive effect on the entrepreneurial.*

3.2 Entrepreneurial

An entrepreneurial factor is the ability to work proactively and make decisions independently as part of the decision-making process. Risks associated with innovation and competitiveness. Entrepreneurs have the following component variables: Cognitive and personality factors including self-efficacy, individual attitudes, a desire for achievement, and behavioral control, entrepreneurial knowledge and various cognitive and non-cognitive skills, educational factors, contextual factors, environmental factors, psychological factors, and personality factors (Hesterly & Barney, 2014; Maheshwari & Arokiasamy, 2023). Regarding the above discussion, it is suggested that:

H₂: *Entrepreneurs have a positive influence on the advertising firm production industry.*

3.3 Management process

It has been well established in previous studies that POSDCORB strategy models are influenced by these variables throughout the entire business operation. These variables include planning, organization, staffing, directing, coordinating, reporting, and budgeting (Kankaew, 2020; Egwu et al., 2021; Khit, 2023; Wadhwa et al., 2023). Therefore,

H₃: *Entrepreneurs are positively influenced by management processes.*

3.4 Competition force

The study of Omsa et al. (2017), found that the main competition pressures are 1) the bargaining power of clients (Buyers Power, 2) the bargaining power of production factor suppliers (Supplier Power) and 3) the threat of competitors. Considering this, hypothesis 4 can be stated as follows:

H₄: *Advertising firm production is influenced positively by competitive pressure.*

To achieve the above research hypothesis, a research framework can be developed as shown in Fig. 1.

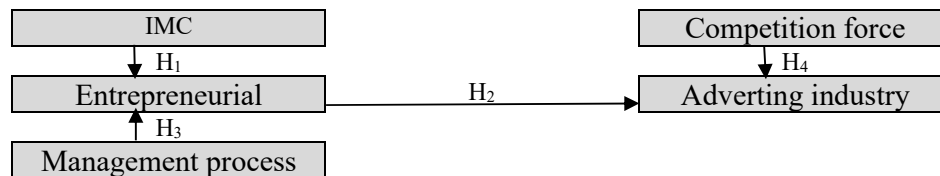


Fig. 1: Research Framework; source: author, 2024

4. Methodology

4.1 Data and sample collection

The population used in this study is composed of individuals who work in fields related to the production of advertising firms. Business type is assigned to companies engaged in the production of films and videos. Currently, 1,438 companies are operating in Bangkok (Department of Business Development Ministry of Commerce, 2023), and the sample group includes people working in fields related to advertising film production. Purposive sampling was conducted among 310 still operating companies. Data was collected through an online survey.

4.2 A statistical analysis of data.

A combination of inferential statistics and confirmatory factor analysis is performed. An SEM (System Equation Model) helps identify the root causes of the problem. This index is used to assess the harmony between the research model and the empirical data (Assessment of Model Fit) including Chi-Square indexes, CMIN/df., CFIs, GFIs, IFIs, NFIs, AGFIs, RMSEA and RMRs to assess the model's consistency.

4.3 Analyzing measurement models.

The instruments used in the study were evaluated by selecting questions with an IOC value greater than 0.50 (Drost, 2011) and analyzing their reliability. A confidence value (reliability) can be calculated from the test results by finding the Cronbach

alpha coefficient (Alpha's Coefficient). The questionnaire has been given a confidence value of greater than 0.70 (Considine, 2005). A confidence level of 0.965 was determined using this questionnaire, which is considered reliable.

5. Result

5.1 Validation of model suitability

According to component analysis, the overall management model for Thai advertising firm producers is Integrated Marketing Communications (IMC), Entrepreneurial, and Management Process. The coefficient weights of Competitive Forces and the advertising film production industry (Advertising Industry) are greater than 0.40. The measurement model has validity if it has error values between 0.10–0.20, multiple correlation coefficients (R^2) between 26.0%–51.0%, and average variance extracted (AVE) between 0.510–0.744 greater than 0.50. For the observed variables and latent variables to confirmatory component models to be good convergence, the total reliability (CR) must be greater than 0.60 with good unity of variables. After adjusting and eliminating all of them with high discriminant accuracy, a management model for entrepreneurs in the Thai film production industry. Measurement values have discriminant validity in the results. The latent variables that meet the criteria can be imported into the structural equation modeling model if they are united. The statistical significance of the result is 0.001, as shown in Table 1.

Table 1

Loading factors, variances, and reliability.

Aspects of dimension and indication	α	λ	AVE	CR
Integrated Marketing Communication (IMC)			0.744	0.920
Communication	0.710	0.979		
Direct marketing	0.823	0.915		
Promotion	0.735	0.799		
Advertising	0.722	0.737		
Management Process			0.510	0.884
Planning	0.821	0.837		
Organizing	0.799	0.923		
Staffing	0.814	0.775		
Competitive Force			0.726	0.839
Buyer power	0.859	0.740		
Supplier power	0.822	0.951		
Entrepreneurial	0.733		0.522	0.743
work proactive and make decisions		0.702		
Advertising industry	0.714		0.510	0.702
Productivity		0.540		
Sustainability		0.571		

5.2 Structural model results and hypothesis evaluation.

Results of an analysis of management models for entrepreneurs in the advertising film production industry in Thailand. An analysis of IMC, Management Process, Entrepreneurial, Competitive Forces, and Advertising Industry Performance is conducted. Following the data, they appear to be accurate. A good set of empirical results has been obtained. This model is consistent with the empirical data with a statistical significance of 0.05. The Chi-Square value is 432.496, the df is 281, the CFI is 0.914, the GFI is 0.906, the RMSEA is 0.027, and the significant value is $0.102 < 0.05$. The recommended CMIN/df is 1.539 following the concepts proposed by Hu & Benter (1999), Rigdon (1996), Hair et al. (2019). Figure 2 illustrates the structural equation image obtained from the analysis.

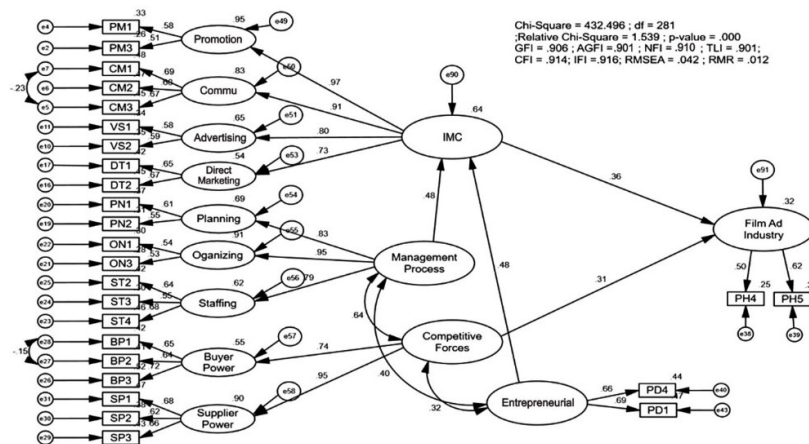


Fig. 2. The Structural equation Model

Table 2 summarizes the results of the hypothesis testing for supply chain service in the advertising industry in Thailand. Hypotheses can be summarized based on the results of the test. The IMC has a positive effect on the entrepreneurial (H1; $\beta = 0.36$), Entrepreneurial have a positive influence on the advertising firm production industry (H2; $\beta = 0.48$, Entrepreneurial are significantly influenced by management processes (H3; $\beta = 0.48$), Advertising firm production is highly influenced by competitive pressure (H4; $\beta = 0.31$). The p-value for all hypotheses is greater than 0.01 and the t-value is more than 1.96 in all hypothesis tests, which are consistent with theory.

Table 3

Fitting effects of structural equation models.

Hypothesis	β value	t-value	p-value	R ²	Overall
H ₁	0.36	2.94	0.000*	33%	Accepted
H ₂	0.48	4.66	0.000	64%	Accepted
H ₃	0.48	4.67	0.000***	64%	Accepted
H ₄	0.31	2.52	0.000*	33%	Accepted

For this research, the following criteria are used for accepting or rejecting hypotheses indicating that P value < 0.001. If P < 0.05 that means an accepted hypothesis.

6. Discussion

It was determined that the purpose of the study was to investigate supply chain management in the advertising industry. Listed below is a summary of the research objectives related to the following topic as well as a discussion of the findings.

A significant positive effect of the IMC on entrepreneurial potential was observed at a level of 0.001. This illustrates the importance of integrated marketing communication within an advertising agency. Communication, direct marketing, promotion, and advertising are all components of this process. Direct marketing plays a significant role in the implementation of management processes at IMC. There are still other variables that are important for IMC strategies in the advertising industry. Even though this research is consistent with a study conducted by Etzel et al. (2007), Ezekiel, 2012; Ali et al., 2017, and Muna, 2020, IMC is a marketing tool in which advertising consists of both news about the organization and promotion of products, services, or ideas. The customers, employees, and stakeholders we are targeting. Additionally, like Butkouskaya (2021) study the performance of the customer influences the outcome of the IMC on the market and the profitability of the company. There are a variety of roles for customer performance in firms of various sizes and small and medium-sized enterprises (SMEs) operating in both developed and developing economies. These empirical findings have led entrepreneurs to believe that they must implement them to remain competitive and sustainable in the advertising industry. A further important test of this research is to determine whether entrepreneurs have a positive influence on the advertising firm production industry. In empirical studies, it has been demonstrated that entrepreneurial elements have a significant influence on the advertising industry. A particular emphasis should be placed on the factors of proactive work and making decisions. Consequently, to apply the knowledge gained during this time to entrepreneurial business, one must learn and create an awareness of the need to prepare oneself to maintain good operating results to maintain sustainability. As a result of these findings, we agree with the findings of Dess et al., 2005, which found that in addition to being complementary and interdependent characteristics, entrepreneurship and leadership are equally important. As organizations' nature and understanding have changed, team-based approaches have become increasingly important in both fields. Together, these factors contribute to a re-evaluation of the role and content of entrepreneurship education and development, which provides a renewed and refocused approach to education and development in management. Leadership in an organization has an impact on the organization's image, customer retention, and customer confidence. For this reason, entrepreneurial factors are extremely important in the advertising industry's supply chain.

It was also found that entrepreneurs are positively influenced by management processes in this study. It has been found through empirical research that the organizational factors of the POSCD model in Planning, Organizing, Staffing continues to have a significant impact on entrepreneurs in the advertising industry. Even though the original discovery of this model was made a long time ago, it is still a classic and can be used very effectively in business management. It appears that this discovery is in the same direction as previous discoveries related to Sanrach and Silpjaru (2020) found that POSDCORB model is the key to entrepreneurs' success is the ability to manage their businesses effectively. We will examine the impact of competitive pressure on the production of advertising firms as a final analysis in this study. This empirical study concluded that competitive pressure factors in the dimensions of *Buyer power* and *Supplier power* have a significant direct impact on the advertising firm. As a result of the study of Mugo (2020), according to the study, mobile phone providers in the Kenyan Telecommunication industry have bargaining power. This industry's suppliers have formed associations to negotiate prices. Studies have shown that mobile phone providers put a lot of effort into providing customers with protection and incentives to stick with their respective networks. The sample of study has a loyalty program that is easy and seamless to use. Customers can redeem airtime, data bundles and handsets at discounted prices. This retention strategy helps keep customers on the network. According to the Jamaludin (2021) study competitive advantage is positively related to company performance. It is also imperative from the researcher's viewpoint to create a competitive advantage in the operations and sustainability of the organization. This includes strategy, budget, costs, and resources. It follows that if entrepreneurs in the

industry can create a competitive advantage, most certainly, this will result in their company becoming a preferred choice of customers in the future by creating a competitive advantage.

7. Conclusion

Study of the supply chain of service businesses from the perspective of the advertising industry in Thailand. It is necessary to consider factors that affect the business, including marketing and communication factors. An entrepreneurial mindset consists of elements of communication, advertising, direct marketing, and promotion, as well as an ability to work proactively and make decisions based on various characteristics. The management process consists of important variables, such as arranging the people to work (Staffing), planning and organizing, and basic pressure factors from competition, which are referred to as competitive forces, which are composed of the bargaining power of customers (Buyers Power) as well as the bargaining power of suppliers of production factors (Suppliers Power), as well as the factors of the Thai Film Advertising firm that is the structure of the film production industry. A production house (an advertising firm) is a very important element that entrepreneurs must consider when starting a business and to use it as a guideline to determine the appropriate management structure for the company. The choice of what strategic model is most appropriate for the business depends largely on the vision and leadership of the company. In addition, the experience of that individual should be considered. Consequently, entrepreneurs must learn to create sustainable competition within an industry. The cost of new knowledge must be increased, and technology must be adapted to rapid changes. Ensure that you are keeping up with the latest trends.

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