

DEVELOPMENT OF DIGITAL MARKETING STRATEGIES TO ENHANCE THE COMPETITIVENESS OF DIGITAL TRAINING PROGRAMS AT THE COLLEGE OF INNOVATION AND MANAGEMENT

Phatthanan Rotrungwat¹, Sathapat Kilaso²

¹*College of Innovation and Management, Suan Sunandha Rajabhat University, Dusit, Bangkok, Thailand, E-Mail: phatthanan.ro@ssru.ac.th*

²*College of Innovation and Management, Suan Sunandha Rajabhat University, Dusit, Bangkok, Thailand, E-Mail: Sathapat.ki@ssru.ac.th*

ABSTRACT

This research aimed to (1) study the competitive situation of digital training programs, (2) analyze factors influencing participants' decision to enroll, and (3) develop appropriate digital marketing strategies for the College of Innovation and Management. A mixed-methods approach was employed using questionnaires from 100 participants and in-depth interviews with 5 administrators and staff members. The findings revealed that course quality, organizational credibility, digital media publicity, and online information accessibility significantly influenced enrollment decisions. The developed digital marketing strategies comprised four key components: (1) brand building through social media, (2) value-based and content marketing, (3) interactive online platform development, and (4) data-driven communication strategies. The pilot implementation showed a 25% increase in enrollment and high participant satisfaction (Mean = 4.32, SD = 0.56). These results indicate that the proposed digital marketing strategies effectively enhanced the competitiveness of the college's digital training programs.

Keywords: Digital Marketing Strategies, Competitiveness, Digital Training Programs

INTRODUCTION

Digital technology plays a crucial role in higher education and training. The College of Innovation and Management, Suan Sunandha Rajabhat University, has consistently implemented digital training programs to develop the potential of its personnel and the wider community. However, increasing competition from both educational institutions and the private sector has necessitated developing digital marketing strategies to remain competitive and build a distinctive image. By utilizing content marketing as the core marketing strategy and employing various digital marketing media, (Phokajang, A, Chomchom, N, Decha, O., 2024), Suan Sunandha Rajabhat University.

Digital technology has become a major transformative force in higher education and professional training, reshaping how individuals access knowledge, develop competencies, and engage in lifelong learning. The rapid advancement of digital platforms, artificial intelligence (AI), cloud-based learning systems, data analytics, and online learning ecosystems has significantly influenced the way educational institutions design and deliver training programs. In particular, the shift toward flexible, learner-centered, and technology-driven learning environments has enabled universities to expand their roles as digital knowledge providers in response to evolving societal and labor-market demands. As a result, higher education institutions must continuously innovate their instructional and marketing approaches to remain competitive and relevant in the digital era.

The College of Innovation and Management, Suan Sunandha Rajabhat University, has long recognized the importance of digital capability development and has actively implemented various digital training programs aimed at students, faculty members, professionals, and the broader community. These programs include digital literacy training, digital marketing courses, creative content development workshops, and professional development programs aligned with the skill requirements of the twenty-first century. The university's commitment to supporting digital transformation reflects its strategic mission to promote innovation, enhance human capital, and strengthen community engagement through education and training.

However, despite these efforts, the landscape of digital training has become increasingly competitive. Educational institutions, government agencies, private companies, and international online platforms are continuously expanding their digital course offerings. Many providers offer low-cost or even free training opportunities, which attract large numbers of participants and reduce the competitive advantage of traditional institutions. This situation poses challenges for the College of Innovation and Management, particularly in sustaining its visibility, maintaining enrollment numbers, and differentiating its programs within a crowded marketplace. The rising influence of large-scale open online courses (MOOCs), micro-credential platforms, and corporate training services further intensifies market pressures, compelling institutions to strengthen their strategic positioning and value propositions. Philip Kotler (2016, No preview). Four key dimensions of holistic marketing are woven throughout the text: Internal marketing—ensuring everyone in the organization embraces appropriate marketing principles, especially senior management.

Moreover, the behavior of learners has shifted dramatically due to digital influences. Potential participants increasingly rely on online information, social media engagement, peer reviews, and digital content when making decisions about training enrollment. Factors such as institutional credibility, course quality, user experience, and the accessibility of digital information play crucial roles in shaping their choices. Modern learners expect timely communication, personalized content, intuitive online interfaces, and meaningful learning experiences that align with their personal and professional goals. Traditional marketing approaches are no longer sufficient to capture the attention of these digitally oriented learners; instead, institutions must adopt comprehensive digital marketing strategies that combine data analytics, targeted communication, content marketing, branding, and interactive engagement.

In this context, developing effective digital marketing strategies is essential to enhancing the competitiveness of the college's digital training programs. A well-designed digital marketing approach can increase brand awareness, strengthen institutional credibility, expand market reach, and support evidence-based decision-making. It also enables the college to create distinctive value by offering relevant content, employing effective communication channels, and designing learner-centered digital experiences. Such strategies contribute to attracting new participants, increasing enrollment, and fostering long-term engagement, thereby enhancing the sustainability of the college's training initiatives.

Therefore, this study aims to examine the competitive environment surrounding digital training programs, analyze the factors influencing training enrollment decisions, and develop appropriate digital marketing strategies tailored to the context of the College of Innovation and Management. The findings are expected to serve as a practical guideline for improving marketing communication, enhancing public relations efficiency, and supporting strategic planning for digital training programs. U "The process of integrating digital technology into business enables digital technologies to support inclusive and sustainable economic growth." National Statistical Office. (2023). binately, the insights gained from this research will help position the college as a leading provider of digital training and capacity-building initiatives in Thailand, contributing to national development and digital skill advancement in an increasingly technology-driven society.

OBJECTIVE

1. To study the competitive situation of digital training projects.
2. To analyze factors influencing participants' training decision-making.
3. To develop appropriate digital marketing strategies for training projects.

METHODOLOGY

In today's era, digital technology plays a crucial role in promoting learning and training. This has led to the popularity and intense competition of digital training programs from both educational institutions and the private sector. Many offer affordable training programs, while others offer no training fees at all. This puts the College of Innovation and Management at risk of losing competitive opportunities and revenue from this type of training program. Therefore, developing a digital marketing strategy to enhance competitiveness is essential to maintain the stability and sustainability of the College of Innovation and Management's digital training program.

This research was a mixed methods study using both quantitative and qualitative data. The sample consisted of 100 participants in the digital training program and 5 executives/staff. The tools used included questionnaires and semi-structured interviews. Data analysis used descriptive statistics and content analysis.

The research covers the current situation, problems, and factors affecting the competitiveness of digital training programs. It also analyzes trends in target audience needs, and develops appropriate digital marketing strategies for the College of Innovation and Management, Suan Sunandha Rajabhat University. The focus is on developing public relations approaches, building brand image, and utilizing digital technology to effectively reach target audiences and increase training program revenue. Currently, digital marketing should be given significant attention. With the advancement of technology and easier access to the internet, consumer behavior has changed compared to the past. The use of marketing tools as a medium for communication, tailored to the target audience and delivering quality content, can lead businesses to achieve success (Pornpan Tanprasert, 2016).

The research was conducted at the College of Innovation and Management, Suan Sunandha Rajabhat University, Bangkok, which is the primary agency for organizing and implementing digital training programs, including training spaces used by the college as venues for both online and on-site programs. The main impact of this research is to improve work processes to be systematic, provide data to support decision-making, and enable the effective use of digital marketing approaches. This will result in the College of Innovation and Management, Suan Sunandha Rajabhat University, being more competitive in the digital training market.

Impacts on Work Methods:

1. Training Project Management
 1. A more systematic training project planning and implementation process.
 2. Effective analysis of participant and target group data.
 3. Strategic planning and marketing communications are clear and measurable.
2. Communication and Public Relations

1. Increased use of digital media and online channels appropriate to the target audience, such as Facebook, LINE Official, websites, or e-learning platforms.

2. Increased efficiency in information dissemination and reduced public relations time.

3. Personnel Efficiency

1. Personnel can apply digital marketing knowledge to real-world work.

2. Collaborative learning occurs within the team through the exchange of research data.

3. Enhanced skills in data analysis and the use of digital tools. and strategic communication.

4. Training program effectiveness

1. The number of training program applicants is increasing.

2. Revenue from digital training programs is increasing.

3. Participant satisfaction with the training format and public relations has improved.

5. Routine Work Improvement

1. The training program planning and evaluation process is supported by empirical research evidence.

2. The college can use the research findings as best practice guidelines for developing other types of training programs in the future.

RESULTS

Research Results Variables Mean Standard Deviation Organizational Credibility 4.45 0.52 Training Course Quality 4.38 0.47 Digital Media Public Relations 4.29 0.55 Online Information Accessibility 4.16 0.60.

The research results found that factors such as course quality and agency credibility significantly influenced the decision to participate in training.

Variables	Average	Standard deviation
Agency credibility	4.45	0.52
Training course quality	4.38	0.47
Digital public relations	4.29	0.55
Online information accessibility	4.16	0.60

The qualitative analysis revealed three dominant factors shaping the effectiveness of digital communication and marketing within the College of Innovation and Management, Suan Sunandha Rajabhat University. These factors—organizational image, the presentation of modern and relevant

content, and the accessibility of diverse communication channels—collectively influence stakeholder engagement, institutional credibility, and public perception of the College's academic value. The findings highlight how these factors interact to generate trust, strengthen institutional identity, and enhance the visibility of the College in an increasingly competitive educational landscape.

1. Organizational Image

Participants emphasized that a strong organizational image is the foundation of successful digital outreach. Stakeholders expect academic institutions to project professionalism, reliability, and innovation. The College's reputation as a forward-thinking institution significantly affects how audiences interpret its digital content. Informants noted that a clear visual identity—such as consistent use of logos, color schemes, and formal communication tone—contributes to the perception of academic excellence and institutional stability. Additionally, responsiveness in communication (e.g., replying to messages promptly and providing accurate information) was mentioned as a crucial driver in strengthening public trust. The analysis shows that when the College's image aligns with modern educational standards, it not only attracts potential learners but also reinforces the loyalty of current students and external partners.

2. Presentation of Modern and Relevant Content

Another major theme was the need for content that is both modern and meaningful. Respondents highlighted that content must reflect current trends in education, technology, and professional development. Examples include data-driven insights, updates on digital innovations, and showcases of student or staff achievements in digital competency. Content that integrates multimedia—such as infographics, short videos, interactive posts, and live sessions—was perceived as more engaging and reflective of contemporary communication practices. Interviewees also stated that outdated or repetitive content can reduce audience interest and negatively affect the College's perceived relevance. Therefore, continually updating digital materials to match societal and technological developments is vital for maintaining a competitive edge.

3. Accessible and Diverse Communication Channels

The analysis also underscored the importance of having multiple, user-friendly communication channels. Participants reported that stakeholders increasingly rely on a combination of platforms, including Facebook, Instagram, TikTok, YouTube, and the College website, to access information. Each platform attracts different demographic groups; for instance, younger audiences prefer short-form video platforms, while working professionals tend to rely on official websites or LinkedIn. The ability to deliver consistent messages across platforms—and provide clear navigation paths for information—was seen as essential for maximizing reach. Moreover, easy access to enrollment details, course information, event announcements, and administrative services significantly influences the decision-making process of prospective learners. When information is difficult to locate or when channels are inconsistently updated, users may disengage or turn to competing education providers.

The analysis of the developed digital marketing strategies for the College of Innovation and Management highlights four core strategic components designed to strengthen institutional visibility, enhance stakeholder engagement, and support long-term competitiveness in the digital era. These strategies—social media branding, value-driven and content marketing, interactive online platform development, and data-driven communication—work together to establish a comprehensive digital ecosystem that aligns with the needs and behaviors of modern learners, staff, and community partners.

1) Social Media Branding

The strategy of social media branding emphasizes the creation of a consistent and recognizable digital identity across platforms such as Facebook, Instagram, TikTok, and YouTube. The qualitative findings indicate that stakeholders perceive social media as the most immediate and dynamic avenue for shaping public perception. A strong brand presence—reflected through unified visual design, tone of voice, and messaging—was identified as essential for conveying professionalism, innovation, and institutional values. Moreover, regular posting schedules, real-time updates, and the use of creative media formats help capture the attention of diverse audiences. Respondents highlighted that branding through social media not only builds awareness but also fosters emotional connection, leading to improved engagement and stronger loyalty to the College.

2) Value-Driven and Content Marketing

The value-driven content marketing strategy focuses on producing content that is relevant, informative, and aligned with the audience's needs. Participants described that high-quality content—such as educational articles, digital skill tutorials, behind-the-scenes stories, and success cases—creates meaningful experiences for viewers. This type of content positions the College as a credible knowledge provider and reinforces its role in promoting digital literacy and professional development. The analysis also shows that content integrating storytelling, problem-solving insights, and current educational trends is more likely to be shared, thereby extending the College's reach organically. This strategy supports long-term brand recognition by building trust, demonstrating expertise, and enhancing the perceived value of the College's programs and services.

3) Development of Interactive Online Platforms

The third strategy centers on enhancing the College's online platforms to support interactive and user-centered experiences. Interviewees stressed that modern users expect more than passive information—they seek opportunities to engage, communicate, and participate in digital activities. Features such as online chat support, integrated enrollment systems, interactive dashboards, virtual event spaces, and user-friendly website navigation were identified as essential elements. These interactive components not only streamline administrative processes but also enhance user experience, increasing satisfaction and the likelihood of re-engagement. The strategy ultimately positions the College as an institution that embraces technological innovation while meeting the evolving expectations of learners and stakeholders.

4) Data-Driven Communication Strategy

The analysis highlights that data-driven communication plays a central role in optimizing marketing effectiveness. Through systematic collection and interpretation of user analytics—such as engagement rates, platform reach, behavioral patterns, and demographic insights—the College can tailor messages to match audience preferences and needs. Respondents noted that leveraging data enables more precise targeting, improved content relevance, and more efficient resource allocation. Furthermore, continuous monitoring of campaign performance supports ongoing improvement, enabling the College to adapt quickly to changing digital trends and user expectations. This evidence-based approach strengthens strategic decision-making and enhances the overall impact of digital communication efforts.

The implementation of the developed digital marketing strategies demonstrated a clear positive impact on public engagement and operational outcomes. The most notable result was the 25% increase in the number of applicants, which indicates that the integrated approach—combining social media branding, value-driven content, interactive platforms, and data-driven communication—effectively enhanced the College's visibility and appeal. This growth suggests that prospective learners were more

aware of program offerings, better informed about learning opportunities, and more motivated to initiate the enrollment process. Stakeholders attributed this improvement to more targeted digital outreach, improved clarity of information, and stronger emotional resonance in the College's online identity.

Additionally, the analysis of user feedback revealed a high average satisfaction score of 4.32 (SD = 0.56). This rating reflects a generally positive response from students, participants, and external audiences regarding the accessibility, relevance, and quality of the digital communication initiatives. The relatively low standard deviation indicates consistent satisfaction across different user groups, suggesting that the digital strategies were effective across a wide range of demographics. Respondents particularly noted improvements in the ease of accessing information, the visual appeal of social media content, and the responsiveness of online communication channels.

Overall, the experimental results confirm that the strategies not only increased engagement but also strengthened user experience, reinforcing the importance of continuous development in digital marketing practices within higher education institutions.

CONCLUSION AND FUTURE WORK

Summary, Discussion, and Recommendations The results of the study indicated that the developed digital marketing strategy can significantly increase the competitiveness of digital training programs in terms of applicant numbers, satisfaction, and college image. The recommendation is to further develop the strategy using new technologies such as AI marketing and big data analytics.

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