STP Plus C Strategy Superior Marketing Strategies for Online Service Businesses

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Abstract

Currently, the development of marketing strategies, consisting of segmentation, targeting, and positioning, is being adjusted to the customization of online service businesses in Thailand. This research aims to develop a segmentation strategy, targeting, and positioning to increase the efficiency of service businesses in the online world and analyze the confirmatory factor of a segmentation strategy, targeting, and positioning to increase the efficiency of service businesses in the online world. This study is mixed research, collecting and analyzing both quantitative and qualitative data. The data analysis for this research uses confirmatory factor analysis theory (CFA) to summarize branding strategies for 800 online food businesses in Thailand, and the Fuzzy Set Theory to analyze qualitative research data from a group of 19 expert opinion questionnaires. The researcher found that the model for the development of marketing strategy for online service businesses in Thailand, consisting of segmentation (SM), targeting (TG), positioning (PN), and customization (CM), is consistent with the empirical weighting factor with the highest value. The values are as follows: Segmentation (SM) = 0.99, Customization (CM) = 0.98, Targeting (TG) = 0.97, and Positioning (PN) = 0.88. Therefore, future marketing strategies should consider customer needs for positioning with customization and generating profits for the business, as this is the most effective marketing strategy. The findings of this research have important implications for online service businesses in Thailand, as they provide a framework for developing effective marketing segmentation strategies, targeting, and positioning.

Keywords: *Causal Relationship Model, Marketing Segmentation Strategy, Targeting Strategy, Positioning Strategy, Online Service Businesses.*

Introduction

Online service business has played an increasing role in the current economy. Businesses like Amazon (Peprah, A. A., Giachetti, C., Larsen, M. M., and Rajwani, T. S., 2022) and Alibaba (Ali, R., Wahyu, F. R., M., Darinawan, D., Retrowati, E., and Lestari, U. P., 2022) have become the world's largest companies with the sales value growing with a quantum leap. It also created a phenomenon with a value of as high as one trillion baht within 24 hours on the day of sales promotional activities, such as marketing promotions that occur in Thailand such as 11.11 or 12.12 (Islamiyah, N., Hidayati, N., and Rizal, M., 2020) based on the month and day used for marketing activities. An example of a concrete application of marketing strategies for online service businesses is personalized marketing based on customer segmentation. For instance, an online food delivery service in Thailand can use customer data, such as past orders, location, and preferred cuisine, to segment their market and target specific customer groups with personalized marketing messages and promotions. This can help to increase customer engagement and loyalty while driving sales. Another example is the use of social media advertising to target specific groups of customers. For instance, an online fashion retailer can use social media platforms to target customers based on their demographic characteristics, interests, and behavioral patterns. This can help them reach a wider audience and increase their brand awareness while driving down their sales.

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Continuous development is a revolution in information-related communications using information technology (Information Communication Technology: ICT). As a result, the number of Internet users around the world continues to increase. In addition, currently, mobile phones or Smart Phones have become an important part of almost everyone's daily life (John, B., McCreary, C., and Roberts, A. 2022). This includes more international network connectivity and lower connection costs (Bhatti, A., Akram, H., Basit, H. M., Khan, A. U., Raza, S. M. and Naqyi, M. B., 2020) contributing to the unrestricted international transaction as globalization and growing continuously. Such changes will inevitably affect the existing players in the business sector. As a result, businesses that cannot adapt may have to leave the market (Kihombo, S., Vaseer, A. I., Ahmed, Z., Chen, S., Kirikkaleli, D., and Adebayo, T. S. (2022). While some businesses need to accelerate changes turbocharged to survive. The method of adaptation may vary depending on the nature or suitability of the business. This explains the adjustment approach of the business sector, the researcher would like to start with the foreign experience that happened after the online service business played an important role in the market and the economy. Online business is the act of trading and providing services through the online system with the website as a medium. Currently, Thailand has a population of 69.24 million, of which 57 million have access to the Internet (Liao, S. H., Widowati, R., and Puttong, P. 2022). 55 million people are divided into groups that regularly use the Internet via mobile phones. Although some people have complained about slow internet and some dropouts, on average, Thais use the internet for up to 9 hours and 11 minutes a day, and 90% of all Thais use the internet every day.

In addition, the Ministry of Digital has compiled data on the top 10 online activities that grow during the Covid-19 period, which shows that buying goods and services online has the highest growth rate in many rankings, for example, No.5: Online medical consultation and services, No.7: Online food ordering, and No.10: Online food and beverage sales (Ministry of Digital, 2021). When the growth of online business is very high, the competition is also high. Therefore, for the survival of the business, one well-established tool is the marketing segmentation strategy, targeting strategy, and positioning marketing strategy (Segmentation Targeting Positioning Marketing Strategy: STP Marketing Strategy) (Moutinho, L., 2000). Many business entrepreneurs still lack knowledge and cannot online marketing under this strategic concept of STP Marketing, due to the behavior of trade, sales, advertising, and public relations in the past that often rely on advertising media in the form of books, radio, telephone, and billboards (Gao, P., and Zhao, L., 2022). Online marketing under the STP Marketing strategy requires the use of the Internet. It is an important part of public relations. When it comes to the Internet, it is important for advertising and public relations compared to other public relations, the efficiency of STP Marketing combined with the Internet system can reach customers around the world. The most important is the price per advertising unit compared to other types of PR (Queiroz, M., Tallon, P. P., Coltman, T., and Sharma, R. 2022), which has the cheapest rates for marketing in modern times.

For that reason, therefore, it is an important source of this research. The researcher has set objectives for analyzing the business entrepreneurs of each business entrepreneurs to be able to implement the STP Marketing strategies as follows: marketing segmentation, targeting, and positioning of the online service business. Creating competitive advantages to be applied in business operations superior to competitors and to be a guideline for business entrepreneurs or those who are interested in doing business have studied and applied the knowledge gained to benefit the business operations to achieve sustainable success. This is the source of research and development of marketing segmentation strategy, targeting, and market positioning of online service businesses in Thailand.

Objectives of the Research

1. To develop a marketing segmentation strategy, targeting, and positioning for more efficient online

service businesses.
2. To analyze the confirmatory **factor** of the marketing segmentation strategy, targeting, and positioning for more efficient online service businesses.

Research Conceptual Framework

Development of a Market Segmentation Strategy, Targeting, and Positioning (Segmentation, Targeting, Positioning Marketing Strategy: STP Marketing Strategy) for online service businesses in Thailand, the researcher has studied the development of strategies from literature review including foreign research, business administration, and marketing books, and articles from the website until it is the source of all concepts and theories as follows:

Figure 1: Illustrates The Development of Market Segmentation, Targeting, and Positioning of the Online Service Business (STP + Customization (C) Marketing Strategy).
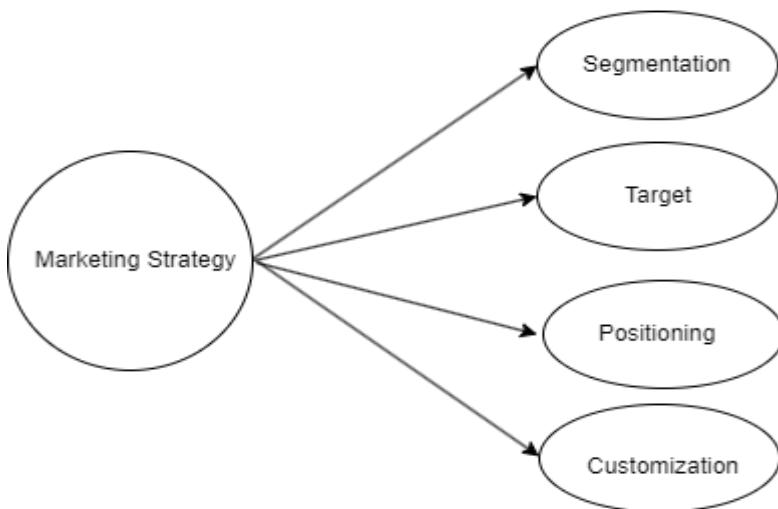
Concepts and Theories of Marketing Segmentation Strategy, Targeting, and Positioning (STP Marketing Strategy)

All marketing strategies are built on STP (Segmentation Targeting Positioning: STP Marketing Strategy) as segmentation, targeting, and positioning. Businesses discover different needs and groups in the market set targeting the market needs and groups that can respond in a superior manner and positioning the offer. So, the targeting market recognizes the proposition and distinctive image of the business (Kotler, P., and Keller, K. L., 2008). In doing business, the process of studying and market research is essential and there are many tools for analyzing business administration. For this research, the tool is STP Marketing: Segmentation, Targeting Positioning, which is one of the market analysis strategies that focuses on analyzing the target group and choosing the right products for the right people. Many times, the question arises about the differences, principles of use, and benefits gained from implementing STP Marketing strategies. Segmentation, Targeting, and Positioning are marketing strategies that is called STP or STP Marketing for short. When we analyze STP, it makes the marketing process much easier. The goal of an STP Marketing strategy is to attract customers to buy the products and services. (Narayanaswamy, R., and Heiens, R. A. (2022). It doesn't just attract customers only, but it also attracts the right customers according to your plan by using the most cost-effective methods. It consists of Segmentation: Segment Your Market, targeting: Target Your Best Customers, and Positioning: Position

Your Offering which can be determined from the image below.

Figure 2: Illustrates the Theory of Marketing Segmentation Strategy, Targeting, and Positioning (STP Marketing Strategy)

Market Segmentation	Market Targeting	Market Positioning
"Market segmentation divides a market into well-defined slices" (Kotler and Keller, 2016, p. 268). Therefore, "a market segment consists of a group of customers who share a similar set of needs" (Kotler and Keller, 2016, p. 268). The most popular ways to break up a market can be through "geographic, demographic, psychographic, [or] behavioral segmentation" (Kotler and Keller, 2016, p. 268).	"Once [a] firm has identified its market segment opportunities, it must decide how many and which ones to target." (Kotler and Keller, 2016, p. 284). "Marketers are increasingly combing several variables to identify smaller, better-defined target groups" (Kotler and Keller, 2016, p. 284).	"Positioning is the act of designing the company's offering and image to occupy a distinctive place in the minds of the target market" (Kotler and Keller, 2016, p. 297). It is vital for a company and its team to all be on the same page with the brand positioning strategy (Kotler and Keller, 2016, p. 297).

Source: Kotler, P., & Keller, K. L. (2016).
Marketing Management (15th ed.). Pearson. Retrieved 2020
Source: P. Kotler, Marketing Management, Millenium Edition, 2011

Constraint Concept of Marketing Segmentation Strategy, Targeting, and Positioning (STP Marketing Strategy) of Service Business

The concept of marketing segmentation strategy, targeting, and positioning (STP Marketing Strategy) may not work well for service businesses with diverse target groups (D. Aaker, Managing Brand Equity, 1991). Businesses will focus on this target market by using the principle of market segmentation consisting of determining the boundaries of the area where the product will be sold whether at the community, regional, national, or export level. The process of researching "Demographics" within the limits set for market classification. It mainly uses information on age, gender, level of education, income, marital status, religion, and family life cycle. Additional information is psychographics related to lifestyle, social status, opinions, activities and interests, attitudes, and beliefs (Urbanies, M. (2022). This data are usually obtained from interviews and from questionnaires.

Strategic Concept of Customization

From 2021 onwards, if your business wants to succeed, your business model should employ a customization strategy to give customers an extraordinary experience (Hanayaha, J. R., 2022). The concepts and theories mentioned above are ideal strategy theories for online sales and marketing but there are some flaws. Therefore, the researcher has presented a theory and new ideas that have not been found in any other research. The researcher chooses to study for further development of concepts and theories of marketing segmentation strategy, targeting, and positioning (STP Marketing Strategy). It includes the theory of marketing segmentation strategy, targeting, and positioning by adding a strategy to respond to customer-specific needs (STP+C Marketing Strategy) to develop new knowledge (Frank, A. G., de Souza Mendes, G. H., Benitez, G. B., and Ayala, N. F. (2022) for online service business entrepreneurs in Thailand under the name of the research topic "Development of Marketing Segmentation, Targeting, and Positioning of the Online Service Business" by dividing the process of developing such strategies into four steps: marketing segmentation; Targeting, positioning, and responding to customer specific needs.

Research Methods

This study is mixed research that collected data or analyzed data both quantitative and qualitative (Creswell, J. W. (1999) conducted research on the issue of development of marketing segmentation strategy, targeting, positioning, and Personalized marketing to the individual customer needs of the online service business in Thailand (STP + C Marketing Strategy). The purpose of this research is to analyze the confirmatory factors of the marketing segmentation strategy, targeting, and positioning for a more efficient online service business in Thailand as shown in the table illustrating details of the qualitativ research and quantitative research.

Table: Details of Qualitative Research and Quantitative Research of The Development of Marketing Segmentation Strategy, Targeting, and Positioning of Online Service Business in Thailand.

Qualitative research	Quantitative research
Population and sample	
- Qualitative research: A total of 19 relevant samples chose the In-depth interview method which the researcher divided the population into 4 groups as follows: - 1) Four government agencies related to service entrepreneurs - 2) Six marketing university professors, - 3) Four specialists in marketing strategy and branding, - 4) Five online service business entrepreneurs	The population of this research includes 15,034 active food business entrepreneurs in Thailand (data as of June 30, 2021), the Department of Business Development (DBD), Ministry of Commerce, with a sample of 800 cases with simple random sampling.
Research tools	
- The tool used to collect data for the research in the first step was used by the researcher: Qualitative research model, the researcher has researched information from synthesized literature, books, websites, and research papers in Thailand and abroad, in-depth interviews are used to ask for opinions from a group of eight experts and used a closed-ended questionnaire by using a 7- level Rating Scale to ask opinions from a group of 19 experts about Marketing Segmentation Strategy, Targeting, and positioning of the online service business in Thailand.	- The tools used to collect data for this research, in the second step, the researcher applied Quantitative Research Model by preparing an online questionnaire to ask the opinions of entrepreneur groups in Thailand, 800 people. The researcher will inquire about the Marketing Segmentation Strategy, Targeting, and positioning of the online service business in Thailand with the following details: - 1) Create an online questionnaire on Google Forms by using the results obtained from in-depth interviews and Fuzzy In-Depth Interviews. - 2) Alpha coefficient by Cronbach's Alpha calculation method. - 3) An online questionnaire that has been revised and improved. Complete questions apply to a real sample of 800 sets.
Data Analysis	

- Data analysis for this qualitative research, the researcher chose the Fuzzy Set Theory (Zimmermann, H. J. (2011) to analyze qualitative research data from a survey of opinions of a group of 19 experts. The Fuzzy Set Theory is one of the guidelines to increase the efficiency of selecting factors and indicators that match the researcher's decision as much as possible. It is suitable for multi-criteria decision-making, which helps resolve conflicting feelings in the scoring of expert groups, allowing each expert to fully express their opinions. It helps to measure the consensus of experts to be more accurate and complete (Pravit Thongchai, 2555) with the following details:

1) Criteria used to analyze closed-ended questionnaires from a group of 19 experts with Fuzzy Set Theory,
2) Structure a hierarchical chart based on the elements that get results from the interview,
3) Define language variables and fuzzy numbers for selecting factors and indicators,
4) Calculate the weight of the factor and indicator by determining the language variables from the selected experts,
5) Combining the scores of factors and indicator selection in each category from Chen's formula (2001),
6) The scores are ranked and selected for the factors and indicators with the best score.

- Data analysis for research at this stage, the researcher chose to use descriptive statistical principles to describe the data and applied inferential statistics principles with Confirmatory Factor Analysis (CFA) to summarize branding strategies for online food business in Thailand. Details are as follows:

1) Chi-Square Statistics: (x^2/df),
2) Root Mean Square Error of Approximation (RMSEA),
3) The Goodness of Fit Index (GFI) is a value that shows the proportion of Observed Covariance,
4) Comparative of Fit Index (CFI),
5) Root Mean Squared Residual (RMR),
6) Tucker-Lewis Index (TLI),
7) Incremental Fit Index (IFI).

Research Results

Confirmatory factor analysis process (CFA) of development of marketing segmentation strategy, targeting, and positioning of online service business in Thailand.

(Griffiths, P., Terluin, B., Trigg, A., Schuller, W., and Bjorner, J. B., 2022) are as follows:

1) The result of collecting qualitative research data using the Fuzzy Set Theory can confirm important factors affecting the development of marketing strategies for online service businesses in Thailand. It consists of the sum of the scores already ranked by considering the selection of factors and indicators with the best score of four variables, namely, Segmentation (SM), Customization (CM), Targeting (TG), and Positioning (PN) respectively.

2) The results of the development of a causal relationship model for the development of marketing segmentation strategy, targeting, and marketing positioning of online service businesses in Thailand found that factors affecting the development of these strategies consisted of four variables:

1) Segmentation (SM),
2) Targeting (TG),
3) Positioning (PN),
4) Customization (CM).

The researcher has developed and drafted a model based on concepts, theories, and related research to be used as principles for creating and developing the model as the figure illustrates the development of marketing segmentation strategy, targeting, and marketing positioning of online service businesses in Thailand.

Figure 3: Illustrates A Causal Relationship Model for The Development of Marketing Segmentation Strategy, Targeting, and Marketing Positioning of Online Service Businesses in Thailand.
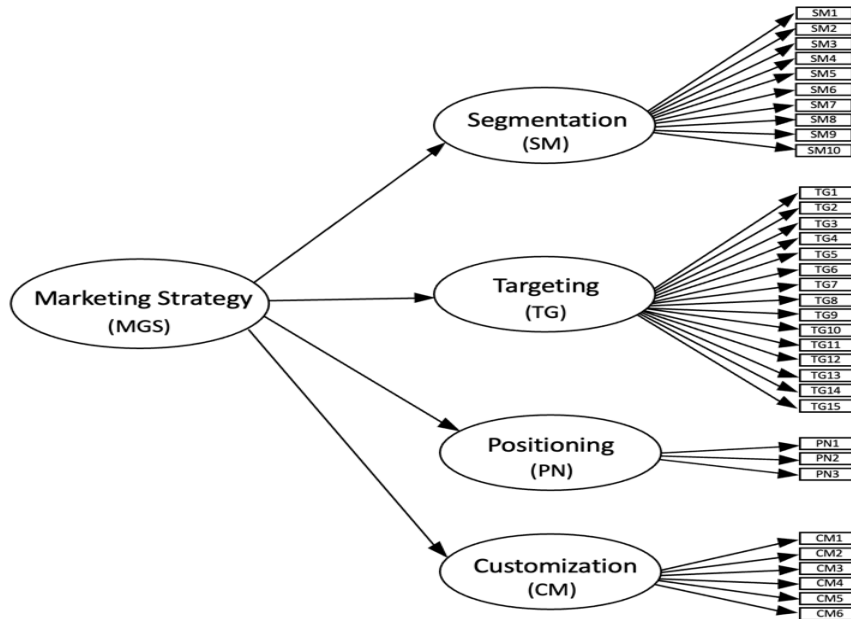
3) The correlation coefficient between the observed variables in the causal relationship model for the development of **marketing segmentation strategy, targeting, marketing positioning, and customization of online service businesses in Thailand.**

4) The results of the confirmatory **factor** analysis of the causal relationship model for the **development of marketing segmentation strategy, targeting, marketing positioning, and customization of online service businesses in Thailand.**

Table 1: Correlation Coefficient Between Observed Variables in The Causal Relationship Model of The Development of Marketing Segmentation Strategy of Each Customer of The Online Service Businesses in Thailand.

Variables	SM1	SM2	SM3	SM4	SM5	SM6	SM7	SM8	SM9	SM10
SM1	.887	.344**	.510**	.220**	.538**	.243**	.243**	.243**	.243**	.243**
SM2		.874	.411**	.282**	.377**	.259**	.259**	.259**	.259**	.259**
SM3			.952	.398**	.408**	.335**	.335**	.335**	.335**	.335**
SM4				.922	.296**	.371**	.371**	.371**	.371**	.371**
SM5					.852	.473**	.473**	.473**	.473**	.473**
SM6						.925		.243**	.243**	.243**
SM7							.856	.259**	.259**	.259**
SM8								.921	.335**	.335**
SM9									.886	.371**
SM10										.899
M										
SD										

Table 2: Correlation Coefficient Between Observed Variables in The Causal Relationship Model of The Development of Marketing Targeting Strategy of Each Customer of The Online Service Businesses in

Thailand.

Variables	TG1	TG2	TG3	TG4	TG5	TG6	TG7	TG8	TG9	TG10	TG11	TG12	TG13	TG14	TG15
TG1	.857	.233**	.243**	.243**	.243**	.243**	.243**	.243**	.243**	.243**	.243**	.243**	.243**	.243**	.243**
TG2		.822	.259**	.259**	.259**	.259**	.259**	.259**	.259**	.259**	.259**	.259**	.259**	.259**
TG3			.875	.335**	.335**	.335**	.335**	.335**	.335**	.335**	.335**	.335**	.335**	.335**	.335**
TG4				.925	.371**	.371**	.371**	.371**	.371**	.371**	.371**	.371**	.371**	.371**	.371**
TG5					.856	.473**	.473**	.473**	.473**	.473**	.473**	.473**	.473**	.473**	.473**
TG6						.789	.243**	.243**	.243**	.243**	.243**	.243**	.243**	.243**	.243**
TG7							.856	.259**	.259**	.259**	.259**	.259**	.259**	.259**	.259**
TG8								.897	.335**	.335**	.335**	.335**	.335**	.335**	.335**
TG9									.823	.371**	.371**	.371**	.371**	.371**	.371**
TG10										.788	.235**	.243**	.243**	.243**	.243**
TG11											.875	.259**	.259**	.259**	.259**
TG12												.923	.335**	.335**	.335**
TG13													.911	.322**	.371**
TG14														.951	.473**
TG15															.962
M															
SD															

Table3: Correlation Coefficient Between Observed Variables in The Causal Relationship Model of The Development of Marketing Segmentation Strategy Marketing Targeting Strategy, and Customization of The Online Service Businesses in Thailand.

ตัวแปร	PN1	PN2	PN3	CM1	CM2	Cm3	CM4	CM5	CM6
PN1	.821	.365**	.243**	.243**	.243**	.243**	.243**	.243**	.243**
PN2		.869	.259**	.259**	.259**	.259**	.259**	.259**	.259**
PN3			.952	.335**	.335**	.335**	.335**	.335**	.335**
CM1				.923	.371**	.371**	.371**	.371**	.371**
CM2					.822	.473**	.473**	.473**	.473**
CM3						.821	.243**	.243**	.243**
CM4							.922	.259**	.259**
CM5								.824	.335**
CM6									.821
M									
SD									

Table 4: Illustrates the Confirmatory Factor Analysis of The Causal Relationship Model for The Development of Marketing Strategy of Online Service Businesses in Thailand.

Observed Variables		Development of marketing strategy of online service businesses in Thailand				
		b	*β*	SE	t	R²
-	Segmentation (SM)	0.960	0.99	0.019	43.503**	0.686
-	Targeting (TG)	1.000	0.97	0.009	92.567**	0.743
-	Positioning (PN)	0.951	0.88	0.019	42.057**	0.672
-	Customization (CM)	0.988	0.98	0.008	91.137**	0.773

χ2 = 147.12, χ2/df = 1.79, P-value = 0.000, GFI = 0.94, AGFI = 0.934,
CFI = 0.973, RMR = 0.033, RMSEA = 0.031, HOELTER = 564

**p<0.01

The results of the confirmatory **factor** analysis of the **development of marketing segmentation strategy, targeting, and marketing positioning of online service businesses in Thailand** of the measurement model to verify the construct validity of the elements in each variable in the model whether they are true elements according to the theory and the concepts examined above. The researcher analyzed the measurement model with the packaged program according to the measurement model of the variables STP+C Marketing Strategy and found that the measurement model of variables STP+C Marketing Strategy consisting of Segmentation (SM), Targeting (TG), Positioning (PN), and Customization (CM). Consideration of Goodness of Fit Index (GFI) consisted of χ2 = 147.12, χ2/df = 1.79, P-value = 0.000, GFI = 0.94, AGFI = 0.934, CFI = 0.973, RMR = 0.033, RMSEA = 0.031, HOELTER = 564. The weight values of observed variables were between 0.88-0.99 and were significant at the 0.01 level. The precision coefficient of the observed variable R^2 was between 0.672 and 0.773. The highest weighting element was Segmentation (SM), Customization (CM), Targeting (TG), and Positioning (PN) respectively.

5) The results of the conformity examination of the causal relationship model using the linear structural equation technique to find the path of the causal influence of the variables by testing the harmonies between the hypothesis model and the empirical data. The table shows the statistical values used to test the consistency and harmony of the research.

Table 5: Statistical Values Used to Test the Consistency and Harmony of The Research.

Statistics/ Index	Consideration Criteria	Statistical values	Audit Results
CMIN/df	< 2.00	1.970	passed
GFI	≥ 0.90	0.937	passed
AGFI	≥ 0.90	0.934	passed
RMSEA	< 0.08	0.031	passed
SRMR	< 0.08	0.033	passed
TLI	≥ 0.90	0.964	passed
CFI	≥ 0.90	0.973	passed
HOELTER	> 200	564	passed

The table shows the statistics used to test the consistency and harmony of the causal relationship model of segmentation, targeting, and market positioning of online service businesses in Thailand that is consistent and harmonious with empirical data. It was considered the chi-square correlation (CMIN/df) was 1.970. The Root Mean Squared Residual of fractions as standard scores (SRMR) was 0.033, the Root Mean Square Error of Approximation (RMSEA) was 0.031, which met the criteria, SRMR and RMSEA values must be less than 0.08, and in the GFI, AGFI CFI and HOELTER index values at the .05 significance level were 0.957, 0,934, 0.973 and 564 respectively, which met the criteria that the GFI, AGFI, CFI values must range from 0.90-1.00 to be a consistent and harmonious model. The HOELTER value at the significance level of .05 must be greater than or equal to 200, which indicates the causal relationship model of the development of marketing segmentation strategy, targeting, and positioning of the online service business in Thailand. This is consistent with the empirical data to show statistics from models that are consistent with empirical data.

Figure 4: Statistics from the Causal Relationship Model of The Development of Marketing

Segmentation Strategy, Targeting, and Positioning of The Online Service Business in Thailand (The Model Is Consistent with The Empirical Data.).
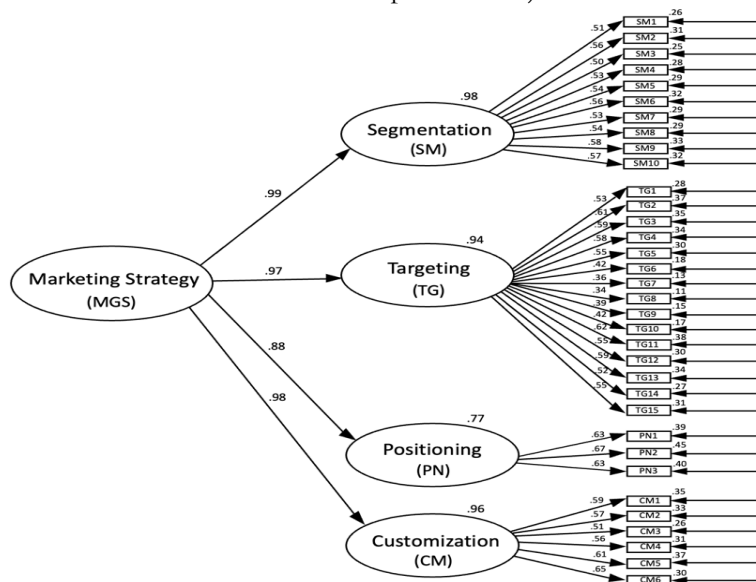
$\chi2 = 147.12$, $\chi2/df = 1.79$, P-value = 0.000, GFI = 0.94, AGFI = 0.934, CFI = 0.973, RMR = 0.033, RMSEA = 0.031, HOELTER = 564

Summary of Research Hypotheses

H₁*: The confirmatory* **factor model** *for the development of the Segmentation Strategy (SM) for online service businesses in Thailand developed is consistent with empirical data.*

H₂*: The confirmatory* **factor model** *for the development of the Targeting Strategy (TG) for online service businesses in Thailand developed is consistent with empirical data.*

H₃*: The confirmatory* **factor model** *for the development of the Positioning Strategy (PN) for online service businesses in Thailand developed is consistent with empirical data.*

H₄*: The confirmatory* **factor model** *for the development of the Customization Strategy (CM) for online service businesses in Thailand developed is consistent with empirical data.*

In conclusion, the confirmatory factor model for the development of marketing segmentation strategy, targeting, positioning, and customization for online service businesses in Thailand developed is consistent with empirical data for all four hypotheses.

Discussions

The Confirmatory Factor Analysis (CFA) for the development of marketing segmentation strategy, targeting, positioning, and customization for online service businesses in Thailand revealed that the model for the development of the segmentation strategy of online service businesses in Thailand, including Segmentation (SM), Targeting (TG), Positioning (PN), and Customization (CM), is consistent with the empirical data. The highest weighting factor value was for Segmentation (SM), which is equal to 0.99. Customization (CM) is equal to 0.98, Targeting (TG) is equal to 0.97, and Positioning (PN) is equal to 0.88, respectively.

In terms of Segmentation (SM), segmentation is one of the business planning strategies and key marketing strategies. It is a method of segmenting the market according to the characteristics of consumers, with each person being similar and different. Segmentation groups consumers according to specific characteristics such as age, gender, residence, income, and occupation. Segmentation helps

businesses build a good understanding of the current market situation and/or the concept of high-potential marketing so that businesses can make plans and target according to the needs, interests, and preferences of consumers. The marketing segmentation strategy helps to determine the direction of marketing. The confirmatory factor analysis for the development of segmentation is consistent with the research of Wongsaichiia, S., Naruetharachol, P., Schrank, J., Phoomsom, P., Sirisoonthonkul, K., Paiyasen, V., and Ketkaew, C. (2022), who studied "Influences of Green Eating Behaviors Underlying the Extended Theory of Planned Behavior: A Study of Market Segmentation and Purchase Intention." It found that the research aimed to identify market segments and significant factors affecting green food purchase intention in Thailand based on the theory of planned behavior. It employed a sample of 458 green food consumers in five regions of Thailand. Based on the Food-Related Lifestyle model, the researchers used cluster analysis to classify the market segments. Additionally, the researchers employed a multi-group structural equation modeling technique to explore and compare customers' behaviors in different segments. The results demonstrated two primary market segments for green food products, including (1) non-green consumers and (2) green consumers. The findings indicate that green consumers' self-realization related to environmental issues positively affects their attitude and purchase intention, while non-green consumers reveal none of these relationships. Furthermore, it points out implications on how marketing practitioners may penetrate those segments.

Customization (CM): Customization, in terms of marketing strategy, is to modify the product to meet the needs of consumers, and consumers can choose for themselves. Businesses often use customization in online marketing. A common example is that consumers can choose the details they like in each type according to their needs. Customization is suitable for specific tactics, which can create a good experience and an opportunity to change to a high-selling item. The confirmatory factor analysis for the development of the segmentation strategy is consistent with the research of Frank, A. G., de Souza Mendes, G. H., Benitez, G. B., and Ayala, N. F. (2022), who studied "Service Customization in Turbulent Environments: Service Business Models and Knowledge Integration to Create Capability-Based Switching Costs." It found that the researchers combined data from a survey of 104 firms and secondary industry-level data on turbulence and analyzed it with regression techniques. Results show that, in turbulent environments, companies increase service customization instead of standardization and enhance service-centric business models, which benefits customer loyalty (a measure of capability-based switching costs). Companies focused on knowledge integration were less sensitive to technological turbulence and could better develop service activities for customization.

Targeting (TG): Targeting is a target group or a group of consumers who have the opportunity to become customers that businesses want for their products or services. Identifying the desired target group is usually based on demographic data as a primary determinant because it is easy to find information such as gender, age, income, or lifestyle. This fundamental information helps to target more clearly and effectively. The deeper a business knows its target group, the better it will be for the business. One of the most effective strategies for targeting is Segment, Target, Position, and STP Marketing. It not only attracts the target audience to buy products or services but also attracts the right and direct target group as planned, using the lowest cost but achieving the most effective results. The confirmatory factor analysis (CFA) for the development of segmentation is consistent with the research of Hosseini, M., Tamminy, Z, and Galavi, E. (2022), who studied "Social Media Target Marketing: Use of Social Networks Data to Target Marketing." It revealed that the number of friends, number of opposite-sex friends, number of comments received, and number of photos that users share can predict users' age. In addition, a linear relationship between interactive data and users' age was found. Businesses can offer suitable products and services, even if some consumers have privacy concerns and do not disclose personal information, as it is not useful for identifying them on social media.

Positioning (PN): Positioning is an important tool for creating brand awareness or positioning products in the market where the business operates. From the consumer's perspective, the brand of the business can be seen as a Premium Brand, High-End Brand, or a general brand. The positioning of brands or products should meet the needs of consumers. Therefore, positioning should be based on the results of qualitative research with the target customers to understand their demands and be linked to marketing strategies by delving into the group of products that the business offers to its consumers. The confirmatory factor analysis (CFA) for the development of segmentation is consistent with the research of Rua, O. L. and Santos, C. (2022), who studied "Linking Brand and Competitive Advantage: The Mediating Effect of Positioning and Market Orientation." It revealed that the research aimed to analyze the relationship between brand and competitive advantage (through differentiation) and the mediating effect of positioning and market orientation in this relationship. The results show that (1) brand has a significant direct impact on positioning and market orientation and competitive advantage through differentiation, (2) competitive advantage through differentiation is directly impacted by positioning, (3) market orientation does not have a significant direct impact on competitive advantage through differentiation, and (4) positioning has a mediating effect on the relationship between brand and competitive advantage through differentiation, while market orientation does not have an effect on it.

This study has some limitations, that the data were collected from a specific group of participants in Thailand, which may not be representative of all online service businesses in the country. Additionally, the data collected was self-reported by participants, which may have been subject to bias. The findings of this research have important implications for online service businesses in Thailand as they provide a framework for developing effective marketing segmentation strategies, targeting, and positioning. These research findings can also be used to develop marketing strategies for online service businesses in other countries.

Based on the research conducted, developing marketing strategies consisting of segmentation, targeting, positioning, and customization effectively increased the efficiency of online service businesses. The study found that the model for developing the marketing strategy of online service businesses in Thailand, consisting of segmentation, targeting, positioning, and customization, was consistent with the empirical weighting factor with the highest value. It includes segmentation (SM), which is equal to 0.99; customization (CM) 0.98; Targeting (TG) 0.97; and Positioning (PN) 0.88, respectively. Therefore, future marketing strategies should consider customer needs for positioning with customization and generating profits for the business. These findings have important implications for online service businesses in Thailand as they provide a framework for developing effective marketing segmentation strategies, targeting, and positioning.

Recommendations

Recommendations for Implementation of Research Results

Research results on the importance of Segmentation (SM), Customization (CM), Targeting (TG), and Positioning (PN) have a direct effect on business development which is a topic for development entrepreneurship both in the public and private sectors to support. Most of them are developed in various dimensions related to sales and marketing, which may not be relevant to the research results. Therefore, the researcher agreed that the research results should be developed into a curriculum for such development so that the process that takes place affects the efficiency of doing business itself.

Recommendations for Future Research

Qualitative additional research is an attempt to expand the results of research in a specific needs dimension for important individuals or businesses that various factors found can be used with the entrepreneurs which is a phenomenology studied between the Segmentation (SM), Customization (CM),

Targeting (TG) and Positioning (PN) with business needs that affect business success, thus making the sale of this research more efficient.

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