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A Comparison of Marketing Mix and Consumer Decision-Making in Choosing Small Restaurants in Chaloem Phra Kiat District, Nakhonratchasima Province

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Abstract

The research purposes were to study 1) A comparative study of the marketing mix and consumer decisions to choose small restaurants, 2) Compare the marketing mix and consumer decisions to choose small restaurants classified by the personal factors. The population was the consumers who used the services of small restaurants in Chaloem Phra Kiat District, Nakhon Ratchasima Province, between March 1 and April 30, 2025, the sample group was the 384 people by using sample size calculations without knowing the population size.

The research instrument was the rating scale questionnaire. The data analysis statistics were the percentage, mean, standard deviation, t test (Independent samples). The research findings were: 1) The marketing mix factors that significantly influence consumers' decisions to use small restaurants in Chaloem Phra Kiat District, Nakhon Ratchasima Province, are, overall, at a high level. Ranked from highest to lowest average value, they are: personnel, physical characteristics, distribution channels, marketing promotion, product, service process, and price. 2) the consumer with different gender, education levels, and occupations found the opinions on the marketing mix and consumer decisions to choose small restaurants did not different**.**

Keywords: Decisions, Small Restaurants, Consumer, Service, Nakhonrachsima Province

Introduction

The robust expansion of the Thai economy has fundamentally reshaped societal lifestyles, labor paradigms, and dietary behaviors. The transition from extended to nuclear families, alongside the rise of single-person households, reflects the accelerated pace of modern existence. Consequently, time constraints associated with professional commutes have led to a marked decline in domestic culinary activities. Restaurants have emerged as primary venues for social interaction and stress mitigation, assuming

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a pivotal role in daily sustenance due to their inherent convenience and operational speed (Suwanragsa et al., 2025).

The restaurant industry constitutes a vital pillar of the national economy, generating an annual turnover exceeding 400 billion baht and accounting for 4.7% of the service sector's Gross Domestic Product (GDP) (Kasikorn Research Center, 2025). This sector encompasses a diverse spectrum of operators, ranging from micro-enterprises to large-scale corporations, and maintains intricate linkages across various industries. Between 2017 and 2024, the industry experienced sustained growth, propelled by consumer preferences for premium quality and accessibility. Data indicates that food and beverage expenditures represent the second largest spending category for both domestic and international tourists, surpassed only by accommodation and transportation costs (Kasikorn Research Center, 2024). Such attractions as unique local flavors, aesthetic grandeur, and distinctive dining atmospheres serve as primary motivators for out-of-home consumption (Chatchakul, 2008).

Contemporary economic shifts have integrated the populace into a capitalist framework, necessitating external employment to meet rising living costs. This dependency on commercial food services is evident nationwide, driven by rapid urbanization and the pursuit of leisure. Survey results from the Department of Business Development underscore the continuous expansion of this sector (Cho et al., 2023). Modernity prioritizes professional obligations, thereby reducing the temporal allocation for personal activities and home cooking. Technological integration has further diversified consumption options, making food acquisition more efficient (Kechri et al., 2025). The National Statistical Office reports that household expenditure on eating out is projected to reach a peak of 35.9% in 2024, reflecting the superior variety and responsiveness of restaurant services to consumer demands.

Considering these evolving consumption patterns influenced by urbanization and technological progress, understanding the intersection of marketing strategies and consumer choice is essential. This research evaluates the relationship between the marketing mix and consumer decision-making processes regarding small restaurants in Chaloem Phra Kiat District, Nakhon Ratchasima Province. The empirical findings provide a strategic framework for operators to optimize marketing efficacy and enhance consumer engagement.

Research Objectives

1. To compare the marketing mix factors with consumer decisions to choose small restaurants in Chaloem Phra Kiat District, Nakhon Ratchasima Province.
2. To compare the marketing mix factors that influence consumer decisions to choose small restaurants in Chaloem Phra Kiat District, Nakhon Ratchasima Province, categorized by personal factors.

Literature Review

1. Demographic Profiles and Behavioral Patterns

The examination of demographic variables serves as a foundational element in understanding consumer behavior within the food and beverage sector. Panyaloed & Panthong (2022) identified a specific demographic concentration within industrial zones, noting that most consumers are single females, aged 27–35, with educational attainment below a bachelor's degree and monthly earnings under 15,000 THB. Despite

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this concentrated profile, their empirical analysis confirmed that demographic variations including gender, age, and income do not yield statistically significant differences in the decision-making process for selecting made-to-order restaurants. This suggests a homogenization of consumption patterns among the industrial labor force, where situational necessity outweighs individual demographic traits.

2. The Impact of the Marketing Mix (4Ps/7Ps)

The marketing mix serves as a robust framework for predicting consumer choice, though the significance of individual dimensions fluctuates depending on the restaurant category and the prevailing economic environment.

2.1 Price and Promotion

Price appropriateness relative to perceived food quality remains the primary determinant for repeat patronage and consumer loyalty. Research by Amornkitja (2021) and Ji (2019) consistently identifies pricing as the most influential factor across diverse dining segments. In highly competitive urban markets, promotional activities act as critical catalysts for decision-making, particularly as rising living costs necessitate value-oriented consumption (Amornkitja, 2021). This alignment between cost and quality is essential for sustaining a 4.6% growth rate in a capitalist framework where household budgets are under constant inflationary pressure.

2.2 Product and Distribution

Recent scholarly inquiries suggest a diminishing influence of traditional Product variety and Place (location) in specific sectors. Amornkitja (2021) observed that for grilled food establishments in Bangkok, neither product attributes nor distribution channels yielded a statistically significant impact on consumer choice. This phenomenon is largely attributed to product homogenization within the industry and the widespread adoption of digital delivery platforms. The ubiquity of home delivery services has effectively mitigated the necessity of physical proximity, shifting the consumer's focus from geographic convenience to service efficiency.

2.3 Physical Evidence and Service Quality

In the wake of the global pandemic and within the specialized context of industrial estate dining, physical characteristics encompassing hygiene standards, cleanliness, and atmospheric quality have become vital for bolstering consumer confidence. Studies by Ahlawat et al. (2022) and Panyaloed & Panthong (2022) underscore that physical evidence significantly influences the selection process, as consumers prioritize environments that ensure safety and provide a sense of leisure. These findings coincide with the observations of Panyaloed & Panthong (2022), who identified physical characteristics as a significant variable with an efficiency of 53.60% in influencing decision-making.

3. Service Quality and Word-of-Mouth Dynamics

Service quality and word-of-mouth (WOM) as the primary catalysts for consumer decision-making in small-scale restaurants within provincial areas like Nakhon Ratchasima. While the fundamental marketing mix provides a structural baseline, Amornkitja (2021) prove that dimensions of People and Process yield a more profound impact on repeat patronage than traditional advertising. As the market expands toward a 657 billion THB valuation in 2025, the shift toward a capitalist framework necessitates high responsiveness to meet the time-utility demands of the

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urbanizing populace. Consequently, positive WOM serves as a high-credibility, low-cost marketing tool that mediates the relationship between operational excellence and customer loyalty, making service quality the critical differentiator for small enterprises competing in a hyper-competitive economic landscape.

Research Method and Design

1. Research Scope and Variables

The investigation integrates seven marketing mix dimensions (7Ps) as independent variables alongside demographic profiles (gender, education, and occupation). The dependent variable focuses on the consumer decision-making process. Data collection was conducted between March 1 and April 30, 2025.

2. Population and Sampling

The target population comprises consumers utilizing local restaurant services. Based on Cochran's formula at a 95% confidence level, a minimum sample of 384 respondents was established, recruited via non-probability convenience sampling (Cochran, 1977).

3. Research Instrument and Validation

A three-part structured questionnaire was utilized, featuring a 5-point Likert scale (Joshi et al., 2015) and open-ended qualitative sections. Content validity was confirmed by three experts with an Index of Item-Objective Congruence (IOC) between 0.66 and 1.00. Reliability was established through a pilot test (n=30), yielding a Cronbach's alpha coefficient of 0.92, indicating high internal consistency (Fokoue & Gunduz, 2015).

4. Data Collection and Analysis

With a 100% response rate (384 valid sets), data were processed using: Descriptive Statistics including frequency, percentage, mean, and standard deviation. Inferential Statistics including Independent Samples t-tests and One-way ANOVA (F-test) to examine differences across personal factors.

Research Finding

Based on objective 1, The descriptive analysis in Table 1 reveals that all seven dimensions of the marketing mix exert a high influence on consumer decision-making, with an aggregate mean of 3.72. Notably, the Personnel dimension emerged as the most significant factor ($\bar{X}$ = 3.82), suggesting that service quality and human interaction are paramount in small-scale operations. This is followed by Physical Evidence factor ($\bar{X}$ = 3.75), highlighting the continued importance of hygiene and atmosphere in the 2025 F&B landscape.

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Table 1: Statistical Analysis of Marketing Mix (7Ps) Influencing Consumer Decision-Making in Small-Scale Restaurant Operations

Dimension of Marketing Mix (7Ps)	$\bar{x}$	S.D.	Interpretation
Product	3.70	0.38	High
Pricing	3.66	0.40	High
Distribution channel	3.72	0.41	High
Promotion	3.71	0.43	High
Personnel	3.82	0.41	High
Process	3.70	0.43	High
Physical Evidence	3.75	0.40	High
Overall	3.72	0.38	**High**

Based on objective research 2: the comparative analysis of consumer decision-making across demographic profiles, as illustrated in Table 2, reveals no statistically significant differences at the 0.05 level. Specifically, the p-values for gender (0.077), education levels (0.192), and occupation (0.759) all exceed the established threshold for significance. These results suggest that personal factors do not uniquely differentiate the selection criteria for small-scale restaurants in the study area, indicating a standardized behavioral response toward marketing stimuli among the diverse populace.

Table 2: Comparative Analysis of marketing factor consumer decision-making across demographic profiles.

Demographic Profiles	t/F	*p*
Gender	-2.821	0.077
Education levels	1.532	0.192
Occupation	0.468	0.759

Conclusion and Discussion

The empirical results of this study indicate that the marketing mix (7Ps) serves as a significant determinant of consumer choice, with all dimensions yielding high influence scores. Specifically, the Personnel dimension emerged as the primary factor, which reflects the necessity for high-quality service interactions in the modern hospitality sector. This aligns with the broader context of the Tourism Industry as defined by Chatchakul (2008), where service providers are integral to the consumer experience. Furthermore, the high importance placed on Physical Evidence and Process in the results correlates with the findings of Ahlawat et al. (2022), who noted that post-pandemic consumer preferences in the COVID-19 era have shifted toward hygiene and safety standards. These factors are critical as the Kasikorn Research Center (2024) projects the food and beverage sector to expand to 657 billion baht in 2025, even as a subsequent outlook from Kasikorn Research Center (2025) warns of risks such as stagnant foreign tourism and sluggish spending.

The ranking of marketing factors in this study, where Personnel and Physical Evidence outperformed Price, suggests a shift in consumer priorities. While Amornkitja

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(2021) and Ji (2019) emphasized that price and product variety traditionally drive decision-making in Bangkok's competitive landscape, the current data from Chaloem Phra Kiat District indicates that service quality and the dining environment are more influential for small-scale operations. This transition is supported by Kechri et al. (2025), who suggest that emerging consumer behaviors are increasingly influenced by holistic experiences rather than mere cost. Furthermore, Suwanragsa et al. (2025) argue that such entrepreneurial resilience and service-oriented strategies are vital for economic growth within Thailand's evolving capitalist framework.

Regarding demographic profiles, the statistical analysis using Cochran's (1977) sampling methodology and the Likert scale framework explained by Joshi et al. (2015) revealed no significant differences in decision-making based on gender, education levels, or occupation ($p > 0.05$). These findings are consistent with Panyaloed and Panthong (2022), whose study in the Lat Krabang Industrial Estate also concluded that demographic variations do not yield significant differences in restaurant selection. This uniformity suggests that in urbanized or industrial environments, consumers respond to marketing stimuli in a homogeneous manner. As explored by Cho et al. (2023) in their study of gentrified commercial areas, the survival of food and beverage businesses depends less on targeting specific demographics and more on adapting to structural market shifts and maintaining high-reliability standards, as measured by the Cronbach's alpha consistency recognized by Fokoue and Gunduz (2015).

Suggestion

Suggestions for Applying Research Findings

Small restaurant operators should adopt an integrated 7Ps strategy to navigate the competitive 2025 market landscape. Key actions include diversifying menus with health-conscious options, maintaining transparent value-based pricing, and expanding digital accessibility through Offline-to-Online (O2O) channels. Furthermore, fostering a Service Mind culture, utilizing POS systems for operational efficiency, and ensuring high hygiene standards within an aesthetically distinct environment are critical for capturing a share of the projected 657-billion-baht market.

Suggestions for Future Research

To advance the current findings, future investigations should employ qualitative or mixed-methods approaches to explore the deeper psychological motivations of consumers. Longitudinal and comparative designs across different regions would also enhance the generalizability of behavioral trends. Additionally, research into the impact of Artificial Intelligence (AI) and service automation is highly recommended to examine how these technologies mediate traditional marketing factors and consumer acceptance in a shifting capitalist framework.

Based on objective 1. The descriptive analysis in Table 1 reveals that all seven dimensions of the marketing mix exert a High influence on consumer decision-making, with an aggregate mean of 3.72. Notably, the Personnel dimension emerged as the most significant factor ($\bar{X} = 3.82$), suggesting that service quality and human interaction are paramount in small-scale operations. This is followed by Physical Evidence ($\bar{X} = 3.75$), highlighting the continued importance of hygiene and atmosphere in the 2025 F&B landscape.

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Business Development Strategies for Vehicle-Road Collaboration Products: A Case Study of a Leading Automotive Component Provider

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Abstract

The research objectives were 1) to explore the macro environment, industrial structure, and competitive landscape of China's Vehicle-Road Collaboration (VRC/V2X) industry, and 2) to evaluate the core competencies of the case company and propose appropriate competitive and business development strategies for achieving sustainable growth. The study employed a descriptive and analytical multiple-case design. The samples comprised the case company (a leading automotive component provider) and two benchmark enterprises (Baidu and Huawei). The instruments used were four established strategic frameworks: PEST analysis for macro-environmental assessment; the SCP-G (Structure-Conduct-Performance-Government) framework for industry structure evaluation; SWOT analysis for internal capability assessment; and a multidimensional scoring model (based on Simple Additive Weighting) for target city selection. The data were analyzed using systematic qualitative content analysis, strategic comparative analysis across the three cases, and expert validation through semi-structured interviews with a five-member panel (cumulative 75 years of industry experience, representing Huawei, Baidu, CSAE, Deloitte, and a top-5 Chinese OEM).

The findings revealed that 1) China's V2X industry was characterized by strong governmental support (20 pilot cities, RMB 1.6 trillion projected investment), 30–40% gross margins, and intense competition from technology giants (Huawei, Baidu); 2) the case company possessed distinctive strengths in automotive domain expertise, manufacturing capabilities, and OEM relationships, but faced a critical "Cloud-V2X Capability Gap" – the absence of a proprietary cloud platform and limited AI capabilities – which independent development would require 5–10 billion RMB and 3–5 years to address; and 3) the Partnership-led Growth Model, combining Market Infiltration (Beijing, Wuhan, Nanjing) with Lateral Entry (Chongqing, Changchun) through strategic alliances with local cloud service providers, represented the optimal and only viable pathway for sustainable growth, as unanimously validated (100% consensus) by all five experts.

Keywords: Vehicle-Road Collaboration, V2X, Business Development Strategy, Strategic Partnership, China Automotive Industry

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Introduction

The convergence of autonomous driving, intelligent connected vehicles, and new infrastructure initiatives has catalyzed the growth of Vehicle-Road Collaboration (V2X). V2X enables real-time information exchange among vehicles, infrastructure, and pedestrians.

China's V2X market has entered a period of explosive expansion. Industry reports indicate that the V2X equipment market exceeded RMB 15 billion in 2025 and is projected to surpass RMB 50 billion by 2030 (China V2X Industry Report, 2025). Roadside equipment investment surged 111.4% year-on-year, while vehicle-side equipment investment grew 115.8% year-on-year. In July 2024, MIIT announced 20 pilot cities under Joint Communication [2024] No. 181 (MIIT, 2024), consolidating national commitment to scaled deployment. Broader projections estimate the connected vehicle ecosystem at RMB 25,825 billion by 2030 (Connected Vehicle Market Forecast, 2025).

The C-V2X architecture—vehicle-side, roadside, and cloud-side—creates a 'Cloud-V2X' paradigm demanding cross-domain capabilities. Mid-tier providers face capability gaps in cloud and AI, and independent development would require RMB 5–10 billion.

The case company is a leading domestic automotive component provider with manufacturing capabilities and OEM relationships. The company now confronts the Cloud-V2X transition, demanding software-defined architectures and cloud connectivity—capabilities outside its existing competence base.

Existing V2X literature focuses on technical standards with limited enterprise-level strategic analysis. Systematic application of strategic frameworks to the V2X industry remains underdeveloped (Chen & Hwang, 1992).

This gap is consequential: without actionable strategic frameworks, mid-tier firms risk underinvesting in emerging capabilities or overextending into domains where incumbents possess insurmountable advantages.

This study makes three contributions. First, it extends the SCP-G framework to the V2X industry, showing how governmental intervention shapes structure and competitive dynamics. Second, it integrates MCDM methodology with qualitative case study research for emerging industries (Chen & Hwang, 1992). Third, it develops a partnership-led growth model as a pragmatic pathway for mid-tier firms lacking full-stack capabilities (Anderson & Gatignon, 1986).

The remainder of this paper is organized as follows: Literature Review examines theoretical foundations; Research Method and Design present the research design; Research Finding reports findings; Conclusion and Discussion synthesize strategic implications; and Suggestion presents recommendations.

Research Objectives

This research is guided by two primary objectives. RO1 examines China's V2X industry through PEST, SCP-G, and benchmarking. RO2 evaluates competencies and proposes strategies through SWOT and SAW.

Literature Review

1. Vehicle-Road Collaboration: Concepts and Technologies

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Vehicle-Road Collaboration (V2X) enables real-time information exchange among vehicles, infrastructure, and pedestrians. C-V2X operates in PC5 (sidelink) and Uu (network) modes. The industry is transitioning from standalone RSU hardware toward integrated Vehicle-Road-Cloud architectures.

The industry is transitioning from standalone RSU hardware toward Vehicle-Road-Cloud architectures, with roadside computing at 13.38% of investment (Yin et al., 2024).

2. Strategic Management Frameworks

PEST decomposes environments into Political, Economic, Social, and Technological dimensions (Johnson et al., 2008). In V2X, the political dimension is prominent as government procurement is the primary demand source during pilot deployment.

SCP-G extends the classical SCP model, incorporating government intervention (Bain, 1959). In China's V2X industry, government creates structure through licensing, making SCP-G more predictive.

The Resource-Based View (RBV) contends that advantage derives from VRIN resources (Wernerfelt, 1984; Barney, 1991). Teece et al. (1997) extended RBV through dynamic capabilities. The cloud/AI capability gap is a severe challenge for mid-tier providers.

Porter's (1985) framework of generic competitive strategies—cost leadership, differentiation, and focus—provides the final theoretical anchor. In the V2X context, extreme R&D requirements render pure cost leadership or broad differentiation impractical for mid-tier firms, suggesting focused strategies leveraging partnership-based differentiation as the most viable path.

3. Business Development and Market Entry Strategies

Market entry mode selection is critical in emerging industries. Anderson and Gatignon (1986) categorize entry modes along a commitment-control continuum. In the V2X sector, partnerships between hardware and cloud providers represent a theoretically grounded response.

For systematic target market selection, Multi-Criteria Decision Making (MCDM) methodologies offer structured frameworks for evaluating alternatives across multiple dimensions (Hwang & Yoon, 1981). This study adopts the Simple Additive Weighting (SAW) method for its computational transparency and direct interpretability.

In conclusion, the literature suggests that China's V2X industry is shaped by technology, policy, infrastructure, resources, and strategic positioning. PEST and SCP-G show that government procurement, pilot projects, standards, and licensing strongly influence early market formation. RBV and dynamic capabilities indicate that hardware advantages alone are insufficient as the industry moves toward Vehicle-Road-Cloud integration. In my view, mid-tier V2X firms should avoid direct competition with leading platforms. A more feasible path is to focus on specific regions or application scenarios and build partnership-based differentiation with cloud providers, AI firms, automakers, and local governments.

4. Positioning and Research Gap

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Despite substantial scholarly attention to V2X technologies, systematic review reveals significant gaps at the intersection of strategic management and the V2X industry. Table 1 summarizes the positioning of prior research.

Table 1: Positioning of Prior Research on V2X Industry Analysis

Dimension	Technical Standards & Protocols	Policy & Industry Studies	Enterprise Strategy & MCDM
Representative studies	Stratview Research (2024); China-ICV Platform (2025)	MIIT (2024); China V2X Industry Alliance (2024-2025)	Chen & Hwang (1992); Wang et al. (2022)
Primary focus	DSRC/C-V2X communication performance	Policy system evolution	Generic MCDM methodology
Level of analysis	Technology / protocol	Industry / sector	Methodology / general application
V2X-specific strategic content	None	Limited	Indirect
Enterprise-level strategic integration	Absent	Absent	Absent
Key limitation	No connection to competitive strategy	Macro-level focus without firm-level analysis	Generic application without V2X contextualization

No prior study integrates strategic management frameworks with MCDM-based target market selection in the V2X context. This study addresses this gap by combining macro-environmental analysis, industry structure assessment, competitive positioning, and market prioritization into an integrated framework validated by experts.

Research Method and Design

1. Research Design

This study adopts a qualitative case study methodology following Yin's (2018) criteria, appropriate for understanding complex, context-dependent processes.

The study employs a multi-case design with the case company as the focal case and Baidu (AI-cloud) and Huawei (full-stack ICT) as benchmarks. The case company

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represents a typical mid-tier provider—a profile shared by numerous firms in China's automotive supply chain.

Comparing the case company against these benchmarks illuminates capability gaps. The case company represents a typical mid-tier provider with manufacturing credentials but limited cloud/AI capabilities.

In response to the need for broader professional comparison, this study further incorporates expert group interviews with leaders from AI technology, cloud platforms, government policy, consulting, and automotive manufacturing. This addition helps compare the case company's strategic position from multiple industry perspectives.

2. Analytical Frameworks

Four frameworks constitute the core instruments: PEST, SCP-G, SWOT, and SAW. Their integration follows a logical progression from external context to market selection.

The four frameworks follow a logical progression from external context to market selection, ensuring comprehensive understanding.

3. Data Collection

This study uses secondary data from annual reports (2023–2025), industry reports, and academic literature. A five-member expert panel was convened to validate the findings, selected according to senior executive position, minimum ten years of experience, expertise in competitive strategy or technology policy, and knowledge of Baidu and Huawei (Table 2).

A five-member expert panel was convened for validation, including former Huawei and Baidu executives, a CSAE official, a Deloitte advisor, and an OEM VP, ensuring diverse functional perspectives (Table 2).

Table 2: Expert Panel Profile Summary

Expert Code	Background	Years of Experience	Core Expertise
Expert A	Former Strategic Planning Director, Huawei IAS BU	15	Technology strategy, full-stack ICT integration
Expert B	Former Senior Director of Apollo Ecosystem Partnerships, Baidu	12	AI-cloud platform strategy
Expert C	Deputy Secretary-General, ICV Branch, CSAE	18	Government policy analysis
Expert D	Chief Advisor for Intelligent Mobility, Deloitte China	14	Competitive strategy consulting

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Expert Code	Background	Years of Experience	Core Expertise
Expert E	VP of Intelligent Driving, top-5 Chinese automotive OEM	16	Automotive electronics, OEM procurement
	Total	75	
	Average Experience	15	Years

The panel spans 75 years (average 15 years per expert) across technology strategy, government policy, and automotive operations, including former Huawei and Baidu executives.

Although the expert panel comprises only five members, this sample size is justified through purposive sampling. The panelists are senior executives with direct expertise from top-tier competing firms (Huawei, Baidu) and policy-making bodies (CSAE), collectively possessing 75 years of professional experience (averaging 15 years per expert). Such a configuration ensures the highest degree of content validity and profound qualitative depth, which is consistent with established qualitative research practices where informational richness is prioritized over statistical generalisation (Guest et al., 2006). Furthermore, the 100% concurrence rate achieved across all validation dimensions indicates that data saturation was reached, thereby mitigating concerns related to sample size.

Data Analysis

Data analysis follows qualitative content analysis (Miles & Huberman, 1994). Secondary data is analyzed using the four frameworks, then validated through expert interviews. All dimensions achieved unanimous concurrence (100%).

Content analysis involves systematic coding of secondary documents according to the frameworks, followed by cross-document triangulation. Financial data from corporate reports are cross-checked against industry estimates, and policy interpretations are validated against multiple government sources.

Research Finding

Macro-Environment Analysis (PEST)

The PEST analysis examines the political, economic, social, and technological dimensions shaping China's V2X industry during the 2024-2025 deployment cycle.

Political. The macro-environment is favorable: 20 pilot cities (July 2024, MIIT, 2024), subsidies up to RMB 1 billion/region, and mandatory GB 45672-2025 standard from July 2027. The political dimension reveals government as the primary demand generator and architect of competitive structure. Commercial strategy cannot be separated from government relations.

Economic. The Vehicle-Road-Cloud Integration market is projected to grow from RMB 7,295 billion in 2025 to RMB 25,825 billion by 2030 (28.8% CAGR). Huawei's IAS revenue surged from CNY 4.6 billion (2023) to CNY 45.0 billion (2025, +878%), demonstrating explosive returns for full-stack providers, while standalone

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RSU hardware faces commoditization. Value creation is skewed toward integrated providers: Huawei's IAS revenue grew 878%, while standalone hardware faces commoditization. This reinforces the imperative to partner.

Social. 5G base stations reached 4.598 million by end-2024 (MIIT, 2024). ICV registrations exceeded 27.93 million. 50% L2/L3 penetration is mandated by 2030.

Technological. Cloud-V2X shifts value to software/cloud layers (MEC at 13.38%). The case company lacks cloud/AI capabilities. All experts (100%) confirmed this asymmetry.

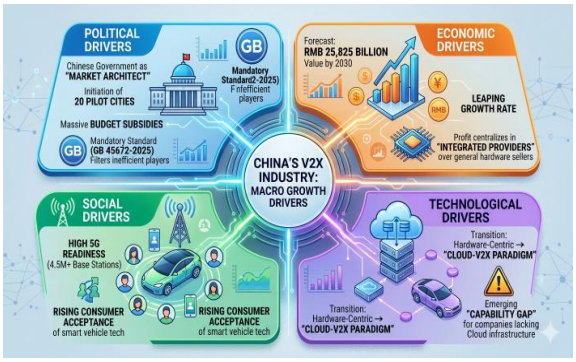


Figure 1. PEST Macro-Environment Analysis Diagram
Note. This figure was generated with the assistance of ChatGPT/OpenAI image generation tool and was further edited by the author for academic presentation.

Industry Structure Analysis (SCP-G)

SCP-G confirms governance-led mechanism. The Chinese government acts as Market Architect. All experts (100%) validated G→S→C→P.

Market Bifurcation. full-stack orchestrators (Huawei, Baidu) versus hardware suppliers. Procurement favors turnkey solutions.

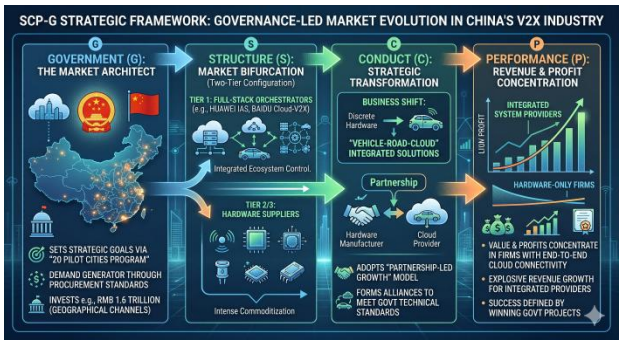


Figure 2. SCP-G Industry Structure Flowchart
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Competitive Positioning (SWOT)

The SWOT analysis evaluates internal capabilities against external market conditions.

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Strengths: R&D and manufacturing capabilities, automotive experience, OEM cooperation, ICV commitment, and certifications.

Weaknesses: No cloud/AI (W1, W5 confirmed by 100%), limited collaboration, inflexible processes.

Opportunities: 20 pilot cities create concentrated demand; the GB 45672-2025 standard generates replacement demand; cloud partnerships offer capability augmentation.

Threats: Tier 1 vertical integration; RSU commoditization; policy uncertainty; rapid technological evolution.



Figure 3. SWOT Competitive Positioning Matrix

Note. This figure was generated with the assistance of ChatGPT/OpenAI image generation tool and was further edited by the author for academic presentation.

Target Market Selection

Target city prioritization employs SAW with four criteria validated by all five experts (100%) (Hwang & Yoon, 1981): Government Relations (40%), Urban Industrial Potential (30%), Partners (15%), Competition (15%).

Weighted Score = 0.40 x GR + 0.30 x UIP + 0.15 x P + 0.15 x C

Government Relations (40%) captures municipal commitment. Urban Industrial Potential (30%) reflects industry concentration. Partners (15%) measures cloud provider accessibility. Competition (15%) assesses full-stack presence.

Table 3: Multidimensional City Scoring Results

City	Gov. Relations (40%)	Urban Potential (30%)	Partners (15%)	Competition (15%)	Weighted Score	Rank
Beijing	95	90	85	75	89.00	1
Wuhan	90	85	80	80	85.50	2
Chongqing	92	80	72	85	84.35	3
Nanjing	88	82	78	82	83.80	4
Shanghai	85	88	90	65	83.65	5

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City	Gov. Relations (40%)	Urban Potential (30%)	Partners (15%)	Competition (15%)	Weighted Score	Rank
Shenzhen	82	85	88	60	80.50	6
Changchun	78	72	68	88	76.20	7

Beijing ranks first (government relations 95, RMB 99.4 billion). Wuhan second (RMB 170 billion). Chongqing third (government 92). Shanghai and Shenzhen score highly on partners and urban potential but are penalized by intense competition from Huawei and Baidu headquarters presence.

Shanghai and Shenzhen score highly on partners and urban potential but are penalized by intense competition from Huawei and Baidu headquarters presence. These cities represent advanced but contested markets where partnership-based entry may face resistance from incumbents with established municipal relationships.

Changchun ranks seventh (competition 88). Shanghai and Shenzhen penalized by Huawei/Baidu competition.

Strategic Framework

Building upon validated analytical foundations, the study proposes a Partnership-led Growth Model operationalized through two complementary pathways.

Path A: Market Infiltration targets high-priority cities (Beijing, Wuhan, Nanjing) through cloud operator partnerships.

Path B: Lateral Entry targets adjacent markets (Chongqing, Changchun) with lower competition.

Table 4: Strategic Framework Summary: Partnership-led Growth Model

Dimension	Path A: Market Infiltration	Path B: Lateral Entry
Target cities	Beijing, Wuhan, Nanjing	Chongqing, Changchun
Entry logic	Leverage hardware expertise in high-priority markets	Exploit lower competition in underserved regions
Core capability	Automotive-grade RSU/MEC manufacturing	Reference installation + local partnership
Partnership focus	Cloud provider alliances	Local integrators + municipal government
Timeline	2024-2026	2024-2026
Expected outcome	Revenue growth, capability building, brand establishment	Market diversification, risk hedging, scale expansion
Investment intensity	High	Moderate
Risk profile	Concentrated but high-return	Diversified but lower per-market return

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All five experts (100%) affirmed the Partnership-led Growth Model, noting that independent cloud platform development would require RMB 5-10 billion and 3-5 years—a timeline exceeding the current pilot deployment window (Expert Panel, 2024).

The expert consensus is particularly notable given the diversity of functional perspectives represented. The unanimity of concurrence (100%) across all five validation dimensions—macro-environmental accuracy, industry structure validity, SWOT completeness, SAW appropriateness, and strategic feasibility—provides robust validation of the analytical conclusions.

Conclusion and Discussion

Findings: (1) The Cloud-V2X Capability Gap is the defining asymmetry; (2) SCP-G confirms governance-led market structure; (3) Partnership is the only viable pathway.

The Cloud-V2X Capability Gap is the primary competitive asymmetry. All five experts (100%) concurred that independent cloud development would require RMB 5-10 billion and 3-5 years—prohibitive for most component-focused enterprises and exceeding the 2024-2026 pilot window. This barrier renders partnership-based strategies the only viable pathway.

Second, the SCP-G analysis confirmed a governance-led transmission mechanism in which government intervention sequentially dictates market structure, firm conduct, and performance. The pilot program, mandatory standards, and procurement preferences collectively filter market participants toward integrated providers, reinforcing the urgency of partnership strategies.

Third, the Partnership-led Growth Model stands as the central pillar of the strategic recommendation. Partnering with established local cloud providers offers a sustainable pathway to overcome the Cloud-V2X Capability Gap without prohibitive capital investment. The SAW model prioritises Beijing (89.00), Wuhan (85.50), Chongqing (84.35), and Nanjing (83.80) as target markets, and the dual-pathway framework provides operational flexibility across market maturity levels.

The Partnership-led Growth Model derives its centrality from three structural realities: the RMB 5–10 billion investment barrier is insurmountable for mid-tier firms; local cloud providers possess proven infrastructure and government relationships; and partnership transforms a fixed-capital gap into a variable-cost arrangement. All five experts (100%) endorsed this model.

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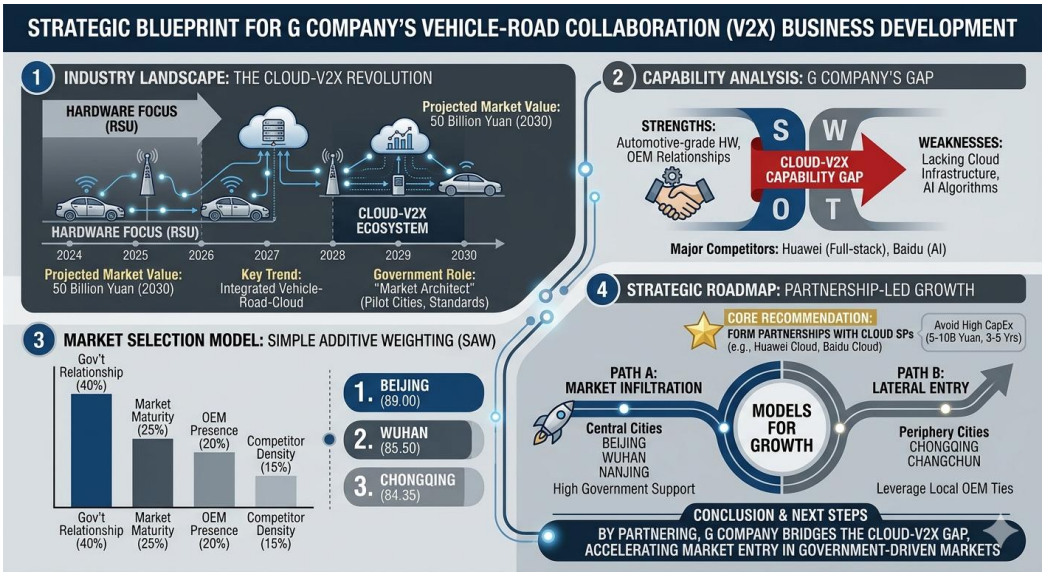


Figure 4. Business Development Strategy Blueprint
Note. This figure was generated with the assistance of ChatGPT/OpenAI image generation tool and was further edited by the author for academic presentation.

Integrated Strategic Model: Dual-Pathway Execution

The Partnership-led Growth Model is operationalized through two pathways derived from the SAW-based city prioritization results. Table 5 summarizes the framework.

Table 5: Integrated Strategic Model: Dual-Pathway Execution Framework

Dimension	Path A: Market Infiltration	Path B: Lateral Entry
Target cities	Beijing (89.00), Wuhan (85.50), Nanjing (83.80)	Chongqing (84.35), Changchun (76.20)
City profile	High-priority hubs with large project scale and strong government commitment	Regions with lower competitive intensity and emerging procurement pipelines
Entry logic	Leverage automotive-grade hardware expertise in government-led flagship projects	Exploit lower competition to establish reference installations with reduced resource commitment
Core capability	RSU/MEC manufacturing + cloud partner integration	Reference installation design + local partnership cultivation
Partnership focus	Cloud provider alliances (Huawei Cloud, Baidu Intelligent Cloud)	Local system integrators + municipal government relationships
Timeline	2024–2026 (pilot deployment window)	2024–2026 (pilot deployment window)

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Dimension	Path A: Market Infiltration	Path B: Lateral Entry
Expected outcome	Revenue growth, capability building, national reference credentials	Market diversification, risk hedging, operational experience
Investment intensity	High (dedicated partnership investment per city)	Moderate (scalable across multiple regions)
Risk profile	Concentrated but high-return	Diversified but lower per-market return

Path A: Market Infiltration targets high-priority hubs where government commitment justifies dedicated partnership investment. Beijing (89.00, government relations 95, 6,050 intersections) is optimal for national reference credentials. Wuhan's RMB 170 billion is the largest single V2X project. Nanjing (83.80) provides a balanced entry point.

Path B: Lateral Entry targets regions with lower competitive intensity. Chongqing (84.35) benefits from high government commitment (92) and manageable competition (85). Changchun (76.20, competition 88) offers an open market where automotive relationships provide an alternative entry pathway.

Market Archetype Classification

The SAW-based city prioritization results reveal distinct market archetypes requiring differentiated strategic approaches. Table 6 categorizes the evaluated cities according to their strategic characteristics.

Table 6: Market Archetype Classification of Target Cities

Archetype	Characteristics	Cities	Strategic Approach
National Flagship Hub	Highest government relations; largest project scale; national policy epicenter; intense competition from Tier 1 incumbents	Beijing (89.00)	Priorities flagship project participation; accept compressed margins for reference credentials; partner with top-tier cloud providers
Mega-Project Anchor	Very large single-project investment; strong government commitment; significant scale economics	Wuhan (85.50)	Leverage scale economics to offset partnership costs; target turnkey hardware procurement contracts
Balanced Growth Market	Strong government relations; moderate competition; diversified industrial base	Nanjing (83.80), Chongqing (84.35)	Steady market development with balanced resource allocation; build sustainable partnerships
Tech-Intensive Battleground	Highest partner availability; strongest urban potential; most	Shanghai (83.65),	Deferred priority; re-evaluate after establishing reference

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Archetype	Characteristics	Cities	Strategic Approach
	intense competition from Huawei/Baidu/ZTE headquarters	Shenzhen (80.50)	credentials in lower-competition markets
Traditional Automotive Gateway	Lower government V2X commitment; deep automotive manufacturing heritage; limited full-stack provider presence	Changchun (76.20)	Leverage existing automotive OEM relationships; emphasize hardware-plus-localization value proposition

This archetype classification provides a decision framework for resource allocation. The National Flagship Hub and Mega-Project Anchor categories represent immediate priorities, while the Traditional Automotive Gateway offers a complementary pathway leveraging the case company's automotive domain expertise. Each archetype requires tailored partnership approaches and investment intensity.

Theoretical Implications

This study extends the strategic management literature in two directions. First, it applies SCP-G to emerging technology sectors with government-led market creation, identifying the Chinese government as 'Market Architect—a role beyond traditional regulation that creates demand, designs structure, and determines outcomes. Second, it demonstrates that SAW can be productively integrated with qualitative case study research for replicable strategic recommendations (Chen & Hwang, 1992).

Second, this study demonstrates that SAW can be productively integrated with qualitative case study research for replicable strategic recommendations (Chen & Hwang, 1992). The 40% weighting of government relations reflects context-specific prioritization that generic MCDM applications would not capture.

Practical Implications

For managers of mid-tier automotive component providers, strategic partnership with local cloud providers is the financially sustainable pathway. Partnership delivers immediate cloud access, transforms fixed capital expenditure into variable operational expenditure, and ensures regulatory compliance. The pilot deployment period represents a finite window; once full-stack providers consolidate positions, hardware-only suppliers may be structurally excluded.

Limitations

This study has three limitations. First, reliance on publicly available sources constrains the depth of internal strategic understanding. Second, the five-member expert panel, with each member possessing minimum 10 years of experience (average 15 years, totaling 75 years), does not permit statistical generalisation. Third, accelerating technological change means findings reflect the 2024–2025 deployment cycle.

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Suggestion

Strategic Recommendations

The study recommends adopting a strategic partnership model with cloud providers. Implementation consists of four phases: Identification (1–3 months), Negotiation (4–6 months), Integration (7–12 months), and Deployment (ongoing).

Table 7: Implementation Roadmap: Four-Phase Partnership Execution

Phase	Name	Timeline	Key Activities	Deliverables
Phase 1	Partner Identification	Months 1–3	Evaluate cloud partners on technical compatibility, market coverage, commercial terms; assess scalability, automotive experience, certification status	Shortlisted partner candidates; due diligence reports
Phase 2	Negotiation	Months 4–6	Negotiate hardware-software integration protocols, revenue sharing, joint certification, IP provisions; define SLA and governance structure	Signed partnership framework agreement
Phase 3	Integration	Months 7–12	Align product roadmaps; develop integrated prototypes; conduct pilot deployments at selected intersections	Validated integrated solution; operational workflow documentation
Phase 4	Deployment	Ongoing	Execute full-scale deployment; optimise based on operational feedback; adapt to evolving standards	Revenue-generating deployments; reference installations

This phased approach transforms the Partnership-led Growth Model from strategic concept to operational reality. The twelve-month timeline from partner identification to initial deployment aligns with the 2024-2026 pilot window, ensuring partnership-based market presence before pilot city procurement consolidates around established ecosystem configurations.

Managerial Recommendations

The provider should simultaneously execute market infiltration (Beijing, Wuhan, Nanjing) and lateral entry (Chongqing, Changchun). For infiltration, target

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flagship projects accepting compressed margins for reference credentials. For lateral entry, emphasize hardware-plus-localization with local integrators. Monitor SAW scores quarterly to update priorities as conditions evolve.

The dual-track approach balances revenue concentration in high-priority markets with portfolio diversification across emerging regions. Managers should monitor SAW score changes quarterly, updating city priorities as government commitments evolve and competitive landscapes shift.

Future Research Directions

Future research directions should consider both academic development and practical implications for future entrepreneurs. First, longitudinal studies should track how V2X partnerships evolve from 2024 to 2028, especially as the industry moves from pilot projects to wider commercialization. Such research would help explain how firms adjust their cooperation models, resource allocation, and competitive positioning during different stages of industry development.

Second, comparative research on different alliance models, such as hardware-cloud cooperation, OEM-led ecosystems, and government-platform collaboration, would help new entrepreneurs identify more feasible entry paths. In addition, quantitative studies on the financial outcomes of partnership-based strategies versus independent development strategies would provide stronger evidence for strategic decision-making, especially for start-ups and mid-tier firms with limited resources.

Third, future research should examine municipal government procurement criteria, including technical standards, data security, cost requirements, local service capability, and vendor reputation, because these factors directly affect market entry opportunities. Further investigation of policy evolution beyond the pilot phase would also clarify how subsidies, standards, licensing, and public-private investment may change over time. These studies would not only enrich academic understanding of V2X industry development, but also offer practical guidance for entrepreneurs seeking to enter intelligent mobility markets.

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Culture Matters: Organizational Culture and Teachers' Acceptance of AI in Teaching

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Abstract

This study has two purposes: (1) to examine the levels of teachers' perceptions of organizational culture and their acceptance of AI technology, and (2) to investigate how different types of organizational culture were associated with teachers' perceptions and intentions to adopt AI in teaching. Data were collected from 144 teachers and school personnel using a questionnaire and analyzed using descriptive statistics and Pearson's correlation. The findings show that both organizational culture and AI acceptance were rated highly across all dimensions, with family-oriented ($\bar{x}$ = 4.10, S.D. = 0.59) culture receiving the highest mean score. Teachers also demonstrated high levels of AI acceptance, particularly in behavioral intention to use ($\bar{x}$ = 4.19, S.D. = 0.55). Correlation analysis reveals a significant positive relationship between organizational culture and AI acceptance ($r = 0.51, p < 0.001$). At the dimensional level, family ($r = 0.32$, $p < 0.001$) and creative ($r = 0.30$, $p < 0.001$) cultures were positively associated with behavioral intention to use AI, while market ($r = 0.38$, $p < 0.001$) and hierarchy ($r = 0.33$, $p < 0.001$) cultures were linked to perceived usefulness and attitudes toward AI use. The weakest relationship was found between hierarchy culture and perceived ease of use ($r = 0.19$, $p < 0.001$). The findings highlight the importance of organizational culture as a key contextual element linked to AI technology adoption.

Keywords: Organizational Culture, Artificial Intelligence, Technology Acceptance

Introduction

In the digital era, rapid technological advancement has transformed all sectors, including education (Selwyn, 2019). The integration of digital technologies into teaching and learning is now essential for enhancing instructional effectiveness, expanding access to information, and connecting learners to global knowledge networks. In Thailand, national policies such as the National Strategy Master Plan (2018–2037) emphasize the use of digital technologies to improve learning quality and develop 21st-century competencies (NESDC, 2018). Beyond technological investment,

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the transition toward digital organizations requires alignment with organizational culture. Organizational culture, defined as shared values, beliefs, and practices, plays a critical role in shaping individuals' readiness, collaboration, and engagement with innovation (Sharifirad & Ataei, 2012). In educational settings, a culture that promotes learning and innovation is essential for enabling teachers to adapt to emerging technologies such as Artificial Intelligence (AI), which is increasingly reshaping teaching and learning processes (Office of Educational Technology, 2003). AI has expanded the possibilities of education by supporting personalized learning, intelligent assessment, and data-driven instruction (Ouyang & Jiao, 2021). Despite its significant potential, AI adoption in some Thai schools remains limited, suggesting that factors beyond individual competence, particularly organizational culture, may constrain its use (Boonsathaporn, 2025).

School culture significantly influences teachers' attitudes toward innovation and technology adoption. Conservative, hierarchical, or risk-averse cultures may inhibit experimentation, whereas collaborative and innovation-oriented cultures can foster greater acceptance of technology (Gürfidan & Koç, 2016). In Thailand, although policies encourage digital transformation, many teachers still demonstrate only basic AI competencies and limited motivation to integrate AI into teaching (Office of the Education Council, 2025). This situation highlights a critical problem: the persistence of low levels of AI adoption in schools despite increasing policy support and technological availability. However, existing research has largely focused on teachers' technological skills or individual acceptance factors, with limited attention to the role of organizational culture in shaping AI adoption (Murire, 2024). Moreover, empirical evidence examining the integration of organizational culture, technology acceptance, and AI-specific pedagogical competencies in school contexts remains scarce, especially in the Thai educational setting. To address this gap, the present study investigated the relationship between organizational culture and teachers' acceptance of AI for teaching in a large secondary school in Samut Prakan. By integrating perspectives from organizational culture and TAM, this study provided both theoretical and practical insights into how school environments can better support AI integration. The findings were expected to inform strategies for fostering a learning-oriented organizational culture, enhancing teachers' competencies, and improving educational quality in alignment with Thailand's digital transformation agenda.

Research Objectives

1. To examine the levels of teachers' perceptions of organizational culture and their acceptance of AI technology in teaching
2. To explore the relationship between organizational culture and teachers' AI acceptance

Literature Review

1. Technology Acceptance, Teachers' Adoption of AI and Organizational Culture

The Technology Acceptance Model (TAM) provides a foundational framework for understanding how individuals adopt and use new technologies (Davis, Bagozzi, & Warshaw,1989). The model posits that technology acceptance is primarily influenced by two key perceptions: perceived usefulness and perceived ease of use. These

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perceptions subsequently shape users' attitudes toward using the technology, which then influence their behavioral intention and actual technology use. Specifically, the process of technology adoption progresses through four interconnected stages: (1) perceived usefulness, (2) perceived ease of use, (3) attitude toward using, and (4) behavioral intention to use. Since its introduction, TAM has become one of the most widely applied theoretical frameworks for examining how individuals within organizations develop perceptions, attitudes, and intentions toward adopting new technologies in professional contexts (Davis, 1989). Over the past decades, TAM has been consistently validated across educational settings and has been widely used to explain teachers' acceptance of educational technologies, digital learning systems, and smart classroom innovations (Zhou, Xue, & Ruiqian, 2022). However, despite its strong predictive capability, TAM has increasingly been critiqued for its primary focus on individual cognition while giving limited attention to contextual and organizational influences (Venkatesh & Davis, 2000).

This limitation has become particularly evident in the era of AI, where adoption of technology involves more than perceptions of usefulness and ease of use alone. In recent years, AI technologies have rapidly expanded across business and educational sectors, transforming teaching, learning, and administrative practices (Zhou, Xue, & Ruiqian, 2022). Nevertheless, many teachers still demonstrate limited competence and confidence in using AI tools effectively, reflecting a persistent gap between technological potential and actual classroom implementation (Zhao & Sun, 2024). Moreover, AI adoption introduces additional concerns beyond traditional TAM constructs, including trust in AI systems, ethical considerations, professional identity, and concerns regarding the changing role of teachers in the learning process. Research increasingly suggests that teachers' acceptance of AI technologies is also associated with organizational and environmental conditions. For example, Teo and colleagues (2020) found that organizational support, leadership practices, and professional development opportunities significantly shape teachers' perceptions of usefulness and ease of use. Consequently, recent extensions of TAM emphasize that contextual factors, particularly organizational culture, play a significant role in shaping the adoption of emerging technologies such as AI within schools.

Organizational culture within schools is complex and multifaceted, playing a critical role in shaping individuals' behaviors, decision-making processes, and openness to innovation (Cheung et al., 2011). Rather than functioning as a fixed set of norms or values, organizational culture operates as a dynamic system that influences how individuals interpret change and respond to new practices. In educational settings, cultural assumptions such as beliefs about teaching, authority, collaboration, and risk-taking strongly influence whether innovation is embraced or resisted (Ng et al., 2023). Research commonly conceptualizes organizational culture through typologies such as family, creative, market, and hierarchy cultures (Abdin & Senin, 2014). Family and creative cultures tend to emphasize collaboration, trust, flexibility, and innovation, thereby encouraging knowledge sharing and experimentation. In contrast, hierarchy and market cultures often prioritize control, stability, accountability, and performance, which may limit adaptability and discourage risk-taking behaviors. While these typologies provide a useful framework, recent studies emphasize their role in explaining how organizational culture can support or constrain AI adoption and innovation.

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2. Linking Organizational Culture and Teachers' AI Acceptance

Research indicates that organizational culture is closely linked to teachers' perceptions of technology and their ability to effectively integrate it into instructional practice (Lai & Chen, 2024). In the context of AI, organizational culture becomes particularly significant because AI remains a relatively new and rapidly evolving technology in education. Misunderstandings, misuse, uncertainty, and concerns that AI may eventually replace teachers can create resistance toward adoption (Hwang et al., 2021). As a result, schools with supportive, collaborative, and innovation-oriented cultures are often more likely to encourage teachers to explore, experiment with, and meaningfully integrate AI into teaching and learning practices (Lai & Chen, 2024). In addition, teachers may possess sufficient knowledge but fail to apply it if the organizational environment does not support innovation. Empirical studies confirm that collaborative and innovation-oriented school cultures significantly enhance teachers' AI competencies and engagement (Huang et al., 2023). That is, culture is associated with how teachers interpret AI (e.g., as an opportunity or threat), influences their motivation to learn, and determines access to institutional support (Zhao et al., 2024). As AI continues to change teachers' roles from simply delivering knowledge to guiding and supporting student learning, organizational culture becomes increasingly important in helping teachers adapt to this transformation (Teo et al., 2020). Despite growing research on AI in education, studies in Thailand have mostly examined organizational culture and technology acceptance separately, limiting understanding of how school culture links to teachers' AI adoption across perceived usefulness, ease of use, attitudes, and behavioral intention to use. Therefore, this study addressed this research gap by examining the relationship between organizational culture and teachers' acceptance of AI technology in teaching.

Research Method and Design

A sample of 144 teachers was selected through simple random sampling based on Krejcie and Morgan's (1970) sampling table. Data were collected via a questionnaire with three sections: (1) demographic information, (2) organizational culture based on the Competing Values Framework (family, creative, market, hierarchy), and (3) teachers' acceptance of AI for teaching, adapted from TAM (perceived usefulness, perceived ease of use, attitude, behavioral intention, and actual use), all measured on a five-point Likert scale. Content validity was established through expert review (IOC $\geq$ 0.50), and a pilot test with 30 teachers yielded Cronbach's alpha values ranging from 0.76 to 0.89, indicating good reliability. Data were collected online via Google Forms and analyzed using descriptive statistics and Pearson's correlation

Research Findings

When considering the overall level of responses presented in Table 1, all four dimensions of organizational culture were found to have mean scores at a high level. This indicates that teachers held positive attitudes toward the school's organizational culture across all dimensions. The highest mean scores were observed for family culture ($\bar{x}$ = 4.10, S.D. = 0.59) and creative culture ($\bar{x}$ = 4.09, S.D. = 0.60), followed by market culture ($\bar{x}$ = 4.08, S.D. = 0.58) and hierarchy culture ($\bar{x}$ = 4.07, S.D. = 0.62), respectively.

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Table 1. Descriptive Statistics of Organizational Culture (Overall) (n = 144)

	$\bar{x}$	S.D.	MIN	MAX
Family Culture (FAMI)	4.10	0.59	2.00	5.00
Creative Culture (CREA)	4.09	0.60	2.00	5.00
Market Culture (MARK)	4.08	0.58	2.00	5.00
Hierarchy Culture (HIER)	4.07	0.62	2.00	5.00

Table 2 presents detailed findings on the questionnaire items used to assess the four types of organizational culture: family culture, creative culture, market culture, and hierarchy culture. The analysis focuses on the items with the highest mean scores in each dimension. The results indicated that, for family culture, the highest-rated item was: *"teachers in the shool maintain good relationships and support one another in their work"* ($\bar{x}$ = 4.15, S.D. = 0.81). This reflects respondents' emphasis on positive interpersonal relationships, mutual support, and teamwork, which are key characteristics of a friendly and trust-based organizational climate. For creative culture, the highest-rated item was *"the school encourages teachers to experiment with new teaching methods or technologies"* ($\bar{x}$ = 4.11, S.D. = 0.87), indicating openness to new ideas, support for innovative learning, and continuous development of instructional practices. In terms of market culture, the highest-rated item was: *"the school places importance on students' academic achievement"* ($\bar{x}$ = 4.24, S.D. = 0.78), reflecting a strong focus on outcomes, performance, and goal-oriented organizational management. Similarly, for hierarchy culture, the highest-rated item was: *"the school places importance on students' academic achievement"* ($\bar{x}$ = 4.15, S.D. = 0.82). This suggests that operations are conducted within clear rules and formal structures, with an emphasis on systematic quality control and standardization of educational outcomes.

Table 2. Questionnaire Items for Four Types of Organizational Culture (n = 144)

	$\bar{x}$	S.D.	MIN	MAX
Family Culture (FAMI)				
Teachers in the school maintain good relationships and support one another in their work.	4.15	0.81	2	5
The school promotes collaboration and the exchange of ideas among teachers.	4.08	0.82	2	5
School administrators provide opportunities for teachers to participate in decision-making regarding instructional development.	4.07	0.88	2	5
Creative Culture (CREA)				
The school encourages teachers to experiment with new teaching methods or technologies.	4.11	0.87	2	5

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	$\bar{x}$	S.D.	MIN	MAX
Teachers are encouraged to initiate innovative approaches to teaching and learning.	4.08	0.86	2	5
The school is open to new ideas and supports the use of modern technologies.	4.10	0.84	2	5
Market Culture (MARK)				
The school places importance on students' academic achievement.	4.24	0.78	2	5
The school strives to enhance educational quality to achieve organizational excellence and competitiveness.	3.94	0.84	1	5
The school evaluates teachers' performance to improve the quality of teaching and learning.	4.09	0.83	2	5
Hierarchy Culture (HIER)				
The school has clear rules and procedures for operations.	3.99	0.87	2	5
School operations must comply with established regulations.	4.15	0.82	2	5
Decision-making follows formal hierarchical structures.	4.08	0.79	2	5

Table 3 presents descriptive statistics of teachers' acceptance of AI for teaching (overall). The researcher categorized the construct into four dimensions: (1) perceived usefulness, (2) perceived ease of use, (3) attitudes toward the use of artificial intelligence (AI), and (4) behavioral intention to use. The findings indicated that all variables had mean scores at a high level, suggesting that teachers demonstrate a positive acceptance of technology and AI in terms of perceived benefits, ease of use, as well as attitudes and intentions to apply these technologies in their professional practice. When considering each dimension, the highest mean score was found for behavioral intention to use ($\bar{x}$ = 4.19, S.D. = 0.55), indicating that teachers were ready and strongly inclined to adopt technology and AI in their work. This was followed by attitudes toward AI use ($\bar{x}$ = 4.13, S.D. = 0.54) and perceived usefulness ($\bar{x}$ = 4.13, S.D. = 0.55), which showed similar mean levels, reflecting favorable perceptions and positive attitudes toward the value of these technologies. The lowest mean score was observed for perceived ease of use ($\bar{x}$ = 4.07, S.D. = 0.56). Although still at a high level, this suggests that some users may continue to experience certain limitations or challenges in using technology and AI.

Table 3. Teachers' Acceptance of AI for Teaching (Overall) (n = 144)

	$\bar{x}$	S.D.	MIN	MAX
Perceived Usefulness (USEA)	4.13	0.546	2.67	5.00

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	$\bar{x}$	S.D.	MIN	MAX
Perceived Ease of Use (EASE)	4.07	0.562	3.00	5.00
Attitude toward AI Use (ATTI)	4.13	0.539	3.00	5.00
Behavioral Intention to Use (INTEN)	4.19	0.550	3.00	5.00

Table 4 presents detailed results of the questionnaire items used to assess teachers' acceptance of AI for instructional purposes. The construct was categorized into four dimensions: USEA, EASE, ATTI, and INTEN. The analysis focuses on the items with the highest mean scores in each dimension. The findings indicate that, for *perceived usefulness*, the highest-rated item was: *"AI facilitates teachers' work and reduces workload"* ($\bar{x}$ = 4.20, S.D. = 0.76), reflecting teachers' clear recognition of AI's role in improving instructional effectiveness and work performance. For *perceived ease of use*, the highest-rated item was: *"AI technology is easy to use in teaching and learning management"* ($\bar{x}$ = 4.14, S.D. = 0.77), indicating that most teachers perceive AI as a practical and user-friendly tool in instructional contexts. In terms of *attitude toward AI use*, the highest-rated item was: *"I have a positive attitude toward using AI in teaching and learning management"* ($\bar{x}$ = 4.22, S.D. = 0.75), suggesting openness and favorable perceptions toward integrating AI into professional practice. Finally, for behavioral intention to use, the highest-rated item was: *"I intend to continuously develop my AI skills for teaching purposes"* ($\bar{x}$ = 4.22, S.D. = 0.73), reflecting teachers' readiness and commitment to ongoing professional development and long-term integration of AI in their instructional practice.

Table 4. Questionnaire Items Used to Assess Acceptance of AI for Teaching (n = 144)

	$\bar{x}$	S.D.	MIN	MAX
Perceived Usefulness (USEA)				
Using AI enhances the efficiency of teaching and learning management.	4.14	0.79	2	5
AI improves the quality of students' learning.	4.04	0.78	3	5
AI facilitates teachers' work and reduces workload	4.20	0.76	3	5
Perceived Ease of Use (EASE)				
AI technology is easy to use in teaching and learning management.	4.14	0.77	3	5
I can learn to use AI for teaching without difficulty.	4.04	0.81	3	5
Using AI in teaching is not overly complex	4.04	0.80	3	5
Attitude toward AI Use (ATTI)				
I have a positive attitude toward using AI in teaching and learning management.	4.22	0.75	3	5
I perceive AI as a useful tool for education.	4.12	0.79	3	5

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	$\bar{x}$	S.D.	MIN	MAX
I am interested in using AI to improve my teaching.	4.06	0.81	3	5
Behavioral Intention to Use (INTEN)				
I intend to use AI in teaching and learning management in the future.	4.13	0.80	3	5
I am likely to use AI to develop instructional materials and learning activities.	4.20	0.79	3	5
I intend to continuously develop my AI skills for teaching.	4.22	0.73	3	5

Table 5 displays Pearson's correlation coefficients between organizational culture and teachers' acceptance of AI for teaching. The results revealed a strong positive correlation ($r = 0.51$, $p < 0.001$), indicating a statistically significant positive relationship between organizational culture and AI acceptance for teaching. Figure 1 further illustrates this positive association, as evidenced by the upward-sloping trend line. In addition, Table 5 provides additional detail on the relationships between organizational culture and teachers' acceptance of AI for teaching at the dimensional level. For example, family culture was positively correlated with teachers' behavioral intention to use AI in teaching ($r = 0.42$, $p < 0.05$). Similarly, creative culture was also positively related to behavioral intention ($r = 0.30$, $p < 0.05$). In addition, market culture demonstrated a moderately strong positive relationship with perceived usefulness of AI in teaching ($r = 0.38$, $p < 0.05$), while hierarchy culture was positively associated with attitudes toward AI use in teaching ($r = 0.33$, $p < 0.05$). Among all relationships, the association between hierarchy culture (HIER) and perceived ease of use (EASE) was the weakest ($r = 0.19$, $p < 0.05$). Figure 2 also depicts a positive association between organizational culture types and teachers' acceptance of AI for teaching, as evidenced by upward-sloping trend lines of varying magnitudes.

Table 5. Pearson's correlation coefficients between organizational culture and teachers' acceptance of AI for Teaching ($n = 144$)

	FAMI	CREA	MARK	HIER	USEA	EASE	ATTI	INTEN
FAMI	—							
CREA	0.37***	—						
MARK	0.33***	0.39***	—					
HIER	0.47***	0.29***	0.38***	—				
USEA	0.29***	0.20*	0.38***	0.23**	—			
EASE	0.20*	0.19*	0.27**	0.19*	0.24**	—		
ATTI	0.24**	0.25**	0.32***	0.33***	0.30***	0.45***	—	
INTEN	0.32***	0.30***	0.31***	0.29***	0.31***	0.33***	0.46***	—
Note. * p < .05, ** p < .01, *** p < .001,								

CUL = Organizational Culture; FAMI = Family Culture; CREA = Creative Culture; MARK = Market Culture; HIER = Hierarchy Culture; TAM = Technology Acceptance; USEA = Perceived Usefulness; EASE = Perceived Ease of Use; ATTI = Attitude toward AI Use; INTEN = Behavioral Intention to Use

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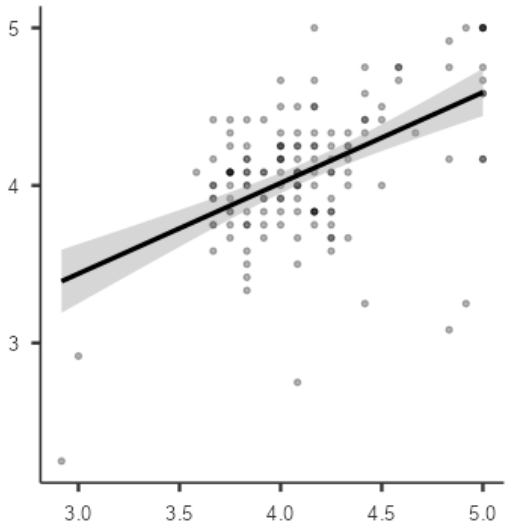


Figure 1. Scatter Plots of Organizational Culture and AI Acceptance in Teaching (overall)



Figure 2. Scatter Plots of Culture Types and Dimensions of AI Acceptance in Teaching

Conclusion and Discussion

The findings indicated that both organizational culture and teachers' acceptance of AI for teaching were at high levels, reflecting a supportive and innovation-oriented school environment. Family and creative cultures were most prominent, emphasizing collaboration and openness to new practices, while market and hierarchy cultures reinforce performance and structure. Teachers showed strong acceptance of AI, particularly in behavioral intention, attitudes, and perceived usefulness, although ease of use remained comparatively lower, suggesting some implementation challenges.

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Importantly, organizational culture was positively and significantly related to AI acceptance (r = 0.51, p < 0.001). Family and creative cultures mainly promoted intention to use, whereas market and hierarchy cultures strengthened perceived usefulness and attitudes. The weakest relationship was found between hierarchy culture and ease of use. Overall, there was a link between organizational culture and AI acceptance in Teaching, with supportive and innovative cultures enhancing teachers' readiness to integrate AI into teaching.

The findings of this study reinforce the view that organizational culture functions as a critical contextual enabler of technology adoption in educational settings. Consistent with prior research, all four cultural dimensions were rated at high levels, with family and creative cultures emerging as the most prominent. This aligns with the argument that collaborative and innovation-oriented cultures foster openness to change, knowledge sharing, and experimentation—conditions that are essential for integrating emerging technologies such as AI. The strong presence of these cultural types suggested that the school environment is conducive to pedagogical innovation and continuous professional learning. The high levels of AI acceptance across all TAM dimensions further supported existing literature indicating that teachers increasingly recognize the value of technology for enhancing instructional effectiveness. In particular, the prominence of behavioral intention and positive attitudes reflected a readiness to adopt AI, consistent with studies showing that perceived usefulness and attitudes were strongly associated with technology use (Zhao et al., 2024). However, the comparatively lower score for perceived ease of use indicates that, despite generally positive perceptions, practical challenges still exist, reflecting concerns about the gap between the potential of AI and teachers' actual ability to effectively use it in practice (Ouyang & Jiao, 2021).

Importantly, the significant positive relationship between organizational culture and AI acceptance provided empirical support for extending TAM beyond individual-level cognition to include organizational factors. The findings confirmed an association between organizational culture and teachers' perceptions and intentions to adopt AI, consistent with extended TAM models (Office of the Education Council, 2025). More specifically, family and creative cultures were found to enhance teachers' behavioral intention to use AI, highlighting the role of trust, collaboration, and flexibility in encouraging experimentation. On the other hand, market and hierarchy cultures were associated with perceived usefulness and attitudes, suggesting that performance-oriented and structured environments reinforce the perceived value and legitimacy of AI use (Boonsathaporn, 2025). These findings suggested that organizational culture influenced technology adoption through different mechanisms, shaping how teachers perceive and engage with AI technologies. The weak relationship between hierarchy culture and perceived ease of use further suggested that highly structured environments may limit opportunities for hands-on experimentation, thereby constraining teachers' confidence in using AI. Overall, this study highlighted that fostering supportive, flexible, and innovation-driven cultures was essential for translating positive perceptions of AI into meaningful instructional practice.

Suggestions

The findings highlight the importance of organizational culture in supporting AI adoption in schools. School leaders should foster collaborative and innovation-oriented

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cultures to strengthen teachers' intention to use AI. Although overall acceptance is high, the relatively lower perceived ease of use suggests a need for targeted, hands-on professional development and ongoing support to build confidence in applying AI in practice. Meanwhile, the high mean scores for market and hierarchy cultures highlight the importance of clear direction, structured support, and alignment with instructional goals in strengthening teachers perceived usefulness of AI and their positive attitudes toward its use. School administrators seeking to introduce new technologies into teachers' work should adopt a comprehensive approach by strengthening school culture, teacher skills, and technological infrastructure together to support sustainable AI implementation.

Future research should employ longitudinal designs to examine sustained AI use over time and incorporate mediating variables (e.g., digital leadership, AI competency) to better explain underlying mechanisms. Expanding the focus to include student outcomes and using mixed-method approaches would provide deeper insights into the effectiveness and contextual dynamics of AI integration. Comparative studies across different contexts are also recommended to enhance the generalizability of findings.

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Causal Factors Influencing Condominium Rental Intention among Elderly Social Media Users in Bangkok and Its Vicinity

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Abstract

This study aimed to (1) develop and validate a causal relationship model of condominium rental intention among elderly social media users in Bangkok and its vicinity and (2) examine the causal factors influencing such intention. The study also provides practical implications for real estate entrepreneurs in designing age-friendly digital marketing strategies. A quantitative research approach was employed using an online questionnaire administered to 400 elderly respondents (aged 60 years and above) who had prior experience searching for or renting condominiums through social media platforms. Data were analyzed using descriptive statistics, confirmatory factor analysis (CFA), and structural equation modeling (SEM). The proposed model demonstrated a good fit with the empirical data (CMIN/df = 2.02, GFI = 0.90, AGFI = 0.90, SRMR = 0.02, RMSEA = 0.05). The findings revealed that trust was the strongest determinant of rental intention, followed by satisfaction and reputation. Perceived ease of use and social support positively influenced both trust and satisfaction, whereas perceived risk negatively affected trust. These results indicate that elderly consumers prioritize platform reliability, ease of use, and security when making condominium rental decisions through social media. The findings extend the Technology Acceptance Model (TAM) by integrating trust, social support, and perceived risk into the context of elderly consumers in Thailand's digital housing market. Practically, the study suggests that real estate developers should improve platform usability, strengthen trust-building mechanisms, and develop age-friendly digital services to enhance engagement and rental intention among older consumers.

Keywords: Condominium; Rental Intention; Elderly Consumers; Social Media; Structural Equation Modeling; Technology Acceptance Model

Introduction

The residential housing market has experienced a profound transformation as digital technologies and social media reshape the way consumers search for, evaluate, and rent residential properties. Rather than relying solely on traditional real estate agents or property exhibitions, consumers increasingly use online platforms to compare alternatives, communicate with property owners, and make rental decisions. This trend is particularly evident in the condominium market, where urban lifestyles demand convenient access to information, location-based services, and digital communication

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channels (Long & Nguyen, 2024). Consequently, competition among real estate firms has expanded beyond the physical characteristics of properties to include digital marketing effectiveness, online reputation, customer engagement, and the quality of user experience provided through social media platforms (Tarigan & Noverin, 2024).

Social media applications such as Facebook, Instagram, LINE, and TikTok have become important marketing and communication channels within the real estate industry (Vuković, 2024). These platforms enable consumers to obtain detailed property information through user-generated reviews, virtual property tours, live-streaming presentations, and real-time interactions with property owners or agents. Such features reduce information asymmetry and facilitate more informed decision-making. Moreover, the integration of secure online payment systems and digital communication tools has increased consumer confidence in conducting rental transactions through social media platforms (Thaldumrong, 2024; Zhang et al., 2024).

Simultaneously, Thailand has entered an aging society, with the proportion of older adults increasing steadily each year. This demographic transition has generated substantial changes in housing demand and consumer behavior. Unlike younger consumers, elderly individuals often exhibit different patterns of technology adoption due to age-related cognitive, physical, and psychological characteristics. Although many older adults have become active users of smartphones and social media, their online decision-making is generally more cautious and depends heavily on factors such as ease of system use, perceived security, trustworthiness of information, and support from family members or close social networks. Consequently, understanding the behavioral mechanisms underlying elderly consumers' rental decisions has become increasingly important for both researchers and practitioners.

The Technology Acceptance Model (TAM) has been widely employed to explain users' acceptance of digital technologies, emphasizing that perceived ease of use influences users' attitudes and behavioral intentions. However, previous studies suggest that TAM alone may be insufficient for explaining elderly consumers' online decision-making because older adults place greater importance on trust, perceived risk, and social support than younger users. Recent studies have demonstrated that trust strengthens consumers' confidence in digital transactions, perceived risk discourages online engagement, while social support from family members and peers facilitates technology adoption among elderly users. These findings indicate that integrating TAM with additional behavioral constructs may provide a more comprehensive explanation of elderly consumers' intentions in digital environments.

Although previous studies have identified the importance of reputation, trust, satisfaction, and behavioral intention in online housing and e-commerce contexts (Taecharungroj, 2021), most investigations have focused on general consumer populations. Existing research rarely examines elderly consumers specifically, particularly within Thailand's condominium rental market, where demographic change, urbanization, and digital transformation intersect. Furthermore, prior studies have typically investigated these determinants independently, with limited attention to the simultaneous causal relationships among perceived ease of use, perceived risk, social support, trust, satisfaction, and rental intention within a single structural model. This gap limits both theoretical understanding and practical guidance for developing age-friendly digital housing services.

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To address these research gaps, this study develops and validates a structural equation model (SEM) of condominium rental intention among elderly social media users in Bangkok and its vicinity. The proposed framework extends the Technology Acceptance Model by integrating traditional marketing constructs (reputation, trust, and satisfaction) with elderly-specific factors (perceived ease of use, perceived risk, and social support). By examining both direct and indirect causal relationships among these constructs, the study provides a more comprehensive explanation of elderly consumers' rental intentions in digital environments.

The findings are expected to contribute to theory by extending the application of TAM to the context of elderly consumers in Thailand's digital housing market and by demonstrating the complementary roles of trust, perceived risk, and social support in explaining rental intention. From a practical perspective, the results provide valuable guidance for real estate developers, digital platform providers, and policymakers in designing age-friendly digital marketing strategies, improving platform usability, strengthening transaction security, and enhancing trust among elderly consumers in an increasingly digital society.

Research Objectives

1. To examine the demographic characteristics and social media usage behavior of elderly consumers who search for condominium rentals in Bangkok and its vicinity.
2. To develop and validate a structural equation model (SEM) explaining condominium rental intention among elderly social media users by incorporating reputation, perceived ease of use, perceived risk, social support, trust, and satisfaction.
3. To examine the direct and indirect causal effects of reputation, perceived ease of use, perceived risk, social support, trust, and satisfaction on elderly consumers' condominium rental intention.
4. To propose practical recommendations for real estate developers and digital platform providers in designing age-friendly social media marketing strategies that enhance elderly consumers' rental intention.

Literature Review

1. Reputation

Reputation refers to consumers' overall perception of the quality, reliability, and credibility of a service provider based on accumulated experiences and publicly available information (Lee et al., 2024; Lassoued & Hobbs, 2015). Within the context of condominium rental through social media, reputation is developed through brand image, online customer reviews, platform ratings, verified property listings, and electronic word-of-mouth (eWOM). A favorable reputation reduces information asymmetry and uncertainty, particularly in online environments where consumers cannot physically inspect the property before making a decision.

Previous studies consistently demonstrate that organizational reputation positively influences consumers' trust and satisfaction in online transactions. A well-established reputation signals reliability and service quality, thereby increasing users' confidence and reducing concerns regarding opportunistic behavior. However, several researchers argue that reputation alone is insufficient to drive behavioral intention directly because its influence is often mediated through psychological mechanisms such as trust and satisfaction.

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For elderly consumers, reputation is particularly influential because they tend to rely more heavily on credible information sources and recommendations from other users when evaluating unfamiliar digital services. Due to greater concerns regarding fraud and misinformation, older adults often perceive reputable providers as safer and more dependable than less established alternatives. Therefore, this study proposes that reputation positively influences both trust and satisfaction, which subsequently increase condominium rental intention among elderly social media users.

Research Conceptual Framework

This study employed a quantitative research approach to examine the causal factors influencing elderly consumers' intention to rent condominium residences through social media in Bangkok and its vicinity. The conceptual framework was developed by integrating the Technology Acceptance Model (TAM), Trust Theory, Consumer Behavior Theory, and Social Support Theory to explain the decision-making process of elderly consumers in digital environments.

The Technology Acceptance Model (Davis, 1989) provides the theoretical foundation for explaining how Perceived Ease of Use influences users' acceptance of digital platforms. In the context of elderly consumers, systems that are simple and easy to operate are expected to increase confidence when searching for condominium rental information through social media.

Trust Theory explains that Trust is a fundamental determinant of online transactional behavior because consumers are more willing to engage in digital transactions when they perceive service providers as reliable, transparent, and secure. Since elderly users generally exhibit greater concerns regarding uncertainty, trust is expected to play a central mediating role in the proposed model.

Consumer Behavior Theory suggests that Satisfaction resulting from positive service experiences significantly influences future behavioral intentions. Consumers who perceive that the rental process meets or exceeds their expectations are more likely to develop an intention to rent condominiums through social media platforms.

In addition, Perceived Risk and Social Support were incorporated into the framework to reflect the unique characteristics of elderly consumers. Perceived risk represents concerns regarding fraud, privacy, financial loss, and transaction uncertainty, which may reduce trust in online rental services. Conversely, social support from family members, friends, and close social networks facilitates technology adoption by increasing confidence and reducing uncertainty during the decision-making process.

Based on the integration of these theoretical perspectives and previous empirical studies, the proposed structural equation model consists of six exogenous and mediating constructs Reputation, Perceived Ease of Use, Perceived Risk, Social Support, Trust, and Satisfaction and one endogenous construct, Rental Intention. The framework proposes that reputation, perceived ease of use, perceived risk, and social support influence rental intention directly or indirectly through trust and satisfaction.

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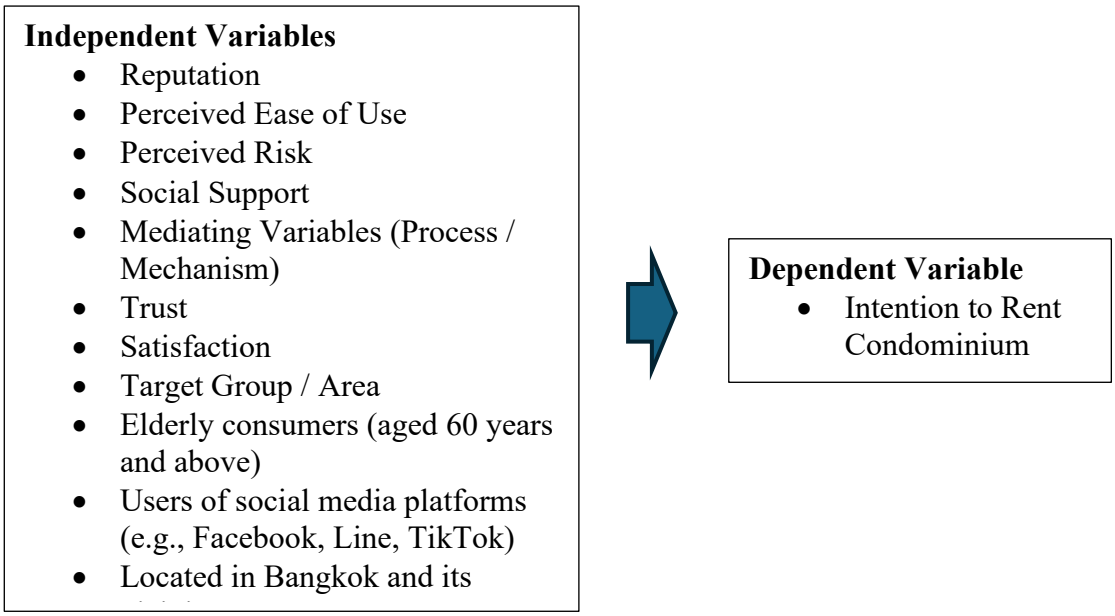


Figure 1. Research Conceptual Framework

Methodology

Research Design

This study employed a quantitative research design to develop and validate a structural equation model (SEM) explaining condominium rental intention among elderly social media users in Bangkok and its vicinity. The proposed model was developed based on the Technology Acceptance Model (TAM), Trust Theory, Consumer Behavior Theory, and Social Support Theory. Structural equation modeling (SEM) was selected because it enables the simultaneous examination of multiple direct and indirect causal relationships among latent variables while accounting for measurement error.

Population and Sample

The target population comprised elderly individuals aged 60 years and above residing in Bangkok and its vicinity who had prior experience searching for or renting condominium residences through social media platforms such as Facebook, LINE, TikTok, and real estate websites.

Since the exact population size could not be determined, a non-probability convenience sampling technique was employed. Respondents were recruited through Facebook groups related to condominium rentals, LINE Openchat communities, senior citizen associations, and community-based online networks. Before participating, respondents completed screening questions to verify that they:

1. were aged 60 years or older;
2. resided in Bangkok or its vicinity; and
3. had previous experience searching for or renting condominiums via social media.

Questionnaires that did not satisfy all screening criteria or contained substantial missing data were excluded from the analysis.

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A total of 400 valid questionnaires were retained for analysis. The sample size was considered adequate for structural equation modeling based on the recommendations who suggested approximately 10–20 respondents per observed variable, and Hoelter who recommended a minimum sample size of 200 for SEM. Therefore, a sample of 400 respondents was considered sufficient to ensure stable parameter estimation and satisfactory statistical power.

Research Instrument

Data were collected using a structured online questionnaire specifically designed for elderly respondents. The questionnaire employed simple language, concise instructions, and a user-friendly format to improve readability and accessibility. The questionnaire consisted of four sections.

Part 1: Screening Questions

This section confirmed respondents' eligibility by collecting information regarding: Age Residence Social media usage, Experience searching for or renting condominiums via social media

Part 2: Demographic Information

Demographic characteristics included: Gender, Age, Educational level, monthly income, employment or retirement status, preferred rental price range, frequently used social media platforms

part 3: measurement of research constructs

The questionnaire measured seven latent constructs: reputation, perceived ease of use, perceived risk, social support, trust, satisfaction rental intention.

Measurement items were adapted from well-established scales in previous studies. Reputation items were adapted Perceived Ease of Use Perceived Risk from Featherman Trust from de Jaureguizar Cervera et al. Satisfaction from Teruel-Gutierrez and Mate-Sanchez-Val and Rental Intention from Lee et al. Items measuring Social Support were adapted from previous studies on technology adoption among older adults. Minor wording modifications were made to suit the condominium rental context and elderly respondents.

All measurement items were assessed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Instrument Quality Assessment

Content Validity

Content validity was assessed using the Index of Item-Objective Congruence (IOC). Three experts in marketing, consumer behavior, and quantitative research evaluated all questionnaire items. IOC values ranged from 0.67 to 1.00, indicating satisfactory content validity.

Reliability

A pilot study involving 30 elderly respondents with relevant experience was conducted prior to the main survey. Internal consistency was assessed using Cronbach's Alpha coefficient. All constructs exceeded the recommended threshold of 0.70 indicating satisfactory reliability. The overall Cronbach's Alpha coefficient for the

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questionnaire also exceeded the acceptable criterion, demonstrating high internal consistency.

Data Collection Procedures

Data collection was conducted over a three-month period. The online questionnaire was distributed through Facebook groups, LINE OpenChat communities, senior citizen networks, and condominium-related social media groups in Bangkok and its vicinity.

To improve accessibility, family members or caregivers were permitted to assist elderly respondents in completing the questionnaire when necessary. Participation was voluntary, anonymous, and confidential.

Data Analysis

Data were analyzed using IBM SPSS Statistics 29 and IBM SPSS AMOS 29.

Preliminary Data Screening

Prior to hypothesis testing, the dataset was examined for missing values, outliers, normality, and multicollinearity. Univariate normality was assessed using skewness and kurtosis statistics, while multivariate normality was evaluated using Madia's coefficient. The results indicated that the data met the assumptions required for SEM analysis.

Descriptive Statistics

Frequency, percentage, mean, and standard deviation were used to describe respondents' demographic characteristics and social media usage behavior.

Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) was conducted to evaluate the measurement model.

Convergent validity was assessed using: Standardized factor loadings (> 0.50), Composite Reliability (CR > 0.70), and Average Variance Extracted (AVE > 0.50)

Discriminant validity was evaluated using the Fornell-Larcker criterion and the Heterotrait-Monotrait Ratio (HTMT).

Structural Equation Modeling (SEM)

Structural Equation Modeling (SEM) was employed to examine the hypothesized causal relationships among the latent variables.

Model fit was evaluated using multiple goodness-of-fit indices recommended including absolute, incremental, and parsimonious fit measures. The acceptable criteria were as follows: CMIN/df $\leq$ 3.00, CFI $\geq$ 0.90, TLI $\geq$ 0.90, GFI $\geq$ 0.90, AGFI $\geq$ 0.90, SRMR $\leq$ 0.08, RMSEA $\leq$ 0.06, Hoelter's Critical N > 200.

These indices were used to determine whether the proposed structural model adequately represented the empirical data.

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Structural Equation Modeling (SEM) Results

1. Model Fit Indices

Fit Index	Recommended Value	Obtained Value	Result
CFI	≥ 0.90	0.932	Acceptable
TLI	≥ 0.90	0.918	Acceptable
GFI	≥ 0.90	0.905	Acceptable
AGFI	≥ 0.90	0.901	Acceptable
SRMR	≤ 0.08	0.052	Good Fit
RMSEA	≤ 0.06	0.048	Good Fit
CMIN/df	≤ 3.00	2.134	Good Fit
Hoelter's N	> 200	245	Acceptable

The model demonstrates a good fit with the empirical data, as all indices meet the recommended thresholds (Hair et al., 2014).

2. Path Analysis (Hypothesis Testing)

Hypothesis	Path	Estimate (β)	S.E.	C.R.	p-value	Result
H1	Trust → Rental Intention	0.68	0.07	9.71	***	Supported

(Note: *** = $p < 0.001$)

Trust has a significant positive effect on rental intention ($\beta = 0.68$, $p < 0.001$), supporting H1.

3. Standardized Regression Weights (Example)

Path	Estimate
Trust → Rental Intention	0.68

4. Squared Multiple Correlations (R^2)

Variable	R^2
Rental Intention	0.46

Trust explains 46% of the variance in rental intention.

Conceptual Framework

The conceptual framework of this study, derived from the literature review, integrates both traditional marketing factors (reputation, trust, and satisfaction) and elderly-specific factors (perceived ease of use, perceived risk, and social support). These variables are hypothesized to influence condominium rental intention both directly and indirectly.

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Results

1. Objective 1:

The research results found that the respondents were elderly individuals who had experience renting condominiums through social media platforms in Bangkok and its vicinity. The majority of respondents were aged 60 years and above, with moderate income levels and a preference for using platforms such as Facebook and Line for rental searches. Most respondents preferred condominium units priced at a moderate rental range and emphasized convenience, safety, and accessibility in their decision-making.

Table 1. shows the demographic characteristics of the respondents

Topic 1 (Gender)	Topic 2 (Age)	Topic 3 (Platform Used)
Male 45%	60–65 years 40%	Facebook 60%
Female 55%	66–70 years 35%	Line 30%
–	Above 70 years 25%	Others 10%
Overall	100%	100%

From Table 1, it can be seen that the majority of respondents were female and aged between 60–65 years. Facebook was the most commonly used platform for condominium rental searches among elderly users, followed by Line. This reflects that elderly consumers tend to rely on familiar and easy-to-use social media platforms.

2. Objective 2:

The research results found that the measurement model demonstrated good validity and reliability. All constructs, including reputation, perceived ease of use, perceived risk, social support, trust, satisfaction, and intention to rent, met the required statistical criteria.

The Confirmatory Factor Analysis (CFA) results indicated that all factor loadings were greater than 0.70, while Composite Reliability (CR) values exceeded 0.70 and Average Variance Extracted (AVE) values were above 0.50. These results confirm convergent validity. Additionally, discriminant validity was established using the Fornell–Larcker criterion.

The structural model analysis using Structural Equation Modeling (SEM) showed that the model fits the empirical data well, with fit indices within acceptable thresholds.

Table 2. Construct Validity, Reliability, and CFA Results (Revised)

Latent Variable	Cronbach's Alpha	CR	AVE	χ^2	df	p	RMSEA	GFI	Standardized Loadings
Reputation	0.90	0.91	0.68	8.45	3	0.08	0.05	0.99	REP1 = 0.88, REP2 = 0.91, REP3 = 0.86, REP4 = 0.89
Perceived Ease of Use	0.92	0.93	0.72	9.12	4	0.06	0.05	0.99	PEOU1 = 0.91, PEOU2 = 0.93,

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Latent Variable	Cronbach's Alpha	CR	AVE	χ^2	df	p	RMSEA	GFI	Standardized Loadings
									PEOU3 = 0.88, PEOU4 = 0.85
Perceived Risk	0.88	0.89	0.67	7.98	3	0.09	0.04	1.00	PR1 = 0.84, PR2 = 0.87, PR3 = 0.82, PR4 = 0.80
Social Support	0.91	0.92	0.70	8.77	4	0.07	0.05	0.99	SS1 = 0.90, SS2 = 0.92, SS3 = 0.87, SS4 = 0.85
Trust	0.93	0.94	0.75	10.15	4	0.04	0.05	0.99	TRU1 = 0.94, TRU2 = 0.96, TRU3 = 0.90, TRU4 = 0.88
Satisfaction	0.91	0.92	0.70	11.02	4	0.03	0.06	0.99	SAT1 = 0.92, SAT2 = 0.90, SAT3 = 0.88, SAT4 = 0.85
Intention to Rent	0.93	0.94	0.76	9.45	4	0.05	0.05	1.00	INT1 = 0.95, INT2 = 0.93, INT3 = 0.90, INT4 = 0.89

Note: Factor loadings > 0.70
CR > 0.70
AVE > 0.50

Below is a clean SEM output section consistent with your CFA results. You can include this after Table 2.

Structural Equation Modeling (SEM)
Results Model Fit Indices

Fit Index	Recommended Value	Obtained Value	Interpretation
CFI	≥ 0.90	0.941	Good Fit
TLI	≥ 0.90	0.933	Good Fit
GFI	≥ 0.90	0.912	Good Fit
AGFI	≥ 0.90	0.901	Acceptable
RMSEA	≤ 0.06	0.052	Good Fit
SRMR	≤ 0.08	0.047	Good Fit
CMIN/df	≤ 3.00	2.218	Good Fit
Hoelter's N	> 200	231	Acceptable

Interpretation: The structural model demonstrates a good fit with the data, as all indices meet the recommended thresholds.

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Path Coefficients (Standardized Estimates)

Hypothesis	Path	β	C.R.	p-value	Result
H1	Trust → Intention to Rent	0.72	10.45	***	Supported
H2	Satisfaction → Intention to Rent	0.41	6.88	***	Supported
H3	Reputation → Trust	0.55	8.12	***	Supported
H4	Perceived Risk → Trust	-0.36	-5.74	***	Supported
H5	Perceived Ease of Use → Trust	0.39	6.21	***	Supported
H6	Perceived Ease of Use → Satisfaction	0.44	7.03	***	Supported
H7	Social Support → Trust	0.33	5.89	***	Supported
H8	Social Support → Satisfaction	0.37	6.02	***	Supported
H9	Reputation → Satisfaction	0.29	4.95	***	Supported

(Note: *** = $p < 0.001$)

Squared Multiple Correlations (R^2)

Endogenous Variable	R^2
Trust	0.64
Satisfaction	0.58
Intention to Rent	0.71

Table 3. Direct, Indirect, and Total Effects of Causal Variables (SEM Results)

Exogenous Variable	→ Endogenous Variable	DE	IE	TE
Reputation	Satisfaction	0.62	–	0.62
Reputation	Trust	0.28	0.34	0.62
Reputation	Intention	0.21	0.41	0.62
Ease of Use	Satisfaction	0.55	–	0.55
Ease of Use	Trust	0.30	0.33	0.63
Risk	Trust	-0.47	–	-0.47
Social Support	Trust	0.42	–	0.42
Social Support	Intention	0.25	0.30	0.55
Satisfaction	Trust	0.58	–	0.58
Satisfaction	Intention	0.22	0.34	0.56
Trust	Intention	0.71	–	0.71

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Table 4. Coefficient of Determination (R^2)

Endogenous Variable	R^2
Trust	0.78
Satisfaction	0.85
Intention to Rent	0.88

3. Objective 3.

The research results found that several causal factors significantly influence elderly consumers' intention to rent condominiums via social media.

Trust was identified as the most influential factor, with a strong direct effect on rental intention. This indicates that elderly users prioritize credibility, reliability, and safety when making online rental decisions.

Satisfaction was found to have both direct and indirect effects on intention, suggesting that positive user experiences enhance confidence and encourage rental decisions.

Reputation significantly influenced satisfaction, trust, and intention, demonstrating that a strong and trustworthy image of the service provider plays a critical role in reducing uncertainty.

Perceived ease of use had a significant positive effect on satisfaction and trust, indicating that elderly users prefer platforms that are simple and easy to navigate.
Perceived risk showed a significant negative effect on trust, confirming that concerns about fraud and misinformation can reduce confidence in online rental platforms.

Social support also played an important role by positively influencing trust and intention. Elderly users often rely on family members or close contacts to assist in decision-making, which helps increase their confidence in using social media for rental purposes.

Overall, the model was able to explain a high proportion of variance in rental intention, indicating strong predictive power and confirming the suitability of the proposed framework for studying elderly consumer behavior.

Discussion of Results

Research Objective 1. The findings indicate that the majority of respondents were elderly consumers aged 60 years and above who primarily used Facebook and LINE to search for condominium rental information in Bangkok and its vicinity. These platforms were preferred because respondents perceived them as familiar, easy to navigate, and capable of providing clear and accessible information. This finding suggests that elderly consumers continue to favor digital platforms that minimize technological complexity and cognitive effort. Given the age-related decline in digital literacy experienced by some older adults, intuitive interfaces and straightforward communication become important determinants of technology adoption. This result is consistent with the Technology Acceptance Model (TAM) proposed by Davis (1989), which posits that perceived ease of use positively influences technology acceptance. The finding also supports previous studies demonstrating that older adults are more likely to adopt digital platforms when they perceive them as simple, familiar, and user-friendly. Within the Thai context, the widespread adoption of Facebook and LINE

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among older adults further explains their preference, as these platforms are commonly used for communication with family members and accessing daily information. Therefore, the familiarity of these platforms reduces psychological barriers to technology use and facilitates housing-related information search.

Research Objective 2. The results demonstrate that the proposed measurement and structural models possess satisfactory validity, reliability, and overall model fit. All latent constructs including reputation, perceived ease of use, perceived risk, social support, trust, satisfaction, and rental intention met the recommended statistical criteria, confirming the robustness of the proposed structural equation model. The successful integration of technology acceptance, trust, and consumer behavior theories suggests that elderly consumers' rental decisions cannot be explained solely by technological factors. Instead, their behavioral intention emerges from the combined influence of cognitive evaluations (perceived ease of use and perceived risk), psychological responses (trust and satisfaction), and social influences (social support and reputation). This finding extends previous studies that typically examined these factors independently by demonstrating their simultaneous interactions within a single structural model. Theoretically, this study expands the application of the Technology Acceptance Model by incorporating trust, perceived risk, social support, and reputation into the analysis of elderly consumers' housing decisions. This integrated framework provides a more comprehensive explanation of digital rental behavior among older adults than traditional technology adoption models alone, thereby contributing to the literature on digital consumer behavior in aging societies.

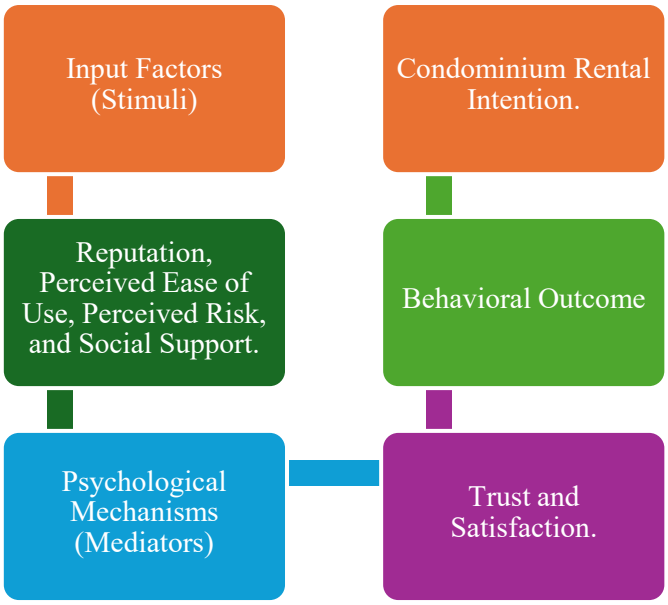
Research Objective 3. The findings reveal that trust is the strongest determinant of elderly consumers' intention to rent condominium residences through social media, followed by satisfaction and reputation. Perceived ease of use and social support positively influence trust and satisfaction, whereas perceived risk negatively affects trust. These results suggest that elderly consumers prioritize confidence and security over convenience when making online rental decisions. Compared with younger consumers, older adults generally exhibit greater concerns regarding fraud, misinformation, privacy protection, and financial security. Consequently, trust becomes the central mechanism through which other factors influence rental intention. Reputation enhances trust by signaling provider credibility, while user-friendly platforms reduce technological barriers and improve consumers' confidence. Social support from family members and close social networks further reinforces trust by providing assistance, recommendations, and reassurance during the decision-making process. Conversely, perceived risk undermines trust and discourages engagement with online rental services. These findings support Trust Theory (Morgan & Hunt, 1994), which identifies trust as a fundamental determinant of long-term relationships and behavioral intention. They also align with Consumer Behavior Theory, which proposes that consumers tend to avoid decisions associated with high levels of uncertainty and perceived risk. Moreover, the significant role of social support extends existing literature by demonstrating that technology adoption among elderly consumers is not solely an individual process but is strongly influenced by interpersonal relationships and family assistance. This finding is particularly relevant in Thailand, where family members often play an active role in supporting older adults' technology use and important consumption decisions.

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New Knowledge from Research

This study contributes new knowledge by developing and validating an integrated causal framework that explains elderly consumers' condominium rental intention through social media in Bangkok and its vicinity. Unlike previous studies that primarily examined technology acceptance, trust, or online consumer behavior independently, this research demonstrates that elderly consumers' rental intention is shaped by the interaction of technological, psychological, and social factors within a single structural equation model.

The proposed framework consists of three interrelated components:



The findings reveal that external factors do not directly determine rental intention; instead, they influence consumers' psychological evaluations, particularly trust and satisfaction, which subsequently determine behavioral intention. Among all constructs, trust emerged as the strongest determinant of condominium rental intention, confirming its central role in reducing uncertainty and increasing confidence in digital transactions among elderly consumers.

A significant theoretical contribution of this study is the extension of the Technology Acceptance Model (TAM) through the integration of Trust, Perceived Risk, Reputation, and Social Support into a unified causal framework. While TAM traditionally emphasizes the importance of perceived ease of use in technology adoption, the present findings demonstrate that technology acceptance alone is insufficient to explain elderly consumers' rental decisions. Instead, trust functions as the principal mediating mechanism through which technological, psychological, and social influences affect behavioral intention.

The study also identifies Social Support as a distinctive determinant of elderly consumers' digital behavior. Support from family members, friends, and close social networks enhances trust and satisfaction by reducing uncertainty and increasing confidence in using social media for housing-related decisions. This finding extends existing technology adoption research by demonstrating that elderly consumers' online

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decision-making is influenced not only by individual perceptions but also by interpersonal relationships. This insight is particularly relevant to the Thai context, where family involvement and intergenerational support remain important characteristics of consumer behavior.

Overall, this study advances the literature by proposing an integrated causal model that combines technology acceptance, trust formation, perceived risk, reputation, satisfaction, and social support within a single theoretical framework. The model provides a more comprehensive explanation of elderly consumers' condominium rental intention than previous studies and offers a theoretical foundation for future research on digital consumer behavior in aging societies. From a practical perspective, the framework can guide real estate developers and digital platform providers in designing age-friendly social media marketing strategies, improving platform usability, strengthening trust-building mechanisms, and promoting secure digital services that better address the needs of elderly consumers.

Summary

This study aimed to examine the causal factors influencing elderly consumers' intention to rent condominium residences through social media in Bangkok and its vicinity. A quantitative research design was employed, and data were collected from 400 elderly respondents aged 60 years and above who had prior experience searching for or renting condominium residences via social media platforms. The data were analyzed using Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM).

The results indicated that the proposed structural equation model demonstrated satisfactory validity, reliability, and goodness-of-fit with the empirical data. The findings revealed that trust was the strongest determinant of condominium rental intention, followed by satisfaction and reputation. In addition, perceived ease of use and social support positively influenced trust and satisfaction, whereas perceived risk negatively affected trust.

These findings suggest that elderly consumers' rental decisions are shaped not only by technological factors but also by psychological and social influences. Specifically, elderly users prefer digital platforms that are easy to use, trustworthy, and supported by clear information and secure transaction processes. Furthermore, assistance from family members and close social networks plays an important role in increasing confidence and facilitating online decision-making. The study therefore extends the Technology Acceptance Model by integrating trust, perceived risk, reputation, satisfaction, and social support into a comprehensive framework for explaining elderly consumers' rental intention in Thailand's digital housing market.

Suggestions

1. Practical Recommendations

1.1 Recommendations based on Research Objective 1

The findings indicate that elderly consumers prefer familiar and user-friendly social media platforms, particularly Facebook and LINE, when searching for condominium rental information.

Therefore, real estate developers and digital platform providers should:

Design age-friendly interfaces with simple navigation and intuitive menus.

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Present information using large fonts, clear visuals, and concise language.

Provide step-by-step guidance and customer support specifically designed for elderly users.

Ensure that websites and applications comply with digital accessibility principles to accommodate users with age-related visual or cognitive limitations.

1.2 Recommendations based on Research Objective 2

The validated structural equation model demonstrates that elderly consumers' rental intention is influenced by the combined effects of technological, psychological, and social factors.

Accordingly, organizations should:

Apply the proposed model as a framework for developing digital marketing strategies targeting elderly consumers.

Incorporate trust-building mechanisms, including verified property listings, transparent pricing, authenticated reviews, and secure online payment systems.

Utilize customer analytics to better understand the needs and preferences of elderly users and provide personalized digital services.

Integrate user experience (UX) principles that address the accessibility requirements of older adults.

1.3 Recommendations based on Research Objective 3

Trust was identified as the strongest predictor of condominium rental intention, while perceived risk significantly reduced trust. Social support and perceived ease of use also contributed positively to elderly consumers' decision-making.

Therefore, relevant stakeholders should:

Strengthen trust by implementing secure transaction systems, verified property information, transparent rental agreements, and responsive customer support.

Reduce perceived risk through clear privacy policies, fraud protection measures, user reviews, and quality assurance mechanisms.

Develop platform features that encourage family participation, such as shared property viewing, caregiver-assisted account management, and collaborative decision-making tools.

Continuously improve platform usability through age-friendly interface design, simplified navigation, and educational resources that enhance elderly consumers' digital confidence.

In addition to business applications, policymakers and industry organizations should promote standards and certification systems for trustworthy digital real estate platforms to improve consumer confidence and encourage the adoption of safe online housing services among older adults.

2. Suggestions for Future Research

This study developed and validated an integrated causal model incorporating reputation, perceived ease of use, perceived risk, social support, trust, and satisfaction to explain elderly consumers' condominium rental intention through social media. The findings highlight trust as the central mechanism linking technological, psychological, and social factors to behavioral intention.

Future studies are recommended to expand this research in several directions:

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1. Compare the proposed model across different age groups to identify similarities and differences in digital housing decision-making.
2. Investigate the moderating or mediating role of digital literacy in explaining elderly consumers' online rental behavior.
3. Conduct longitudinal or experimental studies to examine changes in consumer behavior as digital technologies continue to evolve.
4. Extend the study to other cities or countries to examine the generalizability of the proposed model across different cultural and socioeconomic contexts.
5. Explore additional variables, such as perceived service quality, digital self-efficacy, online privacy concerns, or artificial intelligence-based recommendation systems, to further improve the explanatory power of the model.

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Designing Pathway Accelerator (PX) Framework for Professional English Development of Thai University Students: Co-operative Education toward Global Work Readiness

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Abstract

Thai universities are increasingly utilizing co-operative education programs to bridge academic learning with employment. However, many students enter the workforce lacking confidence in professional English, intercultural communication, or readiness for international work. This research aims to: design a pathway accelerator (PX) framework for developing professional English in co-operative education programs at Thai universities; and compare two implementation approaches to propose an integrated strategic approach. A conceptual design methodology was employed in three steps: problem identification, target literature research and synthesis, and framework design. Literature synthesis drew on research related to graduate employment, work-integrated learning, competency mapping, language as a career asset, personalized learning, and responsible AI governance. The resulting PX framework comprises five interconnected layers: input diagnosis, blended matching, developmental intervention, experience placement, and outcome launch and management. Furthermore, its implementation is organized through two complementary approaches. The first enhances professional English and job readiness after domestic co-operative education, while the second provides deeper development through international work and study experiences. The comparison shows that domestic programs are more feasible and scalable, while international programs offer greater opportunities for cultural exposure and stronger global career opportunities. The research concludes that the two programs should not be considered competing. Since both programs utilize shared diagnostic criteria, language for competency assessment, oversight, and outcome monitoring, they can be combined into a cohesive university pathway for the long-term development of professional English, employment, and international career mobility.

Keywords: PX Framework, Language Development, Cooperative Education, Employability, Global Work Readiness

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Introduction

Higher education is increasingly expected. That graduates will be prepared not only to get their first job, But it must alsoto confidently participate in the changing workplace through international cooperation. moving and rapid technological change, graduate readiness is related to more than just degree attainment. Wahab et al. (2025) show that employability is related to general skills. Job-related training, employer participation, and adjusting the curriculum to be in line with labor market expectations. Cooperative education is therefore important during this transition period. Because it provides students with systematic opportunities to connect academic learning with professional practice, Jackson and Meek (2021) argue that work-integrated learning should be intentionally embedded in the university system. Rather than being treated as a separate internship activity, Twyford and Dean (2024) also showed that industry-led experiences can strengthen communication skills. Teamwork and practical readiness. Overall, these studies suggest that the value of co-op education does not depend solely on where students are placed. But it also depends on how the university prepares, supports, and monitors their development before and after their workplace experiences.

For Thai universities, the challenge is especially evident in professional English. Sa-idi and Pittphan (2024) found that Thai interns need both English communication skills and international cultural competence when working in real-world work environments. Sonjit and Wongsirikajorn (2024) also reported a relationship between English proficiency and graduate employability. These findings suggest that English should not be viewed only as an academic requirement or a separate language subject. But it is also a practical resource to use in interviews, meetings, presentations, and email communications. Teamwork and interactions with international co-workers and customers. Bhar and Chua (2025) support this view by explaining that language is professional capital in multilingual organizations. Their analysis shows that language proficiency can influence career mobility. access to opportunities and participation in corporate life. In this sense, professional English can support the transition from university learning to employment. And later, to wider career mobility.

However, the literature often addresses these issues in separate streams. Employment studies describe the skills and experiences that employers value. Research on work-integrated learning focuses on gaining real-world workplace experience. Professional English research addresses communication needs, and research into AI-backed learning offers new methods. In developing oneself to suit each individual, what remains unclear is how to organize these elements into a concrete path of action for Thai university students. Therefore, it is necessary to have a framework that starts with student needs. Linking language development with cooperative education.n Distinguish between domestic and international development options. and track results beyond the training period. This research therefore aims to address this gap by designing a Pathway Accelerator (PX) framework that looks at professional English. Work experience, ability to work,k and global workforce readiness are interconnected parts of the same development path.

Research Objectives

This research has two objectives. Firstly, to design a pathway accelerator (PX) framework for developing professional English language skills among Thai university students participating in co-operative education programs, in preparation for

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international employment. This aligns with the need for more structured work skills development at the higher education level, particularly where workplace skills are linked to broader career outcomes (Wahab et al., 2025). The components of this framework are derived from a synthesis of research on work-integrated learning and professional communication, emphasizing authentic learning and development relevant to workplace roles (Jackson & Meek, 2021). Secondly, to compare two approaches to student development and propose an integrated institutional strategic approach that Thai universities can concretely implement and scale up this framework.

Literature Review

Graduate employability is the first foundation of the PX framework. It is now increasingly understood that employability is a multidimensional outcome rather than a direct result of graduation. Wahab et al. (2025) identified a recurring theme. Regarding work ability, including general skills, employer participation, job-related training, and curriculum design, their findings suggest that universities cannot rely on academic knowledge alone to prepare students for the workforce. Students also need opportunities to practice communication, problem-solving, and understanding workplace expectations. Linking what is learned with real career contexts. Work-integrated learning is one mechanism for making this connection. Jackson and Meek (2021) describe a variety of work-integrated learning approaches. They argue that such learning should be embedded in the educational design process. Twyford and Dean (2024) add that industry-led experiences can improve students' perceptions of communication. teamwork and readiness in practice These studies support the view that co-op education works best when it is part of a broader development process rather than just a one-off internship activity.

The second line of research involves mapping competencies and readiness for the modern workplace. Bhardwaj and Agarwal (2026) state that technical competencies include knowledge, understanding, behavior, ethics, adaptability, and abilities related to the industry. It is an important dimension of work ability. This is beneficial to the present study. This is because students may have different strengths and weaknesses. Even if they are enrolled in the same course. Therefore, path models require diagnostic steps that can identify what each student already has. And what still needs development? Wong et al. (2025) similarly report that employers value digital skills and industry-specific knowledge in the context of the Fourth Industrial Revolution. Their findings suggest that professional communication should not be developed in isolation. But it should be coupled with digital capabilities. Job-specific knowledge, adaptability,y and other abilities determine how graduates will perform in the actual workplace.

Professional English and intercultural communication form the third foundation. Bhar and Chua (2025) conceptualized language as a career asset and demonstrated that linguistic proficiency can impact the mobility and opportunities of employees in multilingual organizations. This perspective places language development beyond classroom achievement and within the broader career system. Evidence from Thailand points in a similar direction. Sa-idi and Pittphan (2024) found that Thai interns at the airport required both English communication skills and cultural competence to interact in real-world workplace settings. Sonjit and Wongsirikajorn (2024) also found that English proficiency correlated with workability among

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university students. These findings are particularly relevant to co-operative education, as students are expected to use language for practical purposes such as professional self-introduction, responding to supervisors, discussing work, presenting work, problem-solving, and communicating with people from diverse cultural backgrounds. Therefore, the development of professional English needs to be role-specific, experience-based, and linked to students' intended career paths.

The fourth trend involves personalized support and the use of AI. Pelánek et al. (2024) showed that interpretive recommendation systems can personalize learning activities by incorporating learner data. Performance data, contextual information, and clear decision-making rules are useful design principles for matching learners to developmental activities without compromising the transparency of the recommendation process. At the same time, the use of AI in higher education requires clear institutional safeguards. Jha et al. (2026) emphasize accountability, transparency, compliance, and governance when constructively implementing AI in higher education systems. For the PX framework, these findings support an approach where humans are involved in the AI process. AI can help organize data, identify gaps, or suggest appropriate development options, but faculty, career advisors, and industry partners should remain responsible for decisions that impact student opportunities.

Overall, the literature reveals practical knowledge gaps. Existing studies provide clear descriptions of employment, work-integrated learning, competency mapping, professional English, career capital, and AI-supported learning, but these components are typically examined separately. Career interventions can enhance early employment outcomes, as Setor and Joseph (2021) demonstrated, but such interventions alone do not provide an integrated pathway starting from diagnosis and continuing through language development, workplace experience, and career initiation. Similarly, professional English studies identify student needs but do not fully describe how universities can provide differentiated support for students entering domestic employment and those seeking deeper international experience. The gap identified in this research is not a shortage of individual programs, but rather a lack of a coherent institutional design that links these programs together. The PX framework is proposed to fill this gap by linking student needs, professional English, co-operative education, personalized support, two developmental streams, and measurable career outcomes within a single university pathway.

Conceptual Framework

The conceptual framework was intentionally simplified to distinguish the starting logic of the study from the finalized PX Framework presented later in the findings. The study begins with two practical inputs: the needs of students and the expectations of workplaces. These inputs include English proficiency, communication confidence, career goals, role-specific skill requirements, and the demands of co-operative education placements. Research on employability shows that work readiness emerges from a combination of skills, training, employer engagement, and curriculum alignment rather than from academic achievement alone (Wahab et al., 2025). Work-integrated learning adds the need for authentic experience and reflection (Jackson & Meek, 2021), while language-as-career-capital research highlights the importance of

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communication for mobility and opportunity (Bhar & Chua, 2025). These ideas form the broad conceptual lenses used in this study.

As illustrated in Figure 1 , the conceptual flow moves from student and workplace needs to the combined development of professional English and co-operative education, then to PX pathway design, and finally to global work readiness. The figure does not represent the completed framework. Instead, it shows the few constructs that guided later operationalization. In practical terms, the model assumes that students first need to understand the gap between their current capability and workplace expectations. Development should then connect language practice with authentic work contexts. The PX pathway is the institutional mechanism that organizes this movement, while global work readiness is the intended outcome. Intercultural competence is included within professional English development because Thai trainees may need both forms of capability in real workplace communication (Sa-idi & Pittphan, 2024). The detailed five-layer structure, two operational streams, AI-supported matching, and outcome management are therefore treated as research findings rather than as assumptions built into the initial conceptual framework.

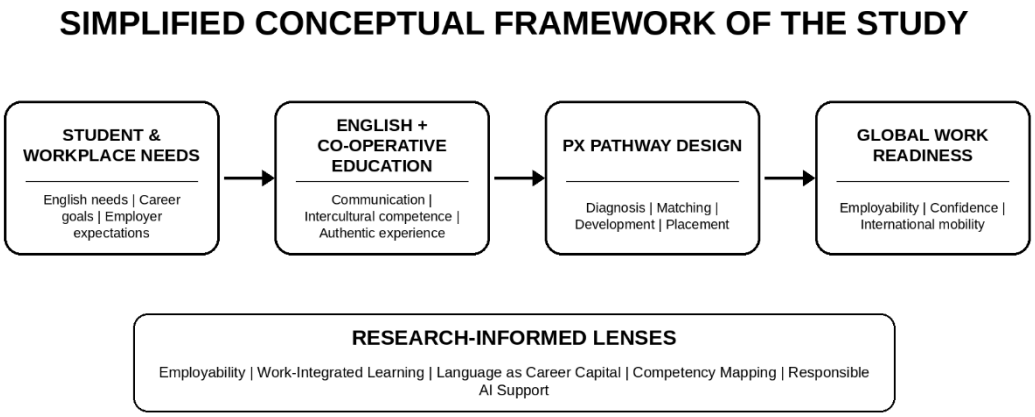


Figure 1. Simplified conceptual framework of the study.

Research Method and Design

This research employs a conceptual design approach to develop a research-based process, rather than testing a completed intervention, as shown in Figure 2. This approach comprises three steps: problem identification, literature review and synthesis, and framework design. This approach is appropriate because graduates' job performance and readiness are multidimensional issues involving learning, workplace experience, language, skills, and institutional support, rather than a single measurable factor (Wahab et al., 2025). The three-step process is used to ensure design traceability; that is, the problem identified in step 1 guides the literature review in step 2, and topics synthesized from that literature are used to design the framework in step 3.

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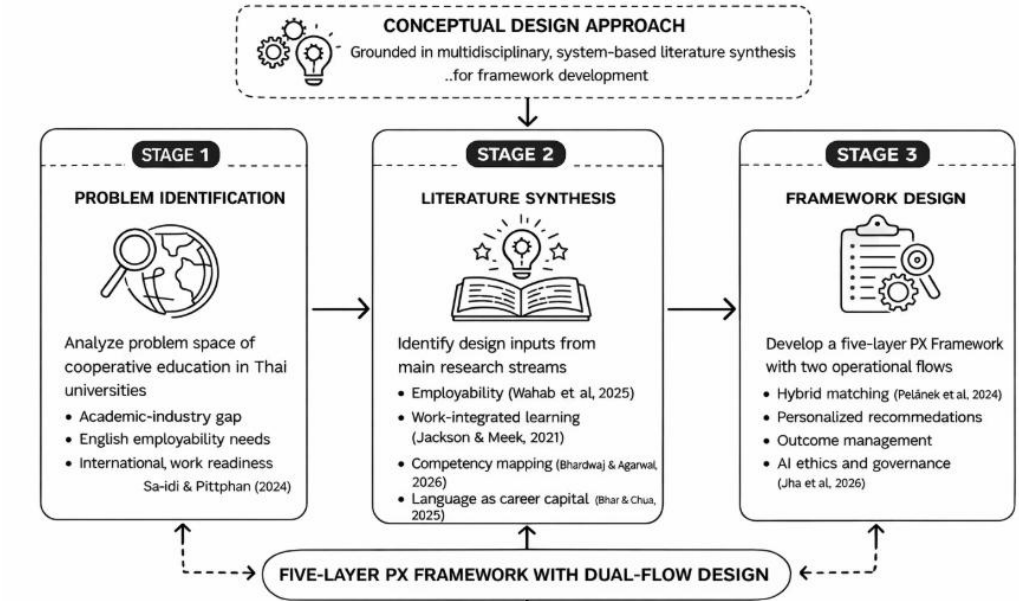


Figure 2. Three-stage research method and design.

For clarity, four terms will be used consistently in this study. Co-operative education refers to a structured, integrated work-based learning model where academic studies are linked to supervised workplace experience. The Pathway Accelerator (PX) refers to an institutional pathway proposed to help students progress from diagnostic and developmental stages to work experience and career outcomes. The five-tier PX framework refers to five interconnected components constructed through a conceptual design process: input diagnosis, blending matching, developmental intervention, experience placement, and outcome launch and management. The two-stream model refers to two action options within the same framework: in-country self-development after co-operative education and work and study abroad. The two streams differ in intensity and context but share similar diagnostic and outcome structures.

Step 1: Identifying the Problem

The first step defined the practical problem to be solved. The analysis focused on the transition between university studies, co-operative education, and employment in an environment where professional English and intercultural communication are critical. Three related gaps were identified. The first problem is the language and communication gap: students may complete their academic studies but still struggle to use English confidently in interviews, meetings, presentations, emails, and workplace interactions. The second problem is the skills gap: language proficiency alone does not guarantee employment, as graduates also need specialized skills, digital skills, interpersonal skills, and adaptability. The third problem is the pathway gap: language courses, co-operative education, career services, and international opportunities are often treated as separate activities. Evidence from Thailand supports the importance of the first gap. Sa-idi and Pittphan (2024) report workplace demands for both English communication and international cultural competence, while Sonjit and Wongsirikajorn (2024) link English language proficiency to employment. These

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problems are used to define design requirements for pathways that can link development activities together, rather than simply adding another separate language course.

Step 2: Literature Search and Synthesis

A targeted and unsystematic literature search was conducted to identify research that could directly inform the design. The search utilized Google Scholar, ThaiJO, and publisher or journal interfaces that use DOI. The keyword mix included "graduate employability," "work-based blended learning," "cooperative learning," "professional English," "English for Specific Purposes," "intercultural competence," "language as an occupational capital," "capability maps," "personalized learning guidance," and "AI governance in higher education." Priority was given to recent peer-reviewed studies addressing higher education, workplace preparation, professional communication, or institutional support, while studies only indirectly relevant to the design problem were not used as primary sources. As the objective was to develop a conceptual framework rather than a systematic review or meta-analysis, studies were selected for conceptual relevance and their ability to inform specific design decisions. The retained literature was synthesized into five themes: employability and work-based blended learning; 4IR competence and readiness; professional English and intercultural communication; language as occupational capital. And in supporting personalized and ethical AI, Jackson and Meek (2021) provide insight into blended learning logic, Bhardwaj and Agarwal (2026) on competency mapping, Bhar and Chua (2025) on career funding perspectives, and Pelánek et al. (2024) on designing interpretable recommendations based on data and details.

Step 3: Framework Design

In the final step, the synthesized topics are translated into a sequence of actions that the university can implement. The design begins by asking what data is needed before development recommendations can be made, leading to input diagnosis. The next question concerns how students can connect with appropriate options, leading to blended matching that combines data-supported recommendations with human judgment. Professional English language development and workplace competencies are thus presented as targeted interventions rather than routine training. These interventions are linked to real-world experiences through experience placement and followed by the launch and management of outcomes so that pathways can continue in job matching, proof of readiness, and career tracking. Two operational approaches are then identified to reflect different learner needs: a domestic improvement approach and an international work and study approach. AI is viewed as a decision-making facilitator rather than an automated decision-maker. This design choice aligns with Pelánek et al. (2024), which emphasizes interpretation in learning instructions, and Jha et al. (2026), which emphasizes institutional responsibility and governance in the implementation of AI at the higher education level.

Research Finding

The PX Framework with Key Components

The design process generated a comprehensive Pathway Accelerator (PX) framework that links professional English language development with co-operative

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education and career preparation. A key finding was that these areas are more beneficial when integrated into a connected pathway than when offered separately. Therefore, the framework integrates student diagnosis, personalized matching, targeted development, practical work experience, and career outcomes in a logical sequence. Furthermore, it recognizes that students do not necessarily need to receive the same level of international experience across all programs. The resulting structure comprises five key components and two operational flows, as shown in Figure 3.

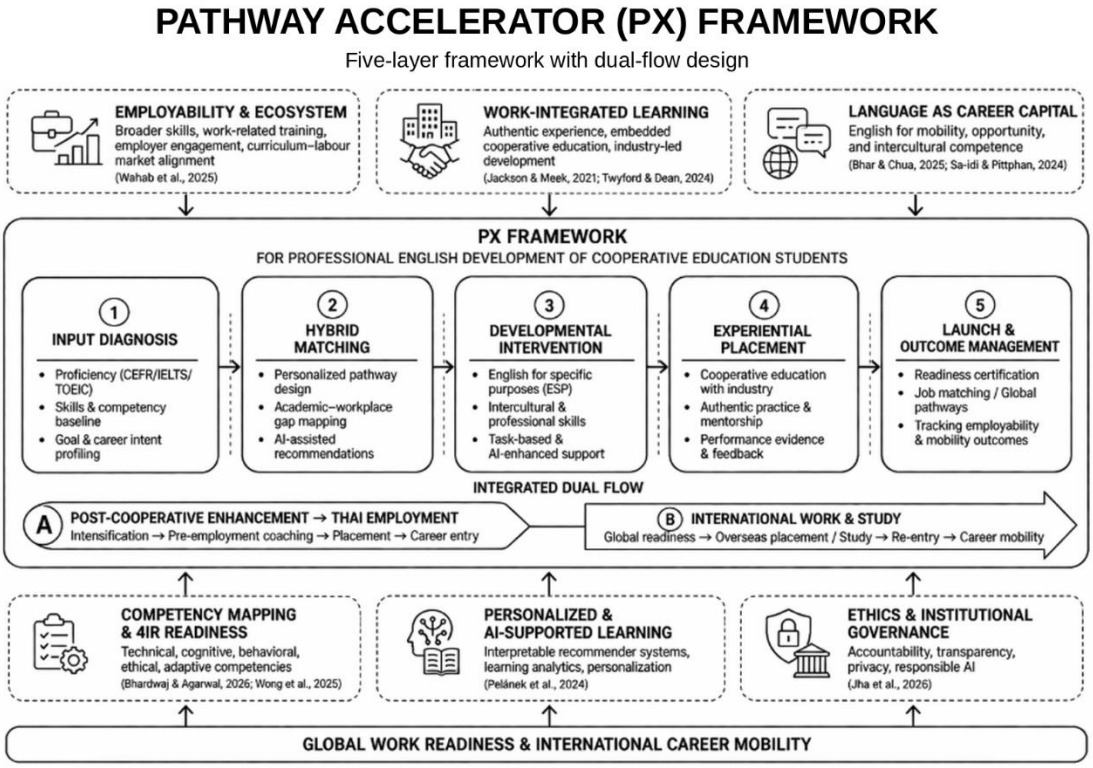


Figure 3. Finalized Pathway Accelerator (PX) Framework with key components.

Layer 1: Initial Diagnosis. The pathway begins by creating a broad student profile that goes beyond language scores alone. The diagnosis might include English language proficiency, confidence in communication, career aspirations, internship experience with companies, digital and job-specific skills, and evidence from a portfolio or supervisory feedback. This aligns with employment research showing that readiness depends on multiple competencies (Wahab et al., 2025). Competency mapping is particularly useful at this stage, as Bhardwaj and Agarwal (2026) identify technical, cognitive, behavioral, ethical, and adaptive dimensions that can impact employability. The purpose of the diagnosis is not to label a student as ready or unready, but to identify the most appropriate next steps for each learner.

Layer 2: Blended Matching. The second level links the diagnostic profile with appropriate development options. Matching might involve language modules, coaching, role-specific work, preparation for domestic employment, international

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experiences, or a combination of these activities. AI can support this process by organizing data and suggesting options. However, the guidance must remain understandable and verifiable. Pelánek et al. (2024) demonstrated the value of interpretable guidance approaches in individualized learning. In the PX framework, human advisors remain responsible for high-impact decisions, making the matching process more feasible for universities while avoiding the assumption that algorithms should dictate students' career paths.

Layer 3: Developmental Interventions. This third layer addresses the gaps identified during diagnosis. Professional English is developed through work-like tasks such as interviews, presentations, meetings, emails, client interaction, problem-solving, and communication with supervisors. Intercultural communication and professional behavior are developed alongside language, as workplace communication is social and context-dependent. Sa-idi and Pittphan (2024) showed that Thai trainees require both English communication and intercultural competence in real-world work environments; therefore, interventions can be modular. One student might need intensive interview training, while another might need presentation skills, workplace writing, or industry-specific terminology. This minimizes unnecessary training and aligns development with the student's intended role.

Layer 4: Experiential Internships. This fourth layer is an environment where students can apply their development. Co-operative education remains a key bridge. However, this framework also allows for project-based industry work, mentoring, short-term international experiences, virtual collaboration, or partner-sponsored internships. Jackson and Meek (2021) emphasize the importance of integrated learning with intentionally embedded work, while Twyford and Dean (2024) demonstrate that industry-led experiences can enhance communication skills and practical readiness. A key requirement is that the experience should produce evidence; feedback from supervisors, completed work, reflections, presentations, or other tangible results can be incorporated into the student's profile and used as a guide for subsequent steps.

Layer 5: Outcome Launch and Outcome Management. This final Layer goes beyond completing training and focuses on the career transition. Students can gain readiness certification, job matching support, interview preparation, portfolio improvement, or guidance on international opportunities. Outcomes can be tracked in employment rates, length of employment, employer feedback, workplace English proficiency, transition from internship to employment, and future career mobility. This Layer is important because career support is more beneficial when universities can link development activities to what happens after graduation. Setor and Joseph (2021) showed that college-level career interventions can support early employment and career retention. Within the PX, outcome data also creates a feedback loop: universities can see which development activities are more relevant to a stronger transition and improve pathways for future student groups.

Across all five Layers, professional English is treated more as a form of career capital than as a separate academic subject. Bhar and Chua (2025) showed that language can impact mobility and access to opportunities in multilingual organizations. This

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perspective explains why language development appears throughout the framework, rather than being confined to Layer 3 alone. English-language proficiency affects diagnosis, matching, workplace performance, and career initiation. The framework also includes digital and industry-specific competencies. As employers place increasing emphasis on these competencies alongside communication (Wong et al., 2025), AI support ultimately comes under institutional oversight. Jha et al. (2026) highlight the need for accountability and transparency in AI within higher education. Therefore, the PX model requires the use of clear data, descriptive guidance, human validation, and accountability for decisions. These elements shift the framework from a sequence of training activities to an institutional pathway that can be continuously monitored and improved.

Comparison of Two-Stream Models and Strategies

The second finding concerns how the framework is applied to students with different readiness profiles. The comparison identifies two complementary streams rather than a single identical program. Stream 1, the post-internship domestic empowerment program, is designed for students who already have domestic work experience and require specific development prior to employment. Program 2, the international work-study program, is designed for students who want or are ready to learn a language in greater depth, experience diverse cultures, and prepare for an international career. As summarized in Table 1, the two programs differ in intensity, cost, complexity, scalability, and strategic value, but utilize the same overall PX logic.

Table 1. Comparative Analysis of the Two Flows.

Dimension	Flow 1: Post-Co-operative Domestic Enhancement	Flow 2: International Work-and-Study
Primary learner profile	Students after domestic co-operative education	Students needing deeper international development
Main purpose	Accelerated upgrading in professional English and employment readiness	Deeper transformation toward global work readiness
Language model	Focused professional English enhancement	Intensive and immersive English development
Experience model	Builds on domestic co-operative education	Builds through international and partner-supported exposure
Complexity	Moderate	High
Cost intensity	Lower	Higher
Early-stage scalability	Higher	Lower

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Dimension	Flow 1: Post-Co-operative Domestic Enhancement	Flow 2: International Work-and-Study
Strategic value	Faster employability conversion	Stronger international differentiation

Flow 1: Developing In-Home Capabilities After Co-operative Education Internships. This Flow is a more scalable option for early institutional implementation, building upon students' existing co-operative education internship experiences and using those experiences to identify practical communication gaps. Development can focus on professional English, workplace communication, interview readiness, role-specific terminology, and short career counseling sessions before job placement. This Flow is easier to manage as it doesn't require overseas travel, extensive partnership coordination, or significant travel funding, thus allowing it to serve a larger proportion of students. Its strategic value lies in transforming existing co-operative education internship experiences into stronger employment outcomes. This direction aligns with Setor and Joseph (2021), who found value in in-college career interventions that support early employment and retention.

Flow 2: Working and Studying Abroad. This Flow is for students seeking deeper transformation through continued use of English and exposure to unfamiliar cultural and professional environments. It may include intensive language studies, overseas internships, short-term studies, joint projects with partner universities, or work-study programs. The main advantage is depth: students need ongoing communication, adaptation, problem-solving, and confidence-building in English-speaking and international cultural contexts. The downside is that this program requires more funding, selection, risk management, partnership coordination, and student preparation. Bhar and Chua (2025) help explain the strategic value of this program, as language proficiency and mobility can work together as career capital. Therefore, this program is better positioned as a selective or primary pathway rather than as a single format offered to all students.

Integrated Institutional Strategy: The comparison shows that Thai universities do not need to choose between two programs. A stronger strategy is to place both under the same PX infrastructure. Students can enroll through the same diagnostic process, use common competency terminology, receive recommendations through the same hybrid matching logic, and be tracked through shared outcome indicators. Students can also move between programs. For example, students who start with domestic skills development and later achieve a higher level of readiness may be recommended to participate in international programs. Students returning from overseas experience can re-enter the same system to start their careers and be matched with employers. This centralized structure reduces redundancy while maintaining differentiated levels of service. It also allows universities to start with a domestic process that is more easily scalable and expand to an international process as collaboration, funding, and institutional capacity grow.

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Conclusion and Discussion

The research findings support a broader perspective on the development of professional English at the tertiary level. Instead of viewing English as an add-on service offered after academic learning, the PX framework views English as part of a systematic transition from university to work. This aligns with the research of Wahab et al. (2025), which showed that workability reflects a combination of skills, training, employer involvement, and curriculum alignment. This framework extends this perspective by demonstrating how these components can be organized along each student's individual pathway. The framework does not assume that all students have the same gaps or should receive the same assistance; therefore, diagnosis and matching are implemented before development, while outcome management continues after experiential learning.

The role assigned to co-operative education is also consistent with previous research, but the PX framework takes this concept further. Jackson and Meek (2021) argue that work-integrated learning should be more intentionally embedded at the tertiary level. Twyford and Dean (2024) showed that industry-led experiences can enhance communication skills, teamwork, and practical readiness. PX agrees with these findings but does not view workplace experience as the final stage of development. However, feedback from that experience will be used as evidence for language development, matching, and subsequent career initiation. In this way, co-operative education serves as the infrastructure of the pathway rather than a one-time internship.

The linguistic component also builds on existing research. Bhar and Chua (2025) view language as a career capital that can shape professional mobility and opportunities. Sa-idi and Pittphan (2024) demonstrate the practical necessity of English language and international cultural competence among Thai interns, while Sonjit and Wongsirikajorn (2024) link English language proficiency to employment. The PX framework integrates these findings by placing professional English in diagnosis, targeted interventions, experiential learning, and career mobility, thus translating the concept of career capital into a sequence that universities can manage. This framework also adds a layer of responsible technology. Pelánek et al. (2024) advocate for interpretable individualization, while Jha et al. (2026) emphasize accountability and governance. PX integrates these concepts through hybrid matching, where AI assists, but does not replace, expert decision-making.

As for the first objective... The study established a five-tiered Pathway Accelerator Framework comprising input diagnosis, hybrid matching, developmental interventions, experience placement, and outcome launch and management. These tiers provide a coherent structure for linking professional English language development with co-operative education and employment. In terms of the second objective, a comparison showed that in-country development and work and study abroad cater to different student readiness profiles. In-country development is more feasible and scalable, while work and study abroad provide deeper cultural and international development. Therefore, the study concludes that the most beneficial institutional strategy is not to select one pathway over the other, but to integrate both within a shared diagnostic, competency standards, oversight, and outcome monitoring system. As a conceptual study, this framework still requires empirical testing, but it provides a solid basis for future piloting and evaluation in Thai universities.

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Suggestions

Thai universities should start with controlled pilot projects rather than attempting immediate broad implementation. Pilot projects could test diagnostic profiles, matching processes, professional English modules, employer involvement, and outcome indicators with manageable groups of interns. Initial implementation should encompass more than one discipline so universities can observe whether the same pathway logic works in different professional contexts. Pilot projects should also collect feedback from both students and employers, as this framework aims to address both learner needs and workplace expectations.

Professional English development should be integrated into internships and career preparation rather than offered as a separate general language course. Activities should utilize realistic or closely simulated workplace tasks, including interviews, presentations, meetings, emails, role-specific terminology, intercultural interaction, and problem-solving. This aligns with workplace needs identified by Sa-idi and Pittphan (2024). Universities should use evidence from internships, such as supervisor feedback and student portfolios, to determine which communication skills require further development after the internship.

AI-supported recommendations should be implemented gradually and with clear oversight. Universities should clearly identify what student data is used, who has access to that data, how recommendations are generated, and when human review is necessary. Students should be able to understand and question recommendations that impact their self-development choices. This aligns with the emphasis on transparency and accountability stated by Jha et al. (2026). Finally, future research should empirically evaluate the PX framework by examining student readiness before and after participation, employer perceptions, differences between the two approaches, and long-term outcomes such as employment, workplace English proficiency, and career advancement. Such evaluation will help refine the conceptual model proposed here into an evidence-based institutional system.

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Brand Value and Marketing Mix Factors Affecting Consumer Purchase Decisions at EVEANDBOY Store in Khon Kaen Province

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Abstract

This research aimed to 1) study the level of opinions regarding brand value, marketing mix factors, and purchase decisions; 2) compare purchase decisions categorized by personal factors; and 3) study the influence of brand value and marketing mix factors on the purchase decisions of consumers at EVEANDBOY stores in Khon Kaen province. The sample consisted of 400 consumers who had used the EVEANDBOY stores in Kangsadal and CentralPlaza Khon Kaen. The research instrument was a questionnaire. Statistical analyses included mean analysis, standard deviation, t-test, One-way ANOVA, and Multiple Regression Analysis.

The research findings showed that: 1) Consumers had the highest overall opinion of brand value, with brand loyalty having the highest mean. Marketing mix factors and purchase decisions were at a high level. 2) Differences in personal factors such as age, marital status, education level, occupation, and income significantly influenced purchase decisions at the 0.05 statistical significance level. 3) Marketing mix factors such as price and distribution channels, and brand value factors such as brand perception and quality perception, significantly influenced purchase decisions. It significantly influenced the purchasing decision of the product at the 0.05 statistical significance level.

Keywords: Brand Value, Marketing Mix, Purchase Decision, EVEANDBOY

Introduction

The beauty and cosmetics business in Thailand is experiencing continuous growth, especially multi-brand retail stores that bring together a variety of brands in one place, catering to the lifestyle of modern consumers who demand convenience and variety. EVEANDBOY is one of the leading cosmetics retailers, enjoying high popularity due to its strategy of selecting products that cover both leading international and Thai brands, as well as creating a modern shopping experience.

However, competition in this business has intensified with the entry of new players and the expansion of online channels. Therefore, understanding the factors that influence consumer purchasing decisions, both in terms of the marketing mix (7Ps)

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and brand equity is crucial for entrepreneurs to develop strategies to retain their customer base and create a sustainable competitive advantage. This research aims to study these factors as a guideline for developing the operations of EVEANDBOY stores in Khon Kaen Province, a key economic center in the Northeast region.

Research Objectives

1. To study the demographic factors that influence consumer purchasing decisions for EVEANDBOY products in Khon Kaen Province. 1. To categorize consumers based on demographic characteristics, including gender, age, education level, occupation, and monthly income.

2. To study brand value factors, including brand awareness, perceived quality, brand relationship, and brand loyalty, on consumer purchasing decisions at EVEANDBOY stores in Khon Kaen province.

3. To study the marketing mix factors (7P's), brand value, and consumer purchasing decisions at EVEANDBOY stores in Khon Kaen province.

Literature Review

Booms and Bitner (1981) studied The Concept of the Service Marketing Mix (7Ps): The marketing mix is a crucial tool in modern retail business operations and developed this from the basic marketing mix (4Ps) by adding factors specific to service businesses, resulting in seven aspects (7Ps) as follow as: Product: The variety and quality of cosmetics and beauty products that meet customer needs. Price: The appropriateness of product pricing, value for money, and competitive pricing policies. Place: Convenient location, online channels, and in-store ambiance. Promotion: Advertising, public relations, promotions, discounts, and marketing activities. People: Knowledgeable, skilled, and experienced employees in the beauty industry with a service-oriented mindset. Process: Fast, accurate, and uncomplicated service procedures, from product selection to payment.

Kotler and Keller (2016) explain that effectively managing these seven aspects of the product mix helps create consumer satisfaction and stimulate purchasing decisions such as Physical Evidence: Modern store design, cleanliness, lighting, and easy-to-reach product placement.

Aaker (1991) explains that the proposed a brand equity model consisting of key components that influence consumers, including 5 categories; Brand Awareness; The consumer's ability to recall or remember a brand as part of a particular product category. Perceived Quality: The consumer's perception of the overall quality or superiority of a product or service compared to competitors. Brand Associations: Things associated with the brand in the consumer's memory, such as a modern image or a presenter. Brand Loyalty: The attachment consumers have to the brand. This leads to repeat purchases and long-term word-of-mouth recommendations.

The Concept of the Consumer Purchasing Decision Process: The consumer purchasing decision process is a psychological process that consumers undertake before making an actual purchase decision. According to Kotler and Keller (2016), it consists of five steps: 1) Recognizing the problem or need, 2) Searching for information, 3) Evaluating alternatives, 4) Making a purchase decision, and 5) post-purchase behavior. In the decision to purchase cosmetics, consumers are often influenced by marketing stimuli and their experiences with the brand.

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Kamonchanok Phuget. (2017) studied factors influencing the purchasing decision of cosmetics at EVEANDBOY and found that the most influential marketing mix factors were price and distribution channel. This aligns with consumer behavior that emphasizes value for money and convenience.

Chinbut (2016) studied consumer behavior in purchasing cosmetics at EVEANDBOY stores and found that consumers prioritize product variety and the modern and attractive atmosphere within the store (Physical Evidence).

Veerawatwanich (2015) studied brand value that affects consumer loyalty and found that perceived quality and brand loyalty are factors.

Research Methodology

This research employed a quantitative research methodology, specifically survey research, to study the influence of brand value and marketing mix factors on purchasing decisions. Details are as follows:

Population and Sample

Population: The population for this research consisted of consumers who used services or purchased products at EVEANDBOY stores in Khon Kaen province.

Sample: The sample size was determined using formula for unknown population sizes, at a 95% confidence level and an acceptable margin of error of 5%, resulting in a sample size of 385 people. To prevent errors from incomplete questionnaires, the sample size was increased to 400 people.

Sampling Method: Simple random sampling was used to collect data from those willing to provide information. Data was collected by distributing the prepared questionnaires according to the selected sample size.

Research Instruments

The data collection tool used was a questionnaire created by the researcher based on a literature review. It was divided into four parts as follows:

Part 1: Personal factors, including gender, age, marital status, education level, occupation, and average monthly income (multiple-choice questionnaire).

Part 2: Opinions on the marketing mix factors (7Ps).

Part 3: Opinions on brand equity.

Part 4: Opinions on purchasing decisions.

Measurement criteria: Parts 2-4 used a 5-level Likert scale (5 = highest to 1 = lowest).

Instrument quality: The instrument underwent content validity testing by experts and reliability analysis of the instrument was conducted by administering the try-out questionnaire to 30 respondents in order to determine its reliability, using the Alpha coefficient of 0.986 for the entire instrument

Data Collection

The researcher collected data by distributing questionnaires to the sample group at EVEANDBOY stores in Khon Kaen province at various times. To obtain diverse and comprehensive information in accordance with the defined objectives.

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Data Analysis

The researcher analyzed the data using statistical software, employing the following statistics:

Descriptive Statistics: Frequency and percentage for personal data, and mean ($\bar{x}$) and standard deviation (S.D.) for opinion levels.

Inferential Statistics:

Independent Samples t-test and One-way ANOVA were used to compare differences categorized by personal factors.

Multiple Linear Regression Analysis was used to test the influence of independent variables on dependent variables, with a statistical significance level of 0.05.

Research Results

Brand Value and Marketing Mix Factors Affecting Consumer Purchase Decisions at EVEANDBOY Store in Khon Kaen Province

Table 1. Mean, Standard Deviation and Level of Purchase Decision

Purchase Decision	Mean ($\bar{x}$)	SD	Level of Decision	Rank
1. The store image of "EVEANDBOY" makes it easier for you to make a purchase decision.	4.46	0.71	High	2
2. Promotions and discounts influence your purchase decision.	4.23	0.87	High	3
3. You feel that "EVEANDBOY" better meets your needs than other stores.	4.57	0.64	Very High	1
Total	**4.42**	**0.54**	**High**	

The findings reveal that the overall level of purchase decision was at a high level ($\bar{x}$ = 4.42, SD = 0.54). When considering each item, it was found that the statement "You feel that EVEANDBOY better meets your needs than other stores" had the highest mean score ($\bar{x}$ = 4.57), indicating a very high level, and was ranked first.

The second highest mean score was "The store image of EVEANDBOY makes it easier for you to make a purchase decision" ($\bar{x}$ = 4.46, SD = 0.71), which was at a high level. Meanwhile, "Promotions and discounts influence your purchase decision" had the lowest mean score ($\bar{x}$ = 4.23, SD = 0.87), although it remained at a high level and was ranked third. In summary, all factors were rated at high to very high levels, indicating that they play an important role in influencing consumers' purchase decisions.

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Hypothesis Testing Results

Comparison based on personal factors: Statistical tests (t-test and One-way ANOVA) revealed that consumers with different ages, marital statuses, education levels, occupations, and average monthly incomes had significantly different purchasing decisions at EVEANDBOY stores ($p < 0.05$). However, differences in gender did not significantly affect purchasing decisions. Factors Influencing Purchase Decisions (Multiple Regression Analysis):

Marketing Mix Factors: Price and Place were found to significantly influence purchase decisions at the 0.05 significance level.

Brand Value Factors: Brand Awareness and Perceived Quality were found to significantly influence purchase decisions at the 0.05 significance level.

Research Summary

The study found that consumers in Khon Kaen province held the highest opinion of the brand value of EVEANDBOY and placed high importance on the marketing mix. Hypothesis testing indicated that different personal factors (excluding gender) significantly influenced purchase decisions. Furthermore, influence analysis confirmed that Price, Place (from the 7Ps), Brand Awareness, and Perceived Quality significantly influenced purchase decisions. (Brand value) is a key variable that can significantly predict and influence consumer purchasing decisions.

Discussion

Based on the data analysis for testing the research hypotheses, the findings can be discussed in relation to relevant theories and previous studies as follows:

Hypothesis 1: Differences in personal factors lead to differences in purchase decisions.

The results revealed that consumers with different ages, marital status, education levels, occupations, and average monthly incomes exhibited significantly different purchase decisions toward EVEANDBOY at the 0.05 level of statistical significance. However, there was no significant difference in purchase decisions between genders.

Consistent Findings: The results regarding age and income are consistent with the consumer behavior theory proposed by Schiffman and Kanuk (2010), which states that demographic characteristics are fundamental variables that determine consumers' needs, purchasing power, and preferences. These findings are also consistent with the study of Panasiri (2015), which found that age and income influence cosmetic purchasing behavior, as working individuals with stable incomes tend to have greater purchasing power and visit stores more frequently than students.

Non-significant Difference (Gender): The lack of difference between male and female consumers may be explained by changing social trends, where men increasingly engage in self-care, reducing behavioral differences between genders. This finding is consistent with the study of Supansa Iamsa-ard. (2017) which found that gender does not significantly affect the frequency of purchasing beauty products in the present context.

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Hypothesis 2: The service marketing mix factors (7Ps) influence purchase decisions.

The results of the multiple regression analysis supported the hypothesis. The 7Ps factors collectively explained 14.3% of the variance in purchase decisions at the 0.05 level of statistical significance. Among these factors, only Price and Place had a positive influence.

Price: This factor had the strongest influence (β = .188). This finding is consistent with Kotler (2012), who stated that price is the only element that generates revenue and is highly flexible in response to demand. It also aligns with the study of Prasertchuawong (2020), which found that price has the greatest influence on purchasing decisions in modern retail stores, as consumers are sensitive to price and tend to compare value.

Place: This factor had the second strongest influence (β = .185). This result is consistent with Panasiri (2015), which indicated that convenience of access and store location in shopping malls are important factors influencing purchase decisions.

Non-significant Factors (Product, Promotion, People, Process, Physical Evidence): These factors were found to have no statistically significant influence. This may contradict some previous studies but can be explained by Herzberg's Hygiene Factors theory. These factors (e.g., good products, attractive stores, and good service) are considered basic expectations. Their absence leads to dissatisfaction; however, their presence does not necessarily increase purchase decisions as much as value-related factors such as price.

Hypothesis 3: Brand equity factors influence purchase decisions.

The results supported the hypothesis. Brand equity factors collectively explained 6.1% of the variance in purchase decisions at the 0.05 level of statistical significance. Brand Awareness and Perceived Quality were found to have significant influence.

Brand Awareness: This factor significantly influenced purchase decisions (β = .148). This finding is consistent with Aaker (1991), who stated that brand awareness is the first step in the purchasing decision process. If consumers cannot recall a brand, the likelihood of selection decreases. This is also consistent with the study of Chinabut (2016), which found that the reputation of EVEANDBOY is a key factor influencing customer choice.

Perceived Quality: This factor significantly influenced purchase decisions (β = .134). This finding aligns with Zeithaml (1988), who found that consumers use perceived quality as a criterion to evaluate value before making a purchase decision, especially for cosmetic products where safety and authenticity are important considerations.

Non-significant Factors (Brand Loyalty, Brand Association): The lack of influence of brand loyalty may be explained by modern consumer behavior in the digital era, where consumers have many alternatives (switching behavior). As a result, brand attachment may have less impact than value offered at the point of purchase. This is consistent with several contemporary studies indicating that loyalty programs may have reduced effectiveness in the context of trading goods.

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Recommendations

Based on the findings of this study, several recommendations for future research are proposed.

First, future studies should consider expanding the scope of variables beyond the 7Ps and brand equity. Additional factors such as digital marketing, influencer marketing, and online media consumption behavior should be incorporated to better capture contemporary consumer behavior in the digital era.

Second, comparative studies across different geographical contexts are recommended. Future research may examine consumer behavior in major provinces (e.g., Chiang Mai, Chonburi, and Phuket) in comparison with Bangkok to determine whether regional differences influence purchasing decision factors.

Third, qualitative approaches should be employed to gain deeper insights into consumer behavior. In-depth interviews with participants could help explain underlying reasons behind the non-significant effects observed in this study, such as why brand loyalty and service quality do not significantly influence purchase decisions. Such approaches would provide richer, more nuanced data that may not be fully captured through quantitative methods.

Finally, future research should investigate differences between offline and online purchasing channels. A comparative analysis of consumer decision-making across physical stores and online platforms (e.g., applications and websites) of EVEANDBOY would provide valuable implications for developing effective omni-channel marketing strategies.

Managerial Implications

1. Pricing and Distribution Channels: Since pricing and distribution channels have a significant influence on purchasing decisions, the store should continuously offer promotions such as "branch-specific special prices" or "student promotions" in Khon Kaen province to attract its main target group. It should also develop an online ordering system linked to the physical store (e.g., online ordering for in-store pickup) to facilitate convenience and maintain its customer base in areas with heavy traffic.

2. Brand Awareness and Quality Maintenance: The store should consistently reinforce its image as a source of 100% authentic products through social media to build "quality perception" in consumers' minds. It should also recruit knowledgeable and expert staff (Beauty Advisors) to provide accurate advice, which will further increase brand confidence and perceived value.

3. Targeting Based on Personal Factors: The store should use customer income and occupation data in its marketing planning, such as creating product zones with varying price ranges, from budget to premium, to cover the different purchasing power levels of students and working professionals in Khon Kaen province.

Recommendations for Future Research

1. Qualitative Research: For future research... 1. In-depth interviews should be used to gain deeper insights into the motivations and brand-selection behaviors of niche brands within the store, which questionnaires may not reach.

2. New variables should be added to the study, such as the influence of reviews from beauty bloggers on TikTok or the use of membership systems (CRM) and how they affect long-term brand loyalty.

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3. Study area: A comparative study of consumer behavior between multi-brand stores in Khon Kaen province and other provinces in the Northeast region should be conducted to identify differences in purchasing patterns in each area.

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A Comparison of the Marketing Mix and Service Selection Decisions: Tuk Dee Shop, Don Mueang Subdistrict, Sikhiu District, Nakhon Ratchasima

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Abstract

The research purposes were to study 1) A comparative study of the marketing mix and the decision-making process of choosing services at the Tuk Dee Shop in Don Mueang Subdistrict, Sikhiu District, Nakhon Ratchasima Province. 2) Compare the marketing mix and the decision-making process of choosing services at the Tuk Dee Shop in Don Mueang Subdistrict, Sikhiu District, Nakhon Ratchasima Province classified by the personal factors. The population was the consumers who used Tuk Dee Shop in Don Mueang Subdistrict, between January 1st to March 31st, 2025, the sample group was the 400 people by using sample size calculations without knowing the population size. The research instrument was the rating scale questionnaire. The data analysis statistics were the percentage, mean, standard deviation, t- test (Independent samples).

The research findings were: 1) The marketing mix factors influencing consumer decisions to choose the Tuk Dee Shop in Don Mueang Subdistrict, Sikhiu District, Nakhon Ratchasima Province, are, overall, at a high level. Ranked from highest to lowest average value, they are: process factors, marketing promotion factors, product factors, distribution channel factors, personnel factors, physical characteristics factors, and price factors. 2) The consumer with different gender, education levels, and occupations found the opinions on the marketing mix and consumer decisions to choose Tuk Dee Shop in Don Mueang Subdistrict did not different.

Keywords: Symbiotic, Economic Theory, Modern Logistics, Import and Export Trade

Introduction

Retailing refers to the business of buying and selling goods or services directly to meet the needs of the end consumer. In Thailand, retail trade is divided into two types: traditional retail and modern retail. Traditional retail, or grocery stores,

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commonly known as "Cho Huay" in Thailand, have been a fundamental part of the Thai economy from the past to the present. They are very popular because they require low investment and are easy to manage. The characteristic feature of traditional retail is the sale of essential consumer goods or various miscellaneous items. Whatever is in demand in the community or nearby area is usually sold, such as soap, toothpaste, shampoo, beverages, snacks, rice, eggs, cooking oil, sugar, fish sauce, MSG, and small toys. Most of these stores use stalls, retail spaces in homes or on the ground floor of commercial buildings as storefronts. They are usually small, located in community areas, and are often family-run. They focus on buying and selling and rely heavily on manufacturers and wholesalers.

Economic, social, and cultural changes, along with the influx of Western influence between 1957 and 1975, significantly altered the structure of Thailand's retail business. Modern retail, such as department stores (though still relatively few in number at the time), emerged. From 1975 to 1994, Thailand experienced economic stability and became a member of the World Trade Organization (WTO), leading to increased trade liberalization and continuous foreign direct investment. This resulted in rapid development and expansion of the Thai retail sector. Department stores evolved into more comprehensive shopping complexes to meet consumer needs and provide new experiences. Furthermore, other modern retail models emerged, including convenience stores, discount stores, supercenters, and hypermarkets. (Hypermarket) also includes stores that sell specific types of goods (Specialty Stores), such as construction material stores, bookstores, stationery stores, and restaurants, etc. (Thiplerlert, 2015: 3).

However, in rural or remote communities, traditional retail formats still persist. These include mobile vendors, street stalls, grocery shops, and local markets. Such businesses reflect the cultural and social characteristics of local communities, emphasizing personal interaction, negotiation, friendliness, and mutual support. They often operate on a sufficiency-based approach. Nonetheless, with changes in Thai lifestyles—particularly increased demand for convenience, speed, and modernity, as well as evolving family structures—consumer behavior has shifted. Consumers increasingly prefer modern retail formats that offer convenience, product variety, and efficient services. As a result, convenience stores continue to grow and expand, becoming an integral part of daily life. Economic development, social changes, and advancements in communication systems have contributed to busier lifestyles, where both men and women work, leaving less time for shopping and encouraging more convenient purchasing behaviors.

Tuk Dee Store in Don Mueang Subdistrict, Sikhiu District, Nakhon Ratchasima Province, is a franchised grocery store, a modern retail and convenience store. It is heavily patronized by residents in the area, reflecting the changing lifestyles of Thai people, who prioritize convenience, speed, and modernity. The future trend is for consumers to increasingly purchase goods from convenience stores due to their convenience, product variety, service, and the increasingly fast-paced lifestyle. Based on the above reasons and importance, this research examines the comparison of marketing mix factors in the decision-making process of choosing Tuk Dee Store in Don Mueang Subdistrict, Sikhiu District, Nakhon Ratchasima Province. The research findings can be used as a guideline for developing and improving Tuk Dee Store in Don Mueang Subdistrict, Sikhiu District, Nakhon Ratchasima Province to meet consumer needs and as information for developing nearby grocery stores.

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Research Objectives

1. To compare the marketing mix factors with the decision to use the services of the Tuk Dee Shop in Don Mueang Subdistrict, Sikhiu District, Nakhon Ratchasima Province.

2. To compare the marketing mix factors with the decision to use the services of the Tuk Dee Shop in Don Mueang Subdistrict, Sikhiu District, Nakhon Ratchasima Province, classified by personal factors.

Literature Review

1. Banlusilp (2024) studied the factors influencing the decision to purchase goods from traditional retail stores (grocery stores) in the That Phanom Subdistrict Municipality, That Phanom District, Nakhon Phanom Province.

2. Traijet (2025) studied the factors influencing the decision to purchase goods from traditional retail stores (grocery stores), a case study in Talad Thai, Pathum Thani. The objective was to analyze the factors influencing the decision to purchase goods from traditional retail stores.

3.Somsak (2023) studied the factors influencing the decision to purchase IKEA products by consumers in Bangkok and surrounding areas. The research results identified the key factors influencing the decision to purchase lifestyle products in the modern era.

4. Jeerangsuwan (2022) studied the factors affecting consumers' decisions to use convenience stores in Bangkok and surrounding areas, focusing on the shift towards digital-integrated retail.

5. Lertwiwattanapong et al. (2021) studied a comparison of purchasing behavior for consumer goods between convenience stores and small grocery stores in Phra Nakhon Si Ayutthaya Province. The objective was to compare the purchasing behavior for consumer goods between these two types of stores. The research found that consumers who regularly shopped at small grocery stores prioritized the familiarity and friendliness of the store employees. Key factors included the seller being cheerful, friendly, polite, and possessing good interpersonal skills with a willing service mind.

6. Tengwongwattana and Thanitthanakorn (2023) studied service quality, price awareness, brand image, and word-of-mouth affecting the decision to use private parcel delivery services within Thailand. The findings indicate that the purchase decision is a crucial step involving both psychological factors (thoughts and feelings) and behavioral factors in the current economic landscape

Research Methodology

Scope of the Research: The scope of the content, data sources, and variables in the research are defined as follows:

1.1 Content Scope: This involves synthesizing concepts, theories, and related research on the decision-making process in choosing services using marketing mix factors for service businesses, namely: 1) Product factors, 2) Price factors, 3) Distribution channel factors, 4) Promotion factors, 5) Personnel factors, 6) Process factors, and 7) Physical characteristics factors (Wongmontha, 1999).

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1.2 Data Source Scope: The data source is consumers who used the services of the Tuk Dee Shop in Don Mueang Subdistrict between January 1st and March 31st, 2025. The sample size was determined using the non-population sampling method, resulting in 400 people.

1.3 Variable Scope The variables studied include:

1) Gender, education level, and occupation of consumers using the Tuk Dee Shop in Don Mueang Subdistrict.

2) Marketing mix factors for service businesses, including: 1) Product factors, 2) Price factors, 3) Distribution channel factors, 4) Promotion factors, 5) Personal factors, 6) Process factors, and 7) Physical characteristics factors.

3) Decision-making in choosing to use the Tuk Dee Shop in Don Mueang Subdistrict, Sikhiu District, Nakhon Ratchasima Province.

Research Methodology:

1. Statistics used to assess the quality of the questionnaire

1.1 Content validity was evaluated using the Index of Item Objective Congruence (IOC), which measures the consistency between each item and the defined operational terms.

1.2 Reliability of the entire questionnaire was assessed using Cronbach's alpha coefficient.

2. Descriptive statistics included frequency, percentage, mean, and standard deviation.

3. Inferential statistics used for hypothesis testing involved comparing the opinions of sample groups classified by personal factors, employing t-test and F-test (one-way (Khammoon, 2009, p. 4)

4. The determination of a sample size of 400 participants should involve selecting an appropriate sampling method based on the characteristics of the population. If the population consists of clearly distinct subgroups (such as gender, age, or occupation), stratified sampling should be used to ensure proper representation of each group. However, if the population is relatively homogeneous, simple random sampling or systematic sampling may be appropriate. The choice of sampling method depends on the population structure and the practicality of data collection. In general, stratified sampling is often preferred in research as it provides greater accuracy and better representation of the population.

5. The questionnaire is divided into three sections: Section 1: General information of the respondents, presented in a checklist format; Section 2: Marketing mix and the decision to use the services of the Tuk Dee Shop in Don Mueang Subdistrict, Sikhiu District, Nakhon Ratchasima Province, presented in a 5-level rating scale; Section 3: Suggestions for improving the Tuk Dee Shop in Don Mueang Subdistrict, Sikhiu District, Nakhon Ratchasima Province, presented in open-ended questions.

Research Findings

1. A Comparative Study of Marketing Mix and Decision-Making in Choosing Services at Tuk Dee Shop, Don Mueang Subdistrict, Sikhiu District, Nakhon Ratchasima Province

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Table 1. Comparison of Mean and Standard Deviation of Marketing Mix and Decision-Making in Choosing Services at Tuk Dee Shop, Don Mueang Subdistrict, Overall and by Aspect

Marketing mix factors and the decision to choose services at the affordable shop in Don Mueang Subdistrict.		**Level of opinion**		**Interpret the results.**	**Ranking**
		$\bar{x}$	SD		
1.	Product factors	3.84	0.41	high	3
2.	Spot factors	3.76	0.42	high	5
3.	Place factors	3.83	0.39	high	4
4.	promotion factors	3.86	0.41	high	2
5.	People factors	3.83	0.43	high	4
6.	Process factors	3.91	0.35	high	1
7.	Physical characteristics factors	3.83	0.43	high	4
	Total	3.83	0.38	high	

Table 1 shows that the marketing mix's influence on consumers' decision to use the Tuk Dee Shop in Don Mueang Subdistrict, Sikhiu District, Nakhon Ratchasima Province, is generally at a high level ($\bar{x}$ =3.83, SD = 0.38). Considering each aspect individually, the average scores, from highest to lowest, are as follows Process Factor ($\bar{x}$ =3.91, SD = 0.35), Promotion Factor ($\bar{x}$ =3.86, SD = 0.41), Product Factor ($\bar{x}$ =3.84, SD= 0.41), Physical Characteristics Factor ($\bar{x}$=3.83, SD= 0.43), People factors($\bar{x}$ =3.83 SD = 0.43), Place factors ($\bar{x}$ =3.83, SD = 0.39), and Spot factors($\bar{x}$ =3.76, SD = 0.42).

The majority of consumers strongly agree that the Process Factor is the most influential factor in their decision to use the Tuk Dee Shop in Don Mueang Subdistrict. The researcher analyzed each aspect as follows 1) Product Factor: At a high level, indicating a wide variety of products, complete availability of desired items, and products that are not old or expired. 2) Spot factors at a high level, indicating appropriate pricing, prices commensurate with product quality, and price variety according to product quality. 3) Place factors the level of satisfaction with the marketing mix was high, indicating that it was convenient and quick to access, easily accessible, located near home or work, and had appropriate opening hours. 4) promotion was also at a high level, with attractive sales promotion activities such as discounts, exchanges, and giveaways, reasonable return/exchange policies, and appropriate credit options. 5) Personnel aspects were at a high level, with sellers being cheerful, friendly, polite, and having good interpersonal skills, and providing service willingly. 6) Process aspects were at a high level, with fast and excellent service, such as assistance in picking and

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delivering goods to customers without them having to get out of their cars, and customers being able to pick up goods themselves. 7) Physical characteristics were at a high level, with the store clearly displaying product prices, products categorized, and a pleasant atmosphere with sufficient lighting and spaciousness.

2. A comparison of the marketing mix and consumers' decision to use services at Tuk Dee Shop, Don Mueang Subdistrict, Sikhiu District, Nakhon Ratchasima Province, categorized by personal factors, revealed that consumers with different genders, educational levels, and occupations did not exhibit statistically significant differences in their opinions regarding the marketing mix factors and their decision to use the services of *Tuk Dee Shop*.

Table 2. A Comparative Study of Marketing Mix Factors and Consumer Decision-Making in Choosing Tuk Dee Shop Services in Don Mueang Subdistrict, Classified by Gender

Factors Affecting the Decision to Use Tuk Dee Shop Services in Don Mueang Subdistrict		Male		Female		t	Sig
		$\bar{x}$	SD	$\bar{x}$	SD		
1.	Product	3.59	0.76	3.72	0.59	-2.100**	.074
2.	Price	3.66	0.77	3.71	0.54	-2.029*	.052
3.	Place	3.60	0.74	3.77	0.58	-2.229**	.064
4.	Promotion	3.64	0.73	3.61	0.58	-2.426*	.063
5.	People	3.62	0.76	3.74	0.66	-2.739*	.057
6.	Process	3.65	0.67	3.59	0.54	-2.007*	.061
7.	Physical Evidence	3.65	0.57	3.61	0.51	-2.129*	.071
	โดยรวม	3.63	0.69	3.67	0.52	-2.324	.057

From the table, it was found that consumers with different genders did not have significantly different opinions regarding the marketing mix factors and the decision to use Tuk Dee Shop services in Don Mueang Subdistrict at the 0.05 level of significance.

Conclusion and Discussion

The marketing mix's influence on consumer decisions to use the Tuk Dee Shop in Don Mueang Subdistrict, overall, is at a high level. This aligns with the research by Banlusilp (2025), which studied factors influencing purchasing decisions in traditional retail stores (grocery stores) in the That Phanom Subdistrict Municipality, That Phanom District, Nakhon Phanom Province. The research found that opinions based on the 7 Ps marketing mix concept were at a high level. This is consistent with the research by Pienkwamsuk et al. (2015) which studied factors influencing purchasing decisions from traditional retail stores (grocery stores), a case study in Talad Thai, Pathum Thani. The objective was to analyze factors influencing purchasing decisions from traditional retail stores. The research found that the 7Ps marketing mix factors—product, price, process, promotion, personnel, place, and physical—were overall at a high level. This research found that consumers using the Tuk Dee Shop in Don Mueang Subdistrict, Sikhiu District, Nakhon Ratchasima Province, considered the factors influencing their choice

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of using the store, in descending order of average value, as follows: process factor, promotion factor, product factor, and distribution channel factor. Personal factors, physical characteristics factors, and price factors, in that order. The researcher discussed the results in each aspect as follows:

1) Product aspect: It was found that the marketing mix's influence on consumers' decisions to use the Tuk Dee Shop in Don Mueang Subdistrict, Sikhiu District, Nakhon Ratchasima Province, was at a high level overall. This is consistent with the research of Banlusilp (2025), who studied the factors influencing the decision to purchase goods in traditional retail stores (grocery stores) in the That Phanom Subdistrict Municipality, That Phanom District, Nakhon Phanom Province. The research found that opinions based on the 7 Ps marketing mix concept, in terms of product, were at the highest level. This research also found that the factors consumers considered when choosing the Tuk Dee Shop, in descending order of average value, were: a wide variety of products, followed by the complete availability of the desired products, and the products not being old or expired.

2) Price aspect: It was found that the marketing mix's influence on consumers' decisions to use the Tuk Dee Shop in Don Mueang Subdistrict, Sikhiu District, Nakhon Ratchasima Province, was at a high level overall. This is consistent with the research of Pienkwamsuk, P., et al. (2015). who studied the factors influencing consumers' decisions to purchase IKEA products in Bangkok and its surrounding areas. The research findings revealed that the factors influencing the purchase decision of IKEA products, in descending order, consisted of five factors: product factors, price factors, physical characteristics factors, brand and product usability factors, and marketing promotion and staff factors. This research also found that the factors consumers considered when choosing to use the Tuk Dee Shop, in descending order of average scores, were: appropriate pricing, followed by price appropriate to product quality, and price variety according to product quality.

3) Regarding distribution channels, the research found that the marketing mix's influence on consumers' decision to use the Tuk Dee Shop in Don Mueang Subdistrict, Sikhiu District, Nakhon Ratchasima Province, was at a high level overall. This is consistent with the research by Pienkwamsuk et al. (2015) which studied the factors influencing consumers' purchase decisions of IKEA products in Bangkok and its surrounding areas. The research found that the factors influencing the purchase decision of IKEA products, in descending order, consisted of five factors: product factors, price factors, physical characteristics factors, brand and product usability factors, and marketing promotion and staff factors. This research also found that the factors consumers considered when choosing to use the Tuk Dee Shop, in descending order of average scores, were: convenience and speed of travel. 1) Ease of accessibility, followed by proximity to home or work, and appropriate opening hours.

4) Marketing promotion: It was found that the marketing mix's influence on consumers' decision to use the Tuk Dee Shop in Don Mueang Subdistrict, Sikhiu District, Nakhon Ratchasima Province was generally at a high level. This is consistent with the research by Pienkwamsuk, et al. (2015) who studied the factors affecting

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consumers' decisions to use convenience stores in Bangkok and surrounding areas. The research found that the most frequent user was 7-Eleven, with 164 people, representing 88% of the sample population. This indicates that convenience, with 24-hour service and the largest number of branches, is the main factor that leads most users to choose 7-Eleven over other types of convenience stores. This research also found that the factors consumers consider when choosing Tuk Dee Shop, in order of average value from highest to lowest, are: attractive promotional activities such as discounts, exchanges, and giveaways; followed by the ability to exchange or return goods within a reasonable time frame; and the ability to purchase goods on credit appropriately.

5) Regarding the personal aspect, it was found that the marketing mix's influence on consumers' decisions to use the Tuk Dee Shop in Don Mueang Subdistrict, Sikhiu District, Nakhon Ratchasima Province, was generally at a high level. This is consistent with the research by Tanaka and Somchai (2025) which compared the purchasing behavior of consumer goods between convenience stores and small grocery stores in Phra Nakhon Si Ayutthaya Province. The results showed that customers who regularly shopped at small grocery stores valued staff who were familiar and friendly. Similarly, this study found that the key factors for choosing the Tuk Dee Shop, ranked by average value, were: the seller being cheerful and friendly, followed by being polite, and possessing good interpersonal skills with a willing service mind

6) Regarding the process aspect, it was found that the marketing mix's influence on consumers' decisions to use the Tuk Dee Shop in Don Mueang Subdistrict, Sikhiu District, Nakhon Ratchasima Province, was generally at a high level. In line with the research of Tanaka and Somchai (2025) which studied the factors influencing consumers' purchasing decisions for IKEA products in Bangkok and its surrounding areas, the research found that the process factor influencing consumers' purchasing decisions for IKEA products in Bangkok and its surrounding areas was at a high level. This research also found that the factors consumers considered when choosing to use the Tuk Dee Shop, in descending order of average value, were: fast service, followed by good service such as helping customers pick and deliver goods without them having to get out of their cars, and customers being able to pick up the goods themselves.

7) Regarding physical characteristics, it was found that the marketing mix factors influencing consumers' purchasing decisions for the Tuk Dee Shop in Don Mueang Subdistrict, Sikhiu District, Nakhon Ratchasima Province, were overall at a high level. This is consistent with the research of Tanaka and Somchai (2025), which studied the factors influencing purchasing decisions from traditional retail stores (grocery stores), a case study in Talad Thai, Pathum Thani. The objective was to analyze the factors influencing purchasing decisions from traditional retail stores. The research found that the 7Ps marketing mix factors product, price, process, promotion, personnel, place, and physical were overall at a high level. This research also found that the factors consumers considered when choosing to use the Tuk Dee Shop Ranked in descending order of average value, the factors were: the store clearly displays product prices; followed by the store's product organization; and the store's pleasant atmosphere, sufficient lighting, and spaciousness.

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A comparison of the marketing mix factors and the decision to use the services of the 'Tuk Dee Shop,' categorized by personal factors, revealed that consumers with different genders, education levels, and occupations did not differ significantly in their opinions. Statistical analysis showed no significant differences for gender (t= 1.65, education level (F= 1.42), p > 05 and occupation. (F = 1.442), p > 0.05

This indicates that personal factors do not affect consumers' opinions on the marketing mix influencing their choice of service at the Tuk Dee Shop. This finding is consistent with the study by Tengwong and Thanit (2023), who researched service quality and consumer behavior in the modern retail era. Their study found that in a highly competitive market, decision-making processes are primarily driven by the core marketing mix—such as price awareness and service process—rather than demographic differences like gender or occupation. Furthermore, according to Srisuwan (2024), the decision to choose a service is a complex psychological process involving both mental evaluation and physical behavior that remains consistent across different consumer groups in the current economic landscape.

Suggestions

1. Product factors Entrepreneurs should offer a diverse range of products. This could involve conducting market research to explore customer needs for marketing planning.
2. spot factors should be mindful of setting appropriate prices. This could involve market research or surveying similar businesses to develop competitive pricing strategies for competitive advantage.
3. Pleace factors Entrepreneurs should consider convenience for customers, making it easy for them to access the service.
4. Promotion factors Entrepreneurs should organize attractive sales promotion activities such as discounts, exchanges, and giveaways.
5. People factors Entrepreneurs should ensure that service staff are cheerful, friendly, and have a pleasant demeanor.
6. Process factors Entrepreneurs should ensure that service staff are efficient, timely, and mindful of consumer needs.
7. Physical Characteristics The store should clearly display and show product prices for easy understanding by customers.

Suggestions for Future Studies

1. Further study should be conducted on other factors beyond the marketing mix for service businesses that may influence consumer purchasing decisions.
2. A study should be conducted to explore customer needs. For informational purposes in marketing planning.
3. Qualitative research focusing on individual consumer groups should be conducted to guide the development and improvement of operations to better meet consumer needs.

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