



College of Management  
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**CLSG**  
Consumer Life-course Studies Group

# 2025

## **BOOK OF ABSTRACTS**

**INTERNATIONAL CONFERENCE SERIES 2025  
BANGKOK, THAILAND**

**The Fourteenth Annual International  
Conference on Consumer Research  
and Marketing: Frontiers of Theory,  
Method and Practice**

# BOOK OF ABSTRACTS

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on Consumer Research and Marketing:  
Frontier of Theory, Method, and Practice

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**International Conference Series 2025**  
**The 14<sup>th</sup> Annual International Conference on Consumer Research and  
Marketing: Frontier of Theory, Method, and Practice**

*Saturday, 22 November 2025*  
*College of Management, Mahidol University, Bangkok, Thailand*

08:30 - 08:45 Register, presenters prepare their presentation

**08:45 - 09:00 Welcome and Introduction**

Introduction, origins, and purpose of the conference  
*by Randall Shannon and Professor George P. Moschis*

**09:00 - 10:00 Keynote presentation: How to conduct and publish effectual good  
academic research: Strategies and tactics (workshop).**

*by Professor George P. Moschis*

**10:05 - 10:25 The impact of consumer attitude and brand authentic on ESG toward  
brand equity on consumer products**

*by Sawat Bunpring and Anuchat Chamchong*

**10:25 - 10:45 Fashioning sustainability: Thai consumer insights on upcycled plastics**

*by Prasert Thawatchokethawee*

10:45 – 11:00 Coffee Break and Networking

**11:00 – 11:20 Beyond material possession: Classifying contemporary luxury offerings  
through psychological ownership theory**

*by Thanwarat Jaroenpanich*

**11:20 – 11:40 Factors affecting customers' health check-ups: A proposed model for  
revisit intention in a private hospital in Bangkok**

*by Sermsak Saengphet and Laddawan Lekmat*

**11:40 – 12:00 Generational cohort psychographics's effects on extrinsic cues of  
packaged food selection**

*by Yurapong Ovatsatit*

**12:00 – 12:20 Understanding graduates' career decision-making in emerging markets:  
A value-based behavioral study from Guangxi, China**

*by Zhu Fang and Laddawan Lekmat*

**12:20 – 13:00 Lunch Break**

13:00 – 13:20 **The strategic renewal deficit: Analyzing digital capabilities and talent gaps as barriers to scaling generative AI in the Thai enterprise**  
*by Narain Chutijirawong*

13:20 – 13:40 **Exploring the impact of EntreComp on AI literacy across entrepreneurial generations in Thai MSMEs**  
*by Kitirampa Kaewchaijaroenkit and Sirirat Rattanapituk*

13:40 – 14:00 **Factors influencing Thai tourists' purchasing intentions toward conventional travel agencies**  
*by Pummarin Teradirek*

14:00 – 14:20 **Leveraging big data and geospatial analytics for revitalizing secondary cities' tourism: Evidence from lower Northern Thailand**  
*by Suthep Nimsai, Chawapol Fahumnuayphol, Nathasorn Boontanorm, Chokchai Na Ranong, Tirasana Sahatsapas, Sattrat Tupsart, and Narathip Keiwwaklong*

14:20 – 14:35 Coffee Break and Networking

14:35 – 14:55 **Towards sustainable banks: A comparative study of corporate governance practices across the G7 and the emerging markets**  
*by Pummarat Teradirek*

14:55 – 15:15 **Market opportunities and strategic pathways for Thai durian in India: Integrating consumer insights, supply chain competitiveness, and policy frameworks**  
*by Suthep Nimsai, Karuna Aksaravut, Monrudee Theeraworawit, Narain Chutijirawong, Prasert Thawatchokethawee, Tutiya Disphanurat, Yurapong Ovatsatit, and Narathip Keiwwaklong*

15:15 – 15:35 **Life trajectories in AI adoption among elderly consumers: Evidence and implications through the lens of the Life Course Paradigm**  
*by Luigi Piper, George P. Moschis, Federico Mertoli, Carmela Elita Schillaci, and Gianluigi Guido*

15:35 – 15:55 **Enhancing livestock export competitiveness of Thailand through the China–Laos railway: Opportunities, challenges, and policy implications**  
*by Suthep Nimsai, Waewkanee Assaratgoon, Monwong Bhadharavit, Rath Dhnadirek, Subin Liengpunsakul, Susheel Narula, and Narathip Keiwwaklong*

15:55 – 16:15 **Enhancing global competitiveness of Thai natural latex pillow and mattress exports: Supply chain analysis, market trends, and policy implications**

*by Suthep Nimsai, Jiraporn Pruksanukul, Thanachai Phooapatana,  
Worapong Janyangyuen, Sattra Tupsart, and Narathip Keiwwalong*

16:15 – 16:35 **Managing Community Mediation in Singapore: Practitioner Perspectives on Advancing Institutional Justice and Reducing Inequality under SDG 10.3, 16.3 and 16.6**

*by Chengxi Yang*

16:35 – 17:00 Closing of the conference, optional networking

# **Fashioning Sustainability: Thai Consumer Insights on Upcycled Plastics**

Prasert Thawatchokethawee  
Brand Strategist & Business Management Consultant  
Know-Edge Co., Ltd., Bangkok, Thailand

## **Abstract**

This study investigates Thai consumer behavior and market strategies for upcycled fashion products derived from plastic waste within the context of Thailand's circular economy. Using a mixed-method approach that combines focus group discussions and consumer surveys, the research examines perceptions, attitudes, and purchase intentions toward sustainable fashion alternatives. Findings reveal that while consumers express strong environmental concern, purchase decisions are primarily influenced by tangible attributes such as product design, quality, comfort, and safety. Price sensitivity remains moderate, with most consumers accepting a premium of up to 30% for well-designed upcycled products. Effective marketing strategies should therefore emphasize aesthetic value, innovative design, and authentic sustainability narratives rather than corporate associations with petrochemical sectors. The study offers practical insights for sustainable brand positioning and contributes to understanding the intersection of green consumer behavior, design innovation, and circular economy marketing in emerging markets.

## **Keywords:**

Green Marketing; Sustainable Fashion; Upcycling; Circular Economy; Consumer Behavior; Purchase Intention; Design Innovation; Emerging Markets; Thailand

# **Beyond Material Possession: Classifying Contemporary Luxury Offerings through Psychological Ownership Theory**

Thanwarat Jaroenpanich  
University of the Thai Chamber of Commerce, Bangkok, Thailand

## **Abstract**

The shifting landscape of luxury, the escalating growth of luxury consumption in emerging economies, and persistent gaps in the luxury literature have necessitated a more profound understanding of luxury consumer psychology. Still, existing luxury value frameworks remain limited in their ability to capture today's diverse market offerings and multifaceted consumer behavior. This study seeks to examine what values constitute the meaning of luxury and set luxury products and services apart from non-luxury ones based on consumer perceptions. Underpinned by psychological ownership theory, it introduces a novel theoretical framework that classifies contemporary luxury offerings according to the degree of psychological—rather than physical—ownership required for consumption. It proposes that consumers' sense of possession and emotional bond with target luxuries can substitute material ownership in shaping luxury consumption.

The framework expands the scope of luxury consumer research by systematically incorporating new and timely categories—such as luxury services, access-based luxuries, and pre-owned luxuries—into consumer analysis. Beyond broadening inclusion, it offers a transformative view for future investigations of luxury consumption. By providing a fresh lens for examining consumer-perceived luxury values, the framework offers conceptual clarity and advances knowledge reflecting the evolving luxury dynamics.

## **Keywords:**

Luxury Consumer Psychology, Luxury Value, Contemporary Luxury Consumption, Psychological Ownership Framework, Luxury Offering Taxonomy

# **Life Trajectories in AI Adoption among Elderly Consumers: Evidence and Implications through the Lens of the Life Course Paradigm**

Luigi Piper<sup>a</sup>, George P. Moschis<sup>b</sup>, Federico Mertoli<sup>c</sup>,  
Carmela Elita Schillaci<sup>c</sup>, Gianluigi Guido<sup>a</sup>

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<sup>b</sup> College of Management, Mahidol University, Bangkok, Thailand

<sup>c</sup> Department of Economics and Business, University of Catania, Italy

## **Abstract**

The pervasive diffusion of artificial intelligence (AI) in daily services makes it urgent to understand how older adults evaluate, adopt, or resist these technologies. This study adopts the Life Course Paradigm (LCP) to explain heterogeneity beyond traditional attitudinal models. A Theme-based Structured Systematic Literature Review of English-language studies indexed in Scopus (2016–03/2025) identified and coded 205 articles against LCP constructs reported in line with PRISMA 2020. Findings indicate that late-life engagement with AI is a trajectory rather than a one-off act: it is triggered by life events/transitions (T1), shaped by adaptation processes (socialization, stress-coping, and changes in human capital), and consolidated as outcomes (T2) within contextual variables—timing/duration (Ts), agency/prior experiences (Ps), and structural factors (Ss). Three managerial implications follow: (i) temporally calibrated interventions at salient transitions with scheduled follow-ups; (ii) cognitively calm, explainable interfaces supported by task-based micro-learning; and (iii) combining product-level agency (controls, reversibility) with ecosystem-level access (proximity services, accessibility standards). A research agenda is outlined on longitudinal dynamics (timing, duration, spacing), the agency–structure–emotion interplay, and place-based comparisons to inform policies and designs for inclusive AI in later life.

## **Keywords:**

Digital Seniors, Elderly Consumers, Artificial Intelligence, Life Course Paradigm (LCP)

# **The Impact of Consumer Attitude and Brand Authentic on ESG toward Brand Equity on Consumer Products**

Sawat Bunpring & Anuchat Chamchong  
University of the Thai Chamber of Commerce, Bangkok, Thailand

## **Abstract**

As global business paradigms shift towards sustainability, Environmental, Social, and Governance (ESG) criteria have become central to corporate strategy. However, the precise mechanisms through which consumer perceptions of ESG adopts into brand equity, particularly within emerging markets like Thailand, remain underexplored. This study proposes and tests an integrated model examining the relationship between perceived ESG performance and brand equity [4]. It investigates the mediating roles of consumer attitude and brand authenticity, and further explores the moderating effect of generational cohorts (Gen X, Gen Y, and Gen Z) on these relationships.<sup>1</sup> Adopting a quantitative research design, this study will collect data from 400 Thai consumers experienced with consumer products. The data will be analyzed using Structural Equation Modeling (SEM) to test the hypothesized direct and indirect effects.<sup>1</sup> This research aims to fill a critical gap in the literature by elucidating the psychological pathways that link corporate sustainability efforts to brand value [2], offering significant theoretical contributions and actionable insights for brand managers operating in the Thai market.

## **Keywords:**

ESG, Brand equity, Brand authenticity, Consumer attitude, Structural equation modeling, Thailand

# **Towards Sustainable Banks: A Comparative Study of Corporate Governance Practices Across the G7 and the Emerging Markets**

Pummara Teradirek  
University of the Thai Chamber of Commerce, Bangkok, Thailand

## **Abstract**

This paper discusses how corporate governance practices are related to firm performance in banks in the G7 economies and the emerging market countries (BICS - Brazil, India, China, South Africa). The concept of corporate governance has a strong influence on financial sustainability as demonstrated by the collapse of major institutions such as the Silicon Valley Bank (US) and PMC Bank (India) which have been used to show the impacts of poor governance frameworks. With the changes in globalization and the regulatory frameworks, there is an increased desire to determine the effect of governance mechanisms on performance in economies that have different institutional capacities.

This research is based on the data obtained between 2014 and 2023 and represents an analysis of listed banks in the G7 and BICS countries, considering major governance variables, including the board size, meeting frequency, audit committee structure, board independence, CEO duality, gender diversity, and institutional ownership. The outcomes of the performance are gauged through Return on Assets (ROA), Return on Equity (ROE) and the Q of Tobin. Two step clustering methodology is used to identify the governance typologies and panel regressions models are used to evaluate the effect of governance on the performance of firms.

The research will be used to address gaps in the existing literature by offering a comparative study on the bank industries of the developed and emerging economies. It discusses the effect of governance practice on financial performance and presents lessons to policy makers, regulators and investors on how to improve governance structures.

## **Keywords:**

Corporate Governance; Banks; Firm Performance; G7 Economies; BICS Countries

# **Factors Influencing Thai Tourists' Purchasing Intentions Toward Conventional Travel Agencies**

Pummarin Teradirek

University of the Thai Chamber of Commerce, Bangkok, Thailand

## **Abstract**

The travel industry plays a vital role in Thailand's economy, contributing significantly to national revenue and employment. However, the digital transformation and the impact of the COVID-19 pandemic have altered the behaviors of Thai travelers in planning, booking, and purchasing travel services. Even though Online travel agencies (OTAs) have become the dominant which influences behavioral trends to be a price-sensitive market, conventional travel agents remain relevant, particularly among travelers who value personalized service, trust, and human interaction. To survive in a competitive market, travel agencies must understand the factors that influence tourists' purchasing intentions in an increasingly omnichannel environment.

This study aims to examine the behavioral, relational, and channel-related factors affecting Thai tourists' purchasing intentions toward conventional travel agencies based on the Theory of Planned Behavior (TPB) and supported by relationship marketing theory. The key constructs of this study are Attitude, Subjective Norms, and Perceived Behavioral Control (PBC) as primary determinants of purchase intention, and Customer Relationship, Trust, Satisfaction, and Channel Preference as relational and omnichannel factors.

The research employs a quantitative design with a closed-ended questionnaire to collect data from over 300 Thai tourists who have used conventional travel agency services within the past two years. The data will be analyzed using Structural Equation Modeling (SEM) to provide insights for travel agencies to strengthen their service strategies.

## **Keywords:**

Tourist Purchasing Intentions, Conventional Travel Agencies, Omnichannel Marketing

# **Exploring the Impact of EntreComp on AI Literacy across Entrepreneurial Generations in Thai MSMEs**

Kitirampa Kaewchaijaroenkit & Sirirat Rattanapituk  
University of the Thai Chamber of Commerce, Bangkok, Thailand

## **Abstract**

In the digital economy, micro, small, and medium-sized enterprises (MSMEs) remain essential to Thailand's economic growth yet continue to face challenges in adapting to technological change. Digital transformation has become a strategic priority for MSMEs, but its success depends not only on technology adoption but also on the competences and literacy of business owners. The ability of entrepreneurs to understand, evaluate, and apply artificial intelligence (AI) responsibly, known as AI literacy, has become a crucial competence for navigating this transformation.

Although research on entrepreneurship and AI literacy is expanding, there is limited theoretical integration between entrepreneurial competences, as defined by the European Entrepreneurship Competence Framework (EntreComp), and AI literacy as a digital capability. These two constructs are often examined separately, leaving a conceptual gap in understanding how entrepreneurial competences contribute to the development of AI literacy. Furthermore, most previous studies have focused on students or employees within large organizations rather than entrepreneurs who directly lead business decisions and face the challenges of technological adoption. Research on generational differences in entrepreneurship and technology is also limited, providing little understanding of how different entrepreneurial generations acquire and apply AI-related knowledge and skills.

This study proposes a new conceptual model that integrates entrepreneurial competences, based on the EntreComp framework (Ideas & Opportunities, Resources, Into Action) with AI literacy (Awareness, Usage, Evaluation, Ethic) among Thai MSME owners, while examining whether entrepreneurial generation moderates this relationship. A quantitative, cross-sectional survey design will be used to collect data from 400 MSME owners across different business sectors and generations (Generation X, Y, and Z) in Thailand.

The questionnaire includes three sections: demographic and generational information, entrepreneurial competences adapted from the three EntreComp domains of Ideas and Opportunities, Resources, and Into Action, and AI literacy measured using the validated Artificial Intelligence Literacy Scale (AILS) developed by Wang, Han, and Yu (2022). Structural Equation Modeling (SEM) is applied to test the hypothesized direct and moderating relationships.

The study provides both theoretical and practical contributions. Theoretically, it connects research on entrepreneurial competences with academic studies on AI literacy to explain how entrepreneurs develop digital capabilities through learning and practice. It also highlights AI literacy as an essential entrepreneurial competence that reflects how business owners understand and apply technology in real business situations. This integration extends existing frameworks and contributes to the broader discussion of how human competences support digital transformation. Practically, the study offers guidance for policymakers, educators, and training providers in developing entrepreneurship programs that include AI literacy components designed for different generations of entrepreneurs. These insights strengthen understanding of how MSME owners can enhance their competences to participate effectively and sustainably in Thailand's digital economy.

**Keywords:**

Entrepreneurial competence, AI literacy, EntreComp, Entrepreneurship, Digital transformation

# **Factors Affecting Customers' Health Check-ups: A Proposed Model for Revisit Intention in a Private Hospital in Bangkok**

Sermak Saengphet, Laddawan Lekmat  
University of the Thai Chamber of Commerce, Bangkok, Thailand

## **Abstract**

The global healthcare landscape is undergoing rapid transformation, shaped by advances in medical technology, heightened consumer awareness, and a growing emphasis on preventive care. In Thailand, private hospitals have emerged as pivotal providers of comprehensive health check-up services, competing not only through clinical expertise but also through service quality, modern facilities, and patient-centered approaches. Yet, despite the strategic importance of retaining customers in this sector, existing scholarship has predominantly examined determinants of revisit intention in isolation. An integrative conceptual model that captures both service-related and psychological factors within the context of preventive healthcare remains largely underdeveloped.

This conceptual paper seeks to address that gap by proposing a comprehensive framework to explain customers' revisit intention for health check-up services in private hospitals in Bangkok. The proposed model synthesizes four core service marketing constructs—service quality, price fairness, servicescape, and perceived value—as antecedents of customer satisfaction, which subsequently influences revisit intention. In addition, word-of-mouth (WOM) and health awareness are incorporated as direct predictors of revisit intention, acknowledging their growing importance in healthcare decision-making. The framework is theoretically grounded in Expectancy-Disconfirmation Theory (EDT), the Theory of Planned Behavior (TPB), the SERVQUAL model, Social Influence Theory, and the Health Belief Model (HBM), offering a multidisciplinary lens on consumer behavior in preventive healthcare services.

By integrating diverse theoretical perspectives into a single coherent framework, this study advances the understanding of revisit intention in preventive healthcare settings. It contributes theoretically by bridging service marketing and health behavior domains, and practically by offering strategic insights for private hospitals aiming to enhance customer satisfaction, leverage WOM, and cultivate health awareness to strengthen patient loyalty. Future research will empirically validate this conceptual model

through structural equation modeling (SEM), paving the way for evidence-based strategies in the evolving healthcare landscape.

**Keywords:**

Conceptual framework, Revisit intention, Preventive healthcare, Customer satisfaction, Word-of-mouth, Health awareness

# **Generational Cohort Psychographics's Effects on Extrinsic Cues of Packaged Food Selection**

Yurapong Ovatsatit

## **Abstracts**

Product packaging plays a vital role in marketing, not only does it provide basic functions like storage and protection, but it also serves as value-added extrinsic cues like improved experience, brand loyalty, price point association etc. (Anne et al., 2024, Teas et al., 2000) from which consumers use them as references before purchasing decision (Paurav et al., 2022). Understanding of how extrinsic cues affect consumers can be vital to approaching customers. Numerous researches have investigated on extrinsic cues and how they might have affected consumption decisions. There is, however, little research about how psychographics of generational cohort, particularly generation X, Y, and Z affect the extrinsic cues on food package such as persuasion message on sustainability issue, brand loyalty, country of origin. With the generation X at their prime of their career and the global emergence of Y, and Z, companies must find ways to bridge the gap in their understanding of Gen Y and Z in light of Gen X who has been key drivers for current and past decades. This study aims to fill in the gap where the generational cohort theory and associated psychographics affect their selection of packaged consumer goods.

## **Keywords:**

Generational cohort psychographics, Segmentation, Packaged food

# **Understanding Graduates' Career Decision-Making in Emerging Markets: A Value-Based Behavioral Study from Guangxi, China**

Zhu Fang

The University of the Thai Chamber of Commerce, Bangkok, Thailand

## **Abstract**

Talent mobility in emerging markets reflects complex behavioral decisions similar to consumer choice processes. This study examines the factors influencing Guangxi business graduates' intention to work in local small and medium-sized enterprises (SMEs), addressing the persistent talent outflow from western China. Integrating the Push–Pull–Mooring (PPM) model and the Theory of Planned Behavior (TPB), the research investigates how structural conditions—such as external opportunity differentials, local career opportunities, government support, regional attractiveness, and family expectations—shape stay intention through perceived value as a mediating mechanism.

A quantitative survey was conducted among 500 Guangxi business graduates using a five-point Likert-scale questionnaire, and Structural Equation Modeling (SEM) was employed to test the hypothesized relationships. Results reveal that perceived value significantly mediates the effects of local opportunities, government support, and regional attractiveness on stay intention, while external opportunity differentials reduce it. The findings highlight that graduates evaluate employment options through a value-assessment process analogous to consumer decision-making.

The study extends value-based behavioral theories into the domain of talent retention and provides strategic implications for policymakers, universities, and SMEs in emerging markets to enhance young talents' perceived value of staying.

## **Keywords:**

Behavioral intention, Perceived value, Emerging markets, Talent retention, PPM–TPB integration, SMEs

# **Leveraging Big Data and Geospatial Analytics for Revitalizing Secondary Cities' Tourism: Evidence from Lower Northern Thailand**

Suthep Nimsai, Chawapol Fahumnuayphol, Nathasorn Boontanorm,  
Chokchai Na Ranong, Tirasana Sahatsapas, Sattrat Tupsart, Narathip Keiwoalong

## **Abstract**

Tourism plays a critical role in Thailand's economy, contributing to employment and regional income distribution. However, tourism activities remain heavily concentrated in primary destinations, resulting in an uneven distribution of economic benefits. This study applies Big Data and geospatial analytics to explore the potential of secondary cities in the lower northern region of Thailand—Tak, Phetchabun, Nakhon Sawan, Sukhothai, and Uttaradit. By analyzing 6,143 online tourist reviews (Thai and English) from TripAdvisor between 2014–2023 through data mining and Kernel Density Estimation (KDE) in GIS, the study reveals spatial patterns of tourist sentiment, preferences, and behavioral dynamics. Findings indicate that international tourists demonstrate broader spatial dispersion and greater interest in cultural and nature-based attractions, while domestic tourists tend to cluster around iconic destinations. The study provides insights into post-pandemic behavioral shifts and proposes data-driven marketing strategies for sustainable tourism recovery and destination competitiveness in secondary cities.

## **Keywords:**

Big Data, Spatial Analytics, Digital Tourism, Consumer Behavior, TripAdvisor, Secondary Cities, Thailand

# **Market Opportunities and Strategic Pathways for Thai Durian in India: Integrating Consumer Insights, Supply Chain Competitiveness, and Policy Frameworks**

Suthep Nimsai, Karuna Aksaravut, Monrudee Theeraworawit,  
Narain Chutijirawong, Prasert Thawatchokethawee, Tutiya Disphanurat, Yurapong  
Ovatsatit, Narathip Keiwwaklong

## **Abstract**

Thailand remains the world's largest exporter of durian, accounting for over 95% of global trade, yet its overreliance on the Chinese market exposes structural vulnerabilities. This research examines India as an emerging frontier for Thai durian and durian-based products by analyzing value chains, consumer behavior, logistics systems, and competitive dynamics. Using mixed methods — including quantitative surveys (n=2,092), in-depth interviews, and supply chain mapping — the study identifies key opportunities, constraints, and strategic directions for market expansion. Results show that while 91.6% of Indian respondents recognize durian, only 38% have tasted it domestically. Consumers value sweetness, freshness, and premium quality, with supermarkets and e-commerce platforms as preferred purchase channels. Strategic recommendations include leveraging digital marketing, building brand awareness, enhancing cold-chain logistics, and pursuing trade facilitation policies. The study contributes to the consumer research discourse by illustrating how behavioral insights and market intelligence can guide agri-export strategies in emerging economies.

## **Keywords:**

Consumer Behavior; Market Entry Strategy; Supply Chain; Durian Export; Thailand; India; Marketing Frontiers

# **Enhancing Livestock Export Competitiveness of Thailand through the China–Laos Railway: Opportunities, Challenges, and Policy Implications**

Suthep Nimsai, Waewkanee Assoratgoon, Monwong Bhadharavit,  
Rath Dhnadirek, Subin Liengpunsakul, Susheel Narula,  
Narathip Keiwwaklong

## **Abstract**

This study explores the opportunities and challenges in developing Thailand's livestock export logistics through the China–Laos Railway to access southern Chinese markets. With Thailand being one of the world's leading livestock exporters—mainly in poultry, beef, and pet food—the sector plays a critical role in national trade. Using a mixed-methods approach that combines secondary trade data analysis, supply chain mapping, and stakeholder interviews, the research identifies both structural constraints and strategic opportunities for improving logistics efficiency and international market access. Findings indicate that the China–Laos Railway significantly reduces transportation time and cost (by 30–40%) compared to road transport. However, non-tariff barriers, sanitary regulations, and inadequate cold-chain infrastructure remain key constraints. The paper concludes with integrated policy recommendations for trade facilitation, cold-chain logistics investment, and cross-border coordination to enhance Thailand's export competitiveness.

## **Keywords:**

Livestock Export, Cold Chain Logistics, China–Laos Railway, Supply Chain Management, Trade Facilitation, Thailand, Consumer Market Access

# **Enhancing Global Competitiveness of Thai Natural Latex Pillow and Mattress Exports: Supply Chain Analysis, Market Trends, and Policy Implications**

Suthep Nimsai, Jiraporn Pruksanukul,  
Thanachai Phoopatana, Worapong Janyangyuen,  
Sattra Tupsart, Narathip Keiwwaklong

## **Abstract**

Thailand remains the world's largest producer and exporter of natural rubber. However, the value-added segment—particularly latex pillows and mattresses—has faced volatility from global trade shifts, pandemic disruptions, and domestic production constraints. This study aims to analyze the export structure, supply chain management, and competitive challenges of Thailand's latex pillow and mattress industry. Using a mixed-methods approach combining trade data (2018–2024), supply chain mapping, and stakeholder interviews, the research identifies structural inefficiencies and emerging market opportunities. Key findings indicate that China remains Thailand's top export market (46%), followed by the United States, Laos, and Cambodia. Despite export slowdowns since 2023, niche consumer markets for natural, sustainable sleep products continue to grow. Strategic integration of smart logistics, e-commerce marketing, and innovation-driven production can strengthen Thailand's position as a leader in eco-friendly sleep product exports.

## **Keywords:**

Latex Industry, Rubber Supply Chain, Export Competitiveness, Green Manufacturing, Thailand, Consumer Behavior, Trade Policy

# **The Strategic Renewal Deficit: Analyzing Digital Capabilities and Talent Gaps as Barriers to Scaling Generative AI in the Thai Enterprise**

Narain Chutijirawong

## **Abstract**

Digital transformation (DT) requires incumbent firms to undergo strategic renewal across their business model, collaborative approach, and culture. This paper investigates the strategic orientation of DT in Thailand, where a significant portion of companies currently reside in the "Doing Digital" stage (44% of companies). While these firms successfully realize short-term gains like increased employee productivity and reduced costs, this focus risks addressing DT merely as an operational improvement rather than a holistic strategic renewal. The emergence of Generative AI (GenAI) acts as a critical external trigger, yet Thai leaders report extreme lack of overall expertise (95%). We apply the Dynamic Capabilities framework (Sensing, Seizing, Transforming) to demonstrate that the primary barrier to GenAI adoption—the lack of technical talent and skills— represents a fundamental failure in building the necessary Digital Transforming capabilities (specifically improving digital maturity and redesigning internal structures) required for true strategic renewal.

## **Keywords:**

Dynamic capabilities; Strategic renewal; Generative AI (GenAI); Digital maturity; Technical talent gap; Thailand business context; Digital Transforming capabilities.

# **Managing Community Mediation in Singapore: Practitioner Perspectives on Advancing Institutional Justice and Reducing Inequality under SDG 10.3, 16.3 and 16.6**

Chengxi Yang

## **Abstract**

Community mediation has emerged as a key mechanism to promote access to justice and social cohesion at the grassroots level. While mediation literature is extensive, few studies examine how the management and practice of community mediation contribute to institutional justice and reduce inequality in Singapore. This research examines how the Community Mediation Centre (CMC) in Singapore advances Sustainable Development Goals (SDGs) 10.3 (Ensure Equal Opportunities and End Discrimination), 16.3 (Promote the Rule of Law and Ensure Equal Access to Justice), and 16.6 (Develop Effective Accountable and Transparent Institutions).

A mixed-methods design was adopted, comprising the national practitioner survey and semi-structured interviews. Through Stakeholder Theory and hybrid governance, the study demonstrates how community mediation operates as a collaborative state–community justice model that builds institutional trust, strengthens procedural fairness, and reduces inequality.

The findings provide actionable insights on enhancing mediator support, advanced training, and public outreach. The thesis contributes empirical evidence that community mediation is a scalable model of community-based justice that operationalises the SDGs by strengthening institutional trust and enhancing procedural fairness, thereby reducing inequality in grassroots dispute resolution.

**Keywords:** *Community Mediation, Access to Justice, Sustainable Development Goals, Inequality, Stakeholder Theory, Hybrid Governance, Singapore*

# **BOOK OF ABSTRACTS**

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