

Predictive Factors of Competitive Advantage of Beauty Businesses in Bangkok

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Abstract: *Research Objectives:* The Objectives Of This Study Were To Examine The Relationships Among Organizational Leadership, Marketing Strategy, Knowledge Management, And Competitive Advantage Of Beauty Business Enterprises In Bangkok, And To Identify The Factors That Jointly Predict The Competitive Advantage Of Beauty Businesses In Bangkok. *Population And Sample:* The Sample Group Consisted Of 384 Executives And Entrepreneurs Of Beauty Business Enterprises In Bangkok, Selected Through Simple Random Sampling. *Research Instrument:* The Research Instrument Was A Five-Point Likert Scale Questionnaire With An Overall Reliability Coefficient Of 0.897. *Data Analysis* The Data Were Analyzed Using Frequency, Percentage, Mean, Standard Deviation, Pearson's Correlation Coefficient, And Stepwise Multiple Regression Analysis. *Research Findings The Results Revealed That:* 1. Marketing Strategy, Organizational Leadership, And Knowledge Management Were Positively Correlated With The Competitive Advantage Of Beauty Businesses In Bangkok ($R = .790$, $R = .767$, And $R = .756$, Respectively). 2. Marketing Strategy, Organizational Leadership, And Knowledge Management, Respectively, Could Jointly Predict The Competitive Advantage Of Beauty Businesses In Bangkok By 62.10% ($R^2 = 0.621$, $P < 0.001$). *Conclusion* It Can Be Concluded That Marketing Strategy, Organizational Leadership, And Knowledge Management Are Significant Factors Predicting The Competitive Advantage Of Beauty Businesses In Bangkok. Therefore, Beauty Business Entrepreneurs Should Possess Effective Leadership, Develop Marketing Strategies Aligned With Consumer Needs, And Implement Efficient Knowledge Management Within Their Organizations.

Keywords: Beauty Business Enterprises / Organizational Leadership / Marketing Strategy / Knowledge Management / Competitive Advantage.

INTRODUCTION

Changing consumer behavior Easily accessible social media allows businesses to communicate information to their target audience through social media to attract consumers or target audiences to choose from. Making decisions to buy products, products, or services of different businesses Social Media Influencer Trusted by followers and the general public and make consumers or target groups more compliant. Social media influencers are often individuals with a personality, beauty, and beauty. When communicating beauty information, there are target groups who are motivated to enhance their beauty in various ways. (Concepcion, 2025) In addition, beauty enhancement is caused by the motivation of consumers who want to change themselves to look good, accepted, and be satisfied with their appearance or new image after beauty treatment. (Aladwan Et Al., 2023) Higher consumer demand for beauty As a result, many countries have established clinics. Product creation and service development related to beauty enhancement are also more important. Therefore, the beauty business continues to expand. To support consumer demand. The increase in the beauty business has also affected the country's economic growth. (Bom Et Al., 2019) In addition, beauty enhancement promotes satisfaction and self-confidence, as well as increases job opportunities. Career and Career Advancement (Ristiani & Lusianingrum, 2022)

The Thai people are starting to pay more attention and prefer beauty treatments just like other countries. Beauty inspiration to enhance your appearance Build confidence and meet the internal needs of individuals. Scb Economic Intelligence Center (2023) A survey on health and aesthetic medicine found that the new generation will be an important user base in the health and aesthetic medicine business. Gen Y and Gen Z It is a group that has clearly increased the importance of procedures and surgeries. Men are a group with a high chance of growth as men turn to take care of their skin and pay more attention to their own image. Therefore, both clinics and hospitals offer a very comprehensive range of health and beauty services, including skin care. Shape, product sales, and cosmetic surgery on a budget that is not very high and more accessible to consumers. Kasikorn Research Center (2024) According to him, the surgery and cosmetic surgery business faces challenges and competition, especially due to the shortage of medical personnel, especially plastic surgeons. This has led to more competition for medical personnel. And Affect The Cost Of The Business Higher. According To The Society Of Plastic And Reconstructive Surgeons Of Thailand (2019), the beauty business is related to the use of various products, including tools for skin, hair, body care, etc. The beauty business in Thailand continues to expand. Clinics that provide skin care and cosmetic surgery services are likely to grow better. Skin care alone Kasikorn Research Center (2024) It is estimated that in 2025, the market value of Thailand's surgery and cosmetic surgery

business will be 76,500 million baht. Growth Of 2.8% YoY due to the number of service usage. Increased Treatment and Service Rates Driven by the entry into the elderly society And The Increase In Medical Tourism Customers in Thailand, competition will continue to be fierce, both from domestic competitors and the popularity of going abroad for surgery. And Also Estimated That The Market Value Of The Surgery And Cosmetic Surgery Business Is More Than In 2025, The market value of the clinic group is expected to be 85%, down from 90% In 2021 , while the hospital group will account For An Increase Of 15% from the number of foreign customers, as well as the strength of treatment standards And The Reputation Of Surgeons. Many beauty businesses make their services stand out by using modern tools. Creating a business image in terms of social responsibility Communication of information through social media And The Use Of Marketing Mixes In Clinical Management.

Based on the competitive situation that the beauty supplement business is facing and various factors that affect the operation of the beauty business. Especially in Bangkok, which is the capital city with a dense population and has more job opportunities than in rural areas. Therefore, the beauty business has increased its growth, affecting competition as well. Entrepreneurs or beauty business executives need to adapt. Change and develop various systems to increase competitiveness. The competitiveness of the business is reflected through the dimensions of controlling costs, profits, and market share. In addition, competitiveness is also an important factor related to organizational leadership. Marketing Strategy & Knowledge Management

Objectives Research

1. To study the relationship between Organizational Leadership, Marketing Strategy, Knowledge Management And Competitive Advantage Of Beauty Businesses In Bangkok
2. To study the predictive factor. Competitive Advantage Of Beauty Businesses In Bangkok

Research Hypothesis

1. Factororganizational Leadership Marketing Strategy Andknowledge Management There is a positive correlation. With Competitive Advantage Of Beauty Businesses In Bangkok
2. Factororganizational Leadership Marketing Strategy Andknowledge Management Can jointly forecast Competitive Advantage Of Beauty Businesses In Bangkok

LITERATURE REVIEW

Beauty Business

The beauty clinic business has grown from the needs of the new generation who want to have Good looks, skin, or personality to build more confidence in yourself. Currently, the beauty business is one of the rising star businesses that generate profits for entrepreneurs. The value of cash flowing in the business is not lower than 12,000 million baht per year. From the increase in the number of people who use the service. As a result, many entrepreneurs see more opportunities And Opportunities In The Market What follows is fierce competition in the market. In order to compete for as many customers as possible to use the service. (Kasikorn Research Center, 2024) The government's promotion of medical tourism has resulted in Thailand becoming the top center for cosmetic procedures and surgery in Asia Pacific. that make foreign tourists use beauty services in Thailand. With the service fee in Thailand that is easily accessible compared to the average service fee in the world, as well as the trend of beauty care, both procedures And Surgery Of Thai People, It Is Still Trending On The Global Trend, Especially The Group. Gen Y woman And Lgbtqia+ There is a tendency to pay more attention to beauty and have a higher chance of spending on beauty. (Scb Economic Intelligence Center, 2023)

Competitiveness

The competitiveness of the business is reflected in many dimensions, depending on the context of each organization. Academics study competitiveness components Phongphaw & Pakasat (2016) The Study Found That Competitiveness of Smes It consists of profits, sales growth, market share And Customer satisfaction Porter & Kramer (2011) The competitiveness of the business consists of 3 main components: (1) Differentiation of products or products And (2) Cost Reduction for De Guimaraes, Severo & De Vasconcelos (2017) Stated: The competitiveness of the organization is an important factor in the stability of the operating performance Because competitiveness helps businesses to face challenges strongly, it highlights important features for organizations to implement positive economic outcomes. Competitiveness is reflected in quality, market share. And Profit Alignment With Singtanasarn (2014) study To It was found that the criteria for measuring business competitiveness that affect entrepreneurship It was found that profit, sales growth, Market Share, Productivity, Customer Satisfaction And Quality And Bello (2020) The study found that reducing the cost of business And Improve Operational Efficiency It Has Significant Implications For The Company's Market Capitalization And Revenue.

Organizational Leadership

Organizational leadership influences the competitiveness of a business. The operation of the organization will be under the leadership and decision-making of the organization's leaders. When an executive or entrepreneur has leadership, it will be able to set goals. The operation of the enterprise is efficient. Academic Organizational Leadership that affects competitiveness. For The Al-Mutairi (2019) study, it was found that entrepreneurial leadership had the highest impact on the competitiveness of Kuwait's oil industry. In addition,

Nguyen Et Al. (2021) stated that entrepreneurial leadership through dynamic abilities And Team Creativity Creates The Competitiveness Of Small And Medium-Sized Enterprises. Moreover Ashoor (2021) The study found that transformational leadership influences the competitiveness of Saudi Arabia's large businesses, small And Medium Enterprises. Moreover Uzcátegui Sánchez Et Al. (2018) The study found that transformational leadership And Exchange-based leadership influences the competitiveness of Ecuador's Small And Medium-Sized Enterprises. And Alowais (2018) study The Influence of Transformational Leadership Models on Global Competitive Advantage Through Innovation and Knowledge It has been found that transformational leadership influences the UAE's global competitiveness through knowledge And Innovation.

Marketing Strategy

Marketing strategy as a product communication guideline A Sharp And Attractive Marketing Strategy will help increase the competitiveness of the business. Farida & Setiawan (2022) The study found that: Marketing Strategy Increasing the Competitive Advantage of Small and Medium Enterprises in Indonesia for Sari & Gultom (2020) The study found that Marketing Strategy Has A Positive Influence On The Competitive Advantage Of Small And Medium-Sized Enterprises. Moreno-Gómez, Londoño, & Zapata-Upegui (2023) The study found that marketing strategies affect the competitiveness of large enterprises more than small enterprises because large enterprises are more competitive than small enterprises. moreover Al Badi (2018) The study found that marketing strategies affect the competitiveness of small and medium-sized enterprises of Al Buraimi In particular, pricing strategy is the most effective element of competitiveness. And Amadasun & Mutezo (2022) The study found that marketing strategies influenced the competitiveness of Lesotho's small and medium-sized enterprises.

Knowledge Management

Knowledge Management It is a key element that will help ensure that the business can survive in the competitive environment such as today. Knowledge is an important factor in business operations And Affects The Competitiveness Of An Organization. Obaro, Yusuf & Shaibu (2022) The Study Found That Knowledge infrastructure And Relational Capacity Of Knowledge Have A Significant Positive Effect On The Competitiveness Of An Organization. Worku & Amentie (2024) Stated that Knowledge Management through acquisition Conversion And Application Of Knowledge It Plays An Important Role In Driving Business And Is

The Future Of Competitiveness, resulting in creating an advantage in the era of knowledge-based economy. In addition, A Study By Imam & Jagodic (2021) found that Knowledge Management affects the performance and competitiveness of organizations in Nigeria. Wijaya & Suasih (2020) The study found that Knowledge Management has a positive impact on the competitiveness of enterprises. Medium and small size of Indonesia significantly. And Mantje, Rambe & Ndofirepi (2023) Studies have shown that Knowledge Management has a significant influence on the competitiveness of companies in South Africa.

Conducting research

This research is a quantitative study. Use surveys The details are as follows:

1. Population and Sample: Population is an executive or entrepreneur of a beauty business in Bangkok. Age between 20-60 years old

The Sample Group is a population that agrees to participate as research volunteers, as the exact number of beauty clinics in Bangkok is unknown. Therefore, the researcher determined the sample size from the sample size table of Crazy Morgan which is 384 people .

2. The Data Collection Tool Is 1 Questionnaire, divided into 2 parts: 1) 5 personal information questionnaires With 2-4 choices And 2) questionnaires related To Factor or organizational Leadership, Marketing Strategy, Knowledge Management And Competitiveness of the beauty business, a total Of 39 questions.

Questionnaire Quality Inspection (1) Content Validity by determining the Index Of Item Objective Congruence (Ioc) found that Each Item has an IOC value between 0.60 And 1.00 is considered to meet all criteria, And (2) reliability Calculation Uses a questionnaire with An Ioc value of 0.05 or higher. Went to trial with 30 non-sample beauty clinic operators . Using the data to find Cronbach's Alpha Coefficient, the confidence value for the whole paper is equal to 0.897.

3. Data Analytics: Descriptive Statistics Was Frequency, Percentage, Mean And Standard Deviation. Pearson Product Moment Correlation To find the relationship between the variables studied. And Multiple Regression Analysis To find the Factor that can be predicted. Competitive Advantage Of Beauty Businesses In Bangkok

Conclusions

1. The results of the correlation coefficient analysis between Organizational Leadership Marketing Strategy And knowledge Management With Competitive Advantage Of Beauty Businesses In Bangkok see Organizational Leadership Marketing Strategy And Knowledge Management Had A Positive Correlation with Competitive Advantage Of Beauty Businesses In Bangkok statistically significant at the level of 0.01 By factors Marketing Strategy Have a relationship With Competitive Advantage Of Beauty Businesses In Bangkok Level High)R = .790) Secondly, Organizational Leadership)R = .767) And Knowledge Management)R = .756) Respectively Shown in Table 1

Table 1 Relationship between predictive factor variables Withcriteria Variables Expressed As Correlation Metrics.

variable	1	2	3	4
1. Organizational Leadership	1.000			
2. Marketing Strategy	0.750**	1.000		
3. Knowledge Management	0.703**	0.705**	1.000	
4. Competitive Advantage Of Beauty Businesses In Bangkok	0.767**	0.790**	0.756**	1.000

**P<.01

Results of Predictive Factor Analysis Competitive Advantage Of Beauty Businesses In Bangkok พบว่า Marketing Strategy can explain the variability of Competitive Advantage Of Beauty Businesses In Bangkok Percentage. 54.30 ($R^2 = .543$, $P < .000$) When adding variables Organizational Leadership In the second stage, it was found that: Competitive Advantage Of Beauty Businesses In Bangkok Explained a statistically significant increase. (R^2 Change = .054, $P = .000$) And When adding variables Knowledge Management In the final stage, it was found that: Competitive Advantage Of Beauty Businesses In Bangkok Explained a statistically significant increase. (R^2 Change = .023, $P = .010$) This allows the aggregation model to account for the percentage variance. 62.10 ($R^2 = .621$, $P < .001$) Presented according to the table 2

Table 2 Displays the results of a hierarchical multiplier regression analysis.

variable	R	R2	Adjust R2	See	R2 Change	F	P-Value
Marketing Strategy	.737a	.543	.542	.38086	.543	473.558	.000
Organizational Leadership	.773b	.598	.596	.35787	.054	53.780	.000
Knowledge Management	.788c	.621	.618	.34792	.023	24.028	.000

** P < .01

The regression coefficient of the forecast variable was found to be Marketing Strategy has the highest regression coefficient. In the forecast Competitive Advantage Of Beauty Businesses In Bangkok)B =0.476) Next is organizational leadership. (B=0.191) And Knowledge Management)B=0.220) It shows that the 3 predictive variables Can jointly forecast Competitive Advantage Of Beauty Businesses In Bangkok Percentage. 62.10 ($R^2=.621$) Presented according to Table 3

Table 3 Forecaster regression coefficients in raw score (B) And Beta MuPercentage. Itiple correlation value And Forecast Power Competitive Advantage Of Beauty Businesses In Bangkok

Forecast variables	B	See	Beta	T	P-Value	Tolerance	Vif
Constant	0.214	0.158	–	1.354	0.176		
Marketing Strategy	0.476	0.037	0.498	12.871	0.000	0.614	1.629
Organizational Leadership	0.191	0.042	0.173	4.518	0.000	0.629	1.591
Knowledge Management	0.220	0.049	0.215	4.489	0.000	0.400	2.499
R = 0.788 R2 = 0.621 F=24.028 Sig =.000							

**P<.01

RESULTS

The researcher presented a discussion of the findings. as follows

The factor Organizational Leadership Marketing Strategy And Knowledge Management Had A Positive Correlationwithcompetitive Advantage Of Beauty Businesses In Bangkok There is statistical significance at the level of 0.01 And Factor Organizational Leadership Marketing Strategy And Knowledge Management can also jointly forecast. Competitive Advantage Of Beauty Businesses In Bangkok Percentage. 62.10 ($R^2 =0.621$) There is statistical significance at the level of 0.01 By Marketing Strategy It has the highest forecasting power.

Discussion: Factor Organizational Leadership Had A Positive Correlation With Competitive Advantage Of Beauty Businesses In Bangkok Since the beauty business is popular with people of all age groups, it is highly competitive. The executive or entrepreneur plays an important role in making decisions And Determine the direction of the business. Therefore, the leadership of an executive or entrepreneur is very important. Organizational Leadership also influenced Competitive Advantage be in line With Saravanan & Devi)2016) According to him, intense competition affects business organizations that must be competitive And have the courage to stay ahead of competitors. In terms of quality for survival, And it is the outstanding role of leaders that is important in planning. Leading, motivating And

helping personnel perform their work efficiently and consistently. With Alowais (2018) According to him, leadership influences the competitiveness of organizations at the global level. Leadership is important in terms of inspiring People And Leadership also affects performance in the organization .)2022(According to Organizational Leadership is used to make decisions in various operations of the organization. Organizational leaders should therefore consider how decisions affect their people And Business Performance.

Factor Marketing Strategy Is Important With Competitiveness of the beauty business Because when there is competition, each organization needs to make its products or services stand out from its competitors through marketing strategies to bring products And services to the consumer group To make business operations successful. Jardon & Martinez-Cobas (2022) The study found that the determination of the organization's marketing strategy is a factor that affects the competitive advantage of small businesses With Moreno-Gómez, Londoño, & Zapata-Upogui (2023) It was found that marketing strategies affect the competitiveness of large enterprises more than small enterprises because large enterprises are more competitive than small enterprises. Farida & Setiawan (2022) The study found that business strategy helps increase the competitive advantage of small and medium-sized enterprises. in Construction & Real Estate, Indonesia And Chansai & Kerdprathum (2022) The study found that the marketing strategy Perception of service quality and organizational innovation affect the competitive advantage of the beauty clinic business in the Northeast of Thailand.

Factor Knowledge Management Had A Positive Correlation And can jointly forecast the competitiveness of the beauty business. In Bangkok It can be explained: Knowledge Management In the organization of a beauty business, it is the process of consolidating the knowledge that exists within a person. And in the organization to be used in operations And services with consumers. When a beauty business organization has effective knowledge management, it plays an important role in increasing the competitiveness of the organization. With Obaro, Yusuf & Shaibu (2022) The study found that the knowledge base And Knowledge Capacity In The Organization Have A Significant Positive Effect On The Competitiveness Of The Organization. With Worku & Amentie)2024) Stated: Knowledge Management Through a variety of applications, such as acquisition. Conversion And Application Of Knowledge To Drive Innovation To Adapt To Future Changes For Organizational Competitiveness . With Imam & Jagodic (2021) Study found that Knowledge Management affects the competitiveness of Nigerian public service organizations. And Erfani & Moinsad (2025) A review of the With Knowledge Management with published articles in 2010. 2014-2024 Knowledge Management Is found to be necessary to determine guidelines and

opportunities for health and well-being at a global level. using new technologies. including artificial intelligence into the health system and create better well-being of the population And increase the capabilities of organizations.

CONCLUSION

Predictive Factors Of Competitive Advantage Of Beauty Businesses In Bangkok. The results of the research showed that: Marketing Strategy Organizational Leadership And Knowledge Management Had A Positive Correlation With Competitive Advantage Of Beauty Businesses In Bangkok Respectively And Marketing Strategy Organizational Leadership And Knowledge Management Respectively ร่วมกันพยากรณ์ Competitive Advantage Of Beauty Businesses In Bangkok Found that the beauty business has strong leadership, Effective knowledge management, And Marketing Strategies That Respond To Consumer Needs. Will Be Able To Create A Competitive Advantage In The Market In A Sustainable Manner.

Suggestion

Managerial Recommendations

1. Entrepreneurs should develop strategic leadership by emphasizing fast, flexible and effective decision-making. Vision to motivate and collaborate in the organization.
2. Knowledge Management should be promoted. In the organization systematically, such as: Knowledge exchange, training And Mutual Learning To Increase Operational Efficiency.

A marketing strategy should be formulated that is consistent With modern consumer behavior, especially the use of social media. Brand Imageization And Personalized Services

Suggestions For Future Research

1. The study area should be expanded to other provinces or regions to compare the differences in the Competitive Advantage Of Beauty Businesses Forecast Factor.
2. Other factors such as innovation, the use of digital technology, or customer satisfaction that may influence The Competitive Advantage Of Beauty Businesses Should Be Studied.
3. Use mixed methods To Gain more comprehensive insights And perspectives.

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