

Marketing Mix Factors Influencing the Decision to Use Convenience Store Services Among Private Company Employees

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ABSTRACT

This research aimed to (1) examine the decision-making behavior of private company employees in using convenience store services based on their personal characteristics; (2) investigate the marketing mix factors influencing their decisions to use convenience store services; (3) analyze the relationship between convenience store usage behavior and personal characteristics; and (4) compare differences in the importance of marketing mix factors according to personal characteristics. This study employed a quantitative research design. Data were collected using a questionnaire administered to 400 private company employees selected through purposive sampling. The reliability of the questionnaire was assessed using Cronbach's alpha coefficient, yielding a reliability value of 0.975. Data were analyzed using frequency, percentage, mean, standard deviation, Chi-square test, independent samples t-test, one-way analysis of variance (ANOVA), and Scheffé's post hoc test. The findings indicated that (1) most respondents were female, aged between 30 and 40 years, single, held a bachelor's degree or higher, earned a monthly income of 15,000–30,000 baht, and visited convenience stores more than three times per week, with 7-Eleven being their preferred convenience store; (2) the overall importance of the marketing mix factors was rated at a high level ($= 4.32$, S.D. $= 0.50$). The highest-rated factor was place, followed by product, physical evidence, process, people, price, and promotion, respectively; (3) some personal characteristics were significantly related to convenience store usage behavior at the .05 level; and (4) there were no statistically significant differences in the overall importance of the marketing mix factors among respondents with different personal characteristics.

Keywords: Accepting; Organic Products; Consumer Perspective.

INTRODUCTION

In the past, Thailand's retail business primarily consisted of small grocery stores scattered across residential areas, which supplied consumer goods through wholesale intermediaries. Over the past 10–20 years, significant economic, social, and political transformations have occurred, driven by trade liberalization, evolving social structures, shifting consumer lifestyles, and changing preferences (Bank of Ayudhya, 2021). These changes severely impacted Thailand's traditional retail sector, resulting in the closure of numerous traditional stores. Consequently, operators were compelled to adapt by transforming into modern retail outlets, or **Modern Trade**, which prioritize customer convenience, offer comprehensive services, and reduce reliance on wholesale middlemen. Operators in this modern trade landscape possess greater bargaining power over manufacturers or distributors, utilize systematic and modern management and logistics, and leverage various technologies to gain market advantages while satisfying consumer demands (Thongsri & Samit, 2020).

The fast-paced lifestyles of urban dwellers and office workers, along with daily time constraints, have led consumers to favor purchasing goods from stores that are convenient, quick, modern, easily accessible, and offer a wide variety of products and services (Jeerangsuwan, 2017). **Convenience stores** are medium-sized retail establishments that sell essential daily consumer goods, as well as ready-to-eat food, beverages, and snacks designed for quick, convenient, and hygienic consumption. Most convenience stores are located in residential communities, with selling areas starting at 40 square meters, emphasizing customer service and convenience. This form of modern retail has drawn substantial interest and demonstrated remarkable growth due to operational models aligned with evolving consumer behaviors. Examples include 7-Eleven, Mini Big C, Lotus's Go Fresh, Tops Daily, Lawson 108, CJ More, MaxValu Tanjai, Shell Select, Jiffy, FamilyMart, Tookdee Meestandard, as well as traditional convenience stores (mom-and-pop shops).

In 2023, Kasikorn Research Center projected that market sales in the retail sector would expand by approximately 2.8–3.6%, driven by post-COVID-19 economic recovery. Consumers resumed in-store spending, notably office workers returning to physical workplaces and an influx of international tourists following Thailand's full reopening in July 2022. However, because the convenience store sector requires relatively low initial investment, existing operators have rapidly expanded their branches while new entrants continue to join the market, particularly in Bangkok, urban areas, and high-density communities near educational institutions, markets, residential zones, and transit lines. The swift expansion of convenience stores has intensified market competition. Operators must formulate strategies to capture market share from both existing competitors and new domestic and international entrants seeking growth opportunities in retail. They also face competition from the rapidly growing e-commerce sector. Additionally, the industry struggles with market monopolization by a few major players, as well as rising operational costs—such as electricity fees and wages—which conflict with diminished consumer purchasing power stemming from high household debt and elevated living costs (Kasikorn Research Center, 2023).

Given the background and significance of this problem, the researcher recognizes the necessity to study **the marketing mix factors influencing the decision to use convenience store services among private company employees**. The findings of this study will benefit both existing convenience store operators and new market entrants by serving as a guideline for business development and marketing mix optimization. This will enable businesses to meet the changing demands of modern consumers and effectively navigate the intense competition within the convenience store industry.

Research Objectives

1. **To study** the decision-making behavior in utilizing convenience store services among private company employees, categorized by personal demographic factors, including gender, age, marital status, educational level, job position level, average monthly income, residential location, housing type, and number of household members.
2. **To examine** the importance level of marketing mix factors influencing the decision to use convenience store services, categorized by personal demographic factors of private company employees.
3. **To analyze** the relationship between personal demographic factors (gender, age, marital status, educational level, job position level, average monthly income, residential location, housing type, and number of household members) and the decision-making behavior in utilizing convenience store services among private company employees.
4. **To compare** the differences in the importance placed on marketing mix factors influencing the decision to use convenience store services among private company employees, categorized by personal demographic factors (gender, age, marital status, educational level, job position level, average monthly income, residential location, housing type, and number of household members).

RESEARCH METHODS

Research Design

This study employed a survey research design. A structured questionnaire was utilized as the primary research instrument to collect data regarding the factors related to the research objectives. The collected data were subsequently analyzed using statistical software packages.

Population and Sample

The population for this study comprised individuals who met the specified criteria established for the study. The sample size was determined based on statistical calculation principles at a 95% confidence level and a 5% margin of error. Appropriate sampling techniques were applied to suit the characteristics of the research, ensuring that the collected data served as a reliable representative sample of the target population.

Instrument Quality Assessment

The research instrument was a questionnaire developed through a comprehensive literature review of relevant concepts, theories, and previous research. Content validity was evaluated by a panel of experts, and revisions were made based on their recommendations. The questionnaire was then pre-tested with a sample group of 30 respondents possessing characteristics similar to the target population to test for reliability using Cronbach's Alpha Coefficient. The resulting reliability coefficient met the acceptable criteria before the instrument was deployed for actual data collection.

DATA COLLECTION

Data were collected from the target sample according to the predefined criteria using online or printed questionnaires, as appropriate. Respondents were informed of the research objectives and assured of data confidentiality. Upon collection, the responses were checked for completeness and accuracy prior to statistical analysis.

Data Analysis

The collected data were audited for accuracy, coded, and analyzed using statistical software packages. Descriptive statistics—including frequency, percentage, mean, and standard deviation—were employed to describe the data characteristics. Inferential statistics were utilized according to the research objectives and hypotheses, including Independent Samples t-test, One-way Analysis of Variance (One-way ANOVA), Chi-square Test, Correlation Analysis, or Regression Analysis, depending on the nature of the variables and research hypotheses.

RESEARCH RESULTS

Part 1: Decision-Making Behavior in Utilizing Convenience Store Services Among Private Company Employees, Categorized by Personal Demographic Factors

The demographic data analysis of the 400 private company employee respondents revealed that the majority were female (65.25%), while males accounted for 34.75%, clearly indicating a higher female representation in this sample.

Regarding age, most respondents were between 30 and 40 years old (35.50%), followed by those over 40 years old (34.25%), and those under 30 years old (30.25%). In terms of educational background, the majority held a Bachelor's degree or higher (65.00%), while 35.00% had education levels lower than a Bachelor's degree.

Regarding marital status, the majority were single (54.00%), followed by married individuals (43.25%), and other statuses (2.75%). For job position levels, most respondents occupied operational or staff-level positions (73.50%), whereas supervisory, managerial, or executive positions accounted for 26.50%.

In terms of average monthly income, more than half earned between 15,000 and 30,000 Baht (50.75%), followed by those earning less than 15,000 Baht (20.00%), 30,001–45,000 Baht (16.50%), and more than 45,000 Baht (12.75%).

Regarding residential details, the majority resided in Bangkok and its vicinity (72.25%), while 27.75% lived outside this area. Most lived in private detached homes (60.00%), followed by rented houses and dormitories/apartments in equal proportions (15.50% each), and condominiums (9.00%).

For household size, the majority lived with 3–4 family members (43.25%), followed by households with up to 2 members (42.50%), 5–6 members (11.50%), and 7 or more members (2.75%). These findings reflect that the sample predominantly consists of working-age private company employees holding a Bachelor's degree or higher, working in operational roles, earning an average monthly income of 15,000–30,000 Baht, and residing primarily in the Bangkok Metropolitan Region.

Part 2: Importance Level of Marketing Mix Factors Influencing the Decision to Use Convenience Store Services, Categorized by Personal Demographic Factors

Table 1: Importance Level of Marketing Mix Factors Influencing the Decision to Use Convenience Store Services Among Private Company Employees

Marketing Mix Factors	Mean ($\bar{X}$)	S.D.	Interpretation
1. Product	4.39	0.59	High
2. Price	4.25	0.62	High
3. Place	4.43	0.54	High
4. Promotion	4.08	0.79	High
5. Personnel	4.30	0.64	High
6. Process	4.38	0.61	High
7. Physical Evidence	4.39	0.52	High
Overall	4.32	0.50	High

As shown in Table 1, private company employees placed a overall **high level** of importance on marketing mix factors influencing their decision to use convenience store services ($\bar{X} = 4.32, S.D. = 0.50$).

When evaluating individual dimensions, all factors were rated at a high level. **Place** recorded the highest mean score ($\bar{X} = 4.43, S.D. = 0.54$), followed by **Product** ($\bar{X} = 4.39, S.D. = 0.59$) and **Physical Evidence** ($\bar{X} = 4.39, S.D. = 0.52$) with identical means. Subsequent dimensions included **Process** ($\bar{X} = 4.38, S.D. = 0.61$), **Personnel** ($\bar{X} = 4.30, S.D. = 0.64$), and **Price** ($\bar{X} = 4.25, S.D. = 0.62$). **Promotion** yielded the lowest mean score ($\bar{X} = 4.08, S.D. = 0.79$). Nevertheless, every factor was evaluated at a high level, demonstrating that all marketing mix components are essential to private company employees' decisions to utilize convenience store services.

Part 3: Analysis of the Relationship Between Decision-Making Behavior in Utilizing Convenience Store Services and Personal Demographic Factors

The relationship between decision-making behavior in using convenience store services among private company employees and personal demographic factors (gender, age, marital status, educational level, job position level, average monthly income, residential location, housing type, and household size) was analyzed using the **Chi-square Test**. Hypothesis testing was conducted at a statistical significance level of .05. The analysis details the specific associations between each service usage behavior and personal demographic attribute, serving to accept or reject the research hypotheses.

Part 4: Comparative Analysis of the Importance Level of Marketing Mix Factors Categorized by Personal Demographic Factors

The comparative analysis evaluated differences in the importance placed on marketing mix factors influencing convenience store service choices across demographic groups. Statistical analysis was performed using **Independent Samples t-test** for two-group variables and **One-way Analysis of Variance (One-way ANOVA)** for variables with three or more groups at a significance level of .05. Where statistically significant differences were detected, pairwise comparisons were performed using **Scheffé's post-hoc test**. This analysis aimed to determine whether personal demographic characteristics lead to significant variations in the perceived importance of the 7Ps marketing mix factors.

RESEARCH DISCUSSION

Discussion on Decision-Making Behavior in Utilizing Convenience Store Services Categorized by Personal Demographic Factors

The study showed that the majority of respondents were single females aged 30–40 with a Bachelor's degree or higher, working in operational positions, earning 15,000–30,000 Baht per month, residing in private homes in Bangkok and its vicinity, and living in 3–4 person households. This profile reflects a working-age population with fast-paced lifestyles who value daily convenience. Regarding service usage behaviors, most respondents visited convenience stores more than 3 times per week, primarily between 18:01 and 23:00. **7-Eleven** was the most frequented store due to product variety and proximity to homes or workplaces. Average spending per visit ranged from 100 to 300 Baht. Customers typically visited alone to purchase items for personal consumption, focusing mainly on food and beverages. Furthermore, respondents demonstrated high brand repeat intention toward their current stores and intended to continue using 7-Eleven in the future. These findings align with **Hong-iam (2020)**, who found that convenience store consumers were predominantly working-age females with Bachelor's degrees who visited 7-Eleven alone, purchased food and drinks, and spent 100–500 Baht per visit.

Discussion on the Importance Level of Marketing Mix Factors Influencing Service Decisions

Overall, respondents placed a high level of importance on marketing mix factors ($\bar{X} = 4.32$). **Place** yielded the highest mean, followed by Physical Evidence, Product, Process, Personnel, Price, and Promotion, respectively. These results indicate that ease of access—including location, branch density, and 24-hour operation—is the primary priority for urban office workers. Concurrently, product quality and variety, store cleanliness, and service speed serve as critical elements driving customer satisfaction and service decisions. This finding is consistent with **Boonpheap (2019)** and **Srihiran (2022)**, who reported that consumers rated all marketing mix factors at a high level, particularly Place, Product, Process, and Price. It also supports **Kotler's (1999)** framework, which asserts that tailoring the marketing mix to consumer needs enhances customer satisfaction and competitive advantage.

Discussion on the Relationship Between Decision-Making Behavior and Personal Demographic Factors

Certain personal demographic factors exhibited statistically significant relationships with convenience store service decision behaviors. This demonstrates that demographic characteristics shape service usage patterns, including visit frequency, preferred time slots, expenditure per visit, and product choices. Because different demographic segments possess distinct lifestyles, responsibilities, and purchasing power, their usage behaviors vary accordingly. These results correspond to consumer behavior theories establishing demographics as key determinants of consumption patterns due to age-specific, income-driven, and social-status constraints.

Discussion on the Comparative Analysis of Marketing Mix Factors Categorized by Personal Demographic Factors

Comparing the perceived importance of marketing mix factors across demographic categories revealed **no statistically significant differences** overall. This indicates that despite differing demographic backgrounds, consumers evaluate the 7Ps marketing mix elements similarly. This uniformity can be attributed to the standardized nature of modern convenience stores, which deliver consistent product offerings, pricing, service processes, and store environments across branches. These results support **Sereerat's (2007)** theory, which notes that when products and services effectively fulfill fundamental needs, consumers across diverse demographic profiles rate marketing factors with comparable levels of importance. Consequently, operators should continuously maintain standards in products, service, and convenience to retain satisfaction across all customer segments.

Research Recommendations

1. General Recommendations

1. **For Products, Service Processes, and Personnel:** As consumers placed high importance on Product, Process, and Personnel, operators should continuously innovate and diversify fresh, high-quality products. Service processes must remain fast, accurate, and convenient. Additionally, frontline staff should be trained in product knowledge, customer service skills, and polite assistance to foster positive customer impressions.

2. **For Place and Promotion:** Since Place was identified as the most crucial factor, operators must prioritize prime, accessible locations and maintain broad branch coverage in residential and employment hubs. Both physical store layouts and digital ordering channels should be optimized. Furthermore, targeted promotional activities—such as loyalty points, discounts, and digital marketing—should be enhanced to drive repeat visits.

3. **For Pricing, Environment, and Policy Regulation:** Operators should maintain standardized, transparent pricing across all branches while improving physical environments (cleanliness, lighting, organized shelf displays). Government agencies should oversee product quality and fair trade practices, support digital retail integration, and enforce electronic transaction security to strengthen consumer trust.

2. Recommendations for Future Research

1. **Sample Expansion:** Future studies should expand the sample frame to include private sector employees in other geographic regions as well as other occupational groups (e.g., factory workers, state enterprise employees, or migrant workers) to enable nationwide generalizations.

2. **Additional Variables:** Researchers should incorporate additional variables such as economic conditions, technological trends, brand loyalty, service quality frameworks, or digital marketing models to provide deeper context for consumer behavior.

3. **Mixed-Methods Approach:** Employing a mixed-methods design that combines quantitative surveys with qualitative techniques (e.g., in-depth interviews or focus groups) will offer richer insights into underlying consumer motivations and inform more targeted marketing strategies.

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