

The Influence of the Five Forces Factors on the Competitive Advantage of The Packaging Industry

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Abstract

This research examines five forces factors influencing the competitive advantage of cost leadership and differentiation strategies in Thailand's packaging industry. Using a quantitative approach, it surveyed 400 executives and marketing heads through a structured questionnaire. Descriptive statistics-percentages, means, and multiple regression analysis—assess relationships among factors. Findings show that competitive pressure in Thailand's packaging industry is at its peak, with substitute product pressure as the most significant factor impacting competitive advantages. Hypothesis testing revealed two critical insights: (1) Pressure from existing competitors in the industry, Pressure from buyers' bargaining power, and Pressure from the bargaining power of raw material suppliers have a statistically significant influence on the cost leadership strategy at the 0.05 significance level. (2) Pressure from existing competitors in the industry, Pressure from the bargaining power of raw material suppliers and Pressure from the bargaining power of raw material suppliers have a statistically significant influence on the differentiation strategy at the 0.05 significance level. Benefits of the Research the findings help executives and policymakers pinpoint key competitive pressures and address the dominant impact of substitutes. Adopting refined cost and differentiation strategies supports better resource allocation and promotes sustainable growth in Thailand's packaging industry.

Keywords: Cost Leadership and Differentiation Strategy, Competitive Advantage, Packaging Business Operators

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Introduction

Organizations in Thailand and globally are facing significant challenges from the COVID-19 pandemic, more severe than past crises. The outbreak, which has exceeded 100 million cases worldwide, has forced many governments to impose large-scale lockdowns, with the United States recording the highest number of infections (Thanarak, 2020). These measures have led to significant disruptions in production and supply chains, decreased consumer confidence, and reduced purchasing power. The resulting uncertainty has strained organizations' operational stability and triggered a profound economic downturn. Businesses have been compelled to swiftly adapt by restructuring work practices, adopting digital tools, and revising strategies to sustain competitiveness amidst fluctuating market demands and evolving consumer behaviors. They must adapt cultures and practices while implementing innovative strategies for operational efficiency. The pandemic has disrupted production, reducing income and purchasing power, marking an economic crisis with supply and demand issues (Brinca et al., 2020). Organizations need to leverage advancements in AI, sustainable innovation, and the digital economy for greater efficiency. Thailand's economy must consider potential changes, as the crisis demands innovative solutions and engagement across sectors (Panipat, 2020, cited in Soangchom, 2023). At an upcoming event, companies will showcase innovations in printing and packaging, such as 3D printing, cost-effective solutions, and eco-friendly practices. The event will focus on sustainable e-commerce packaging, addressing health concerns raised by the pandemic (Lawrence, 2005). The new packaging design policy, "The New Normal for Packaging Design," aims for continuity in the sector by evaluating disaster risks and optimizing resources. The global packaging industry is expected to grow by at least 30% in 2022, with a market value of 606,000 to 618,000 million baht (Kasikorn Research Center, 2022). Increased online purchasing has spiked demand for corrugated cardboard packaging, encouraging large industries and small enterprises to enhance design and quality to effectively engage consumers (Thaiprint Magazine, 2022).

The packaging industry faces challenges from competition and sustainability, but there is still a lack of studies that specifically apply the Five Forces Model. Previous research has focused on other industries, such as insurance or coffee shops (Chonnipat, 2010; Wanwirin, 2016), but has not covered specific factors of the packaging industry, both in terms of technology and sustainability (Inamutila, 2021), and lacks in-depth analysis of the relationship between the five forces factors and competitive advantage. This research aims to fill this gap by using a mixed-method approach to propose practices that are consistent with the current context of the industry.

Research Objective

This research examines five forces factors influencing the competitive advantage of cost leadership and differentiation strategies in Thailand's packaging industry.

Literature Review

Porter (2008) emphasized that a business's operating conditions are influenced by its industry's competitive landscape, shaped by five key factors. To analyze competitors (Kotler and Armstrong, 2002):

1. Pressure from existing competitors (Rivalry among Existing Firms) significantly impacts the market.
 - 1.1 Identify direct competitors (similar products at comparable prices) and secondary competitors (similar products at different prices).
 - 1.2 Select one or two key competitors for deeper analysis.
 - 1.3 Develop strategies to outperform these competitors based on marketing and product features.
2. Pressure from New Competitors (New Entrants). New competitors enter profitable industries with low investment or short payback periods. Examples include the food sector and luxury goods, although some industries face entry barriers like legal regulations (e.g., real estate permits).
3. Pressure from Substitute Products. Substitute products can impact profits. Many alternatives can drive prices down and affect sales, as seen with declining hard candy sales due to competition from chewing gum. Manufacturers are encouraged to improve quality and reduce costs.
4. Pressure from Buyers' Bargaining Power. Buyers' bargaining power has increased in the information age, allowing consumers to assess options before purchasing. Companies must offer distinctive products to maintain profitability, aided by social networks for shared information (Sahay, 1998).
5. Pressure from Suppliers' Bargaining Power. Suppliers' bargaining power can lead to disadvantages, especially when options are limited. In pig farming, profits rely on feed quality and costs. Price hikes from suppliers can hinder profits and growth.

Porter (1980) stated that understanding competitive pressures is crucial for effective strategy formulation. Porter (2005) identified three areas for maintaining competitiveness: (1) Cost Strategy, (2) Differentiation Strategy, and (3) Niche Strategy.

Effective strategy formulation requires assessing external opportunities and challenges along with internal strengths. There are three strategic levels to consider: (1) Corporate Strategy defines overall direction using tools like the Boston Consulting Group Matrix. (2) Business Strategy focuses on competitive positioning in markets for profitability and growth. (3) Operational Strategy aligns departmental strategies with broader objectives, covering production, marketing, and HR.

A competitive strategy is the approach an organization adopts to outperform rivals, with the aim of increasing profitability and driving growth. Because it centers on how a firm competes, this level of planning is often referred to simply as “competitive strategy.” In practice, three generic competitive strategies are commonly recognized: cost leadership, differentiation, and focus (Montha, 2011).

Previous Research

Phapimon et al. (2017) conducted a study on Business Implementation Strategies for Gaining Competitive Advantage of the Mr. Ice Cream Business in Nakhon Pathom Province. The results indicated that the competitive advantage of Mr. Ice Cream stemmed from product development, brand value creation, and differentiation strategies. The study highlighted that these strategies enabled the business to stand out from its competitors. As a practical benefit, the research suggests that business owners can apply and refine various strategies to bolster their own competitive advantage by creating unique products that foster sustainable growth and success.

Chonnipat (2010) investigated Business and Marketing Strategies for Competitive Advantage in the Insurance Industry: A Case Study of Muang Thai Insurance Public Company Limited. The findings revealed that the automobile insurance industry still holds a relatively small market share due to intense competition from both existing players and new entrants, coupled with an economic slowdown and volatile political conditions. These external factors led consumers to reduce their spending and change consumption behaviors, thereby exposing several weaknesses within the company that, if left unaddressed, could cause future impacts. Based on the analysis, three levels of strategy were recommended: (1) Corporate-level strategy: Emphasize growth through product development and marketing efforts to boost sales, expand market share, and foster future growth. (2) Business-level strategy: Implement differentiation by offering unique products, services, and distribution channels in order to gain a competitive edge. (3) Functional-level strategies: Focus on clear target market identification, introduce new insurance products, and modernize distribution channels to meet current consumer needs effectively.

Patipar et al. (2017) examined Models and Strategies for Creating Competitive Advantage in the Wholesale Clothing Business at Bobae Market in Bangkok. The study found that: (1) Most wholesale clothing businesses in Bobae Market are sole proprietorships. (2) A cost leadership

strategy is commonly adopted to achieve competitive advantage. (3) A stability strategy is used to maintain existing market size and operations, offering the same products or services in current markets. Additionally, the research indicated that an external competitive environment analysis demonstrates how cost advantages can mitigate threats posed by the five forces: current competitors, potential new entrants, substitutes, buyers' bargaining power, and suppliers' bargaining power.

Prior studies present a consistent picture: the five competitive pressures in Porter's Five Forces model incumbent rivalry, new entrants, substitute products, buyers' bargaining power, and suppliers' bargaining power drive firms toward two main strategies for sustaining advantage: cost leadership and differentiation. Findings by Chonnipat and Patipar underscore how these pressures foster cost-focused tactics, whereas Phapimon shows that product development and brand value creation represent a differentiation response. Accordingly, our conceptual framework links each Five Forces pressure to the strategic choice of Cost Leadership or Differentiation and expresses this linkage through hypotheses H1–H10, which test how each competitive pressure influences the two strategy types in the business context under study

Research Framework

1. Cost Leadership Strategy

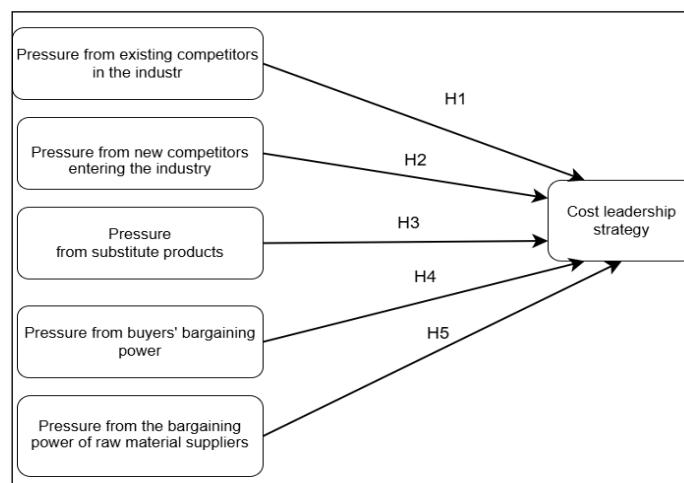


Figure 1 Research Framework for Cost Leadership Strategy

Research hypothesis

H1: Pressure factors from existing competitors in new industries influence cost leadership strategy.

H2: Pressure from new industry competitors influences cost leadership strategy.

H3: Pressure factor from substitute products influences cost leadership strategy.

H4: Pressure factor from the bargaining power of buyers influences cost leadership strategy.

H5: Pressure factor from the bargaining power of raw material suppliers influences cost leadership strategy.

2. Differentiation Strategy

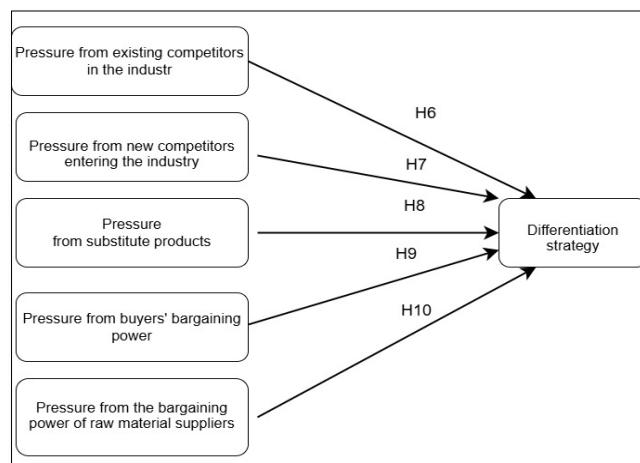


Figure 2 Research Framework for Differentiation Strategy

Research hypothesis

H6: Pressure factors from existing competitors in new industries influence differentiation strategy.

H7: Pressure factors from new competitors entering the industry influence differentiation strategy.

H8: Pressure factors from substitute products influence differentiation strategy.

H9: Pressure factor from the bargaining power of buyers influences differentiation strategy.

H10: The pressure factor from the bargaining power of raw material suppliers influences the differentiation strategy.

Research Methodology

Research Design

Research on the Influence of Five forces Factors on the Competitive Advantage of Packaging Business Operators in Thailand, in which the variables Cost Leadership Strategy and Differentiation Strategy are based on Porter (1980).

Population and Sample

This study targets operators in the packaging industry located in Bangkok and its surrounding areas. Although the exact population size is unknown, a sample of 400 operators was selected based on a 95% confidence level and a maximum margin of error of $\pm 5\%$, following Yamane's (1967) formula. A purposive sampling technique was employed, with participant selection based on the following criteria: (1) Must be packaging business operators in Bangkok and its vicinity, (2) Contact information was sourced from reputable websites and Human Resources departments, (3) Thai proficiency in reading, understanding, and writing is required, and (4) Informed consent must be provided; individuals unwilling to share information will be excluded.

Research instrument

The research instruments consist of a questionnaire designed to examine the influence of five forces factors on the competitive advantage of packaging business operators in Thailand. The questionnaire is divided into three sections.

Section 1: gathers general information about the respondents, including their industry type, education level, position, status, and income. This section also includes questions regarding business operations and international business activities. All questions are closed-ended and provide multiple-choice answers

Section 2: focuses on the analysis of five forces factors, covering issues such as (1) Pressure from existing competitors in the industry, (2) In terms of pressure from new competitors entering the industry, (3) In terms of pressure from substitute products, (4) Pressure from buyers' bargaining power, and (5) Pressure from the bargaining power of raw material suppliers.

Section 3: focuses on the analysis of cost leadership strategy and differentiation strategy.

Instrument Validation and Development: Three experts developed and evaluated a questionnaire for accuracy, relevance, and clarity. All questions received an IOC score of 1.00, surpassing the minimum criterion of 0.5. Following content validity confirmation, the questionnaire was administered to 30 participants. Reliability, assessed using Cronbach's alpha in SPSS software, yielded a score of 0.830, indicating high reliability. Thus, the questionnaire is suitable for studying competitive pressures and advantages in Thailand's packaging industry.

Data Collection

The researcher gathered data from 400 packaging business operators in Bangkok and nearby areas from July 10 to 31, 2024. Ethical approval was obtained prior to data collection, along with a letter from Burapha University to aid cooperation with agencies for distributing questionnaires.

Data Analysis

Descriptive statistics, including percentages and frequency distributions, assessed perceptions and opinions on all questions. The analysis clarified business information, examined international activities, evaluated competitive pressures, and assessed the development of competitive advantages. Additionally, inferential statistics tested the link between competitive pressure and establishing competitive advantages among packaging entrepreneurs in the region using multiple regression coefficients.

Findings

1. Descriptive Study Results

1.1 Summary of the Analysis Results for the Cost Leadership Strategy: The findings from the analysis of the cost leadership strategy are summarized as follows:

Table 1 Shows the opinions on the five competitive pressures of the packaging business in Thailand and creating competitive advantage, differentiation strategy

Competitive pressures in the packaging business in Thailand	(\bar{x})	(S.D.)	Mean
1. Pressure from existing competitors in the industry	4.49	.355	Very high
2. Pressure from new competitors entering the industry	4.54	.362	Very high
3. Pressure from substitute products	4.64	.356	Very high
4. Pressure from buyers' bargaining power	4.57	.333	Very high
5. Pressure from the bargaining power of raw material suppliers	4.56	.322	Very high
Cost leadership strategy	(\bar{x})	(S.D.)	Mean
Overview of Cost Leadership Strategy	4.50	.354	Very high

Part 1: Personal factors of the sample group include: 210 operators (52.5%) in the packaging industry, with 42.0% having a bachelor's degree and 20.1% holding less than a high school certificate. Business owners constitute 41.0%, while managers are 39.3%. Limited Partnerships comprise 56.5%, with 57.3% in business for 5-7 years. Average annual exports exceed 10 million baht but do not exceed 15 million baht for 44.2%. Companies exporting to Asia number 361 (20.4%), and those exporting primarily to Asia are 175 (43.8%). International sales through

distributors account for 149 (37.2%). Large businesses (over 200 workers) represent 39.4% with 158 operators.

Part 2: Analysis of competitive pressure in Thailand's packaging industry shows high competition intensity, averaging 4.49. Pressure from new competitors is higher at 4.54, while the influence of substitutes scores 4.64. The bargaining power of buyers averages 4.57, and raw material suppliers hold a notable power of 4.56.

Part 3: Data on competitive advantage via cost leadership revealed most respondents view this strategy positively, reaching an average score of 4.50.

1.2 Summary of the Analysis Results for the Differentiation Strategy: The findings from the analysis of the differentiation strategy are presented as follows:

Table 2 Provides an overview of perspectives regarding the five competitive pressures in the packaging industry in Thailand and the formulation of competitive advantages and differentiation strategies.

Competitive pressures in the packaging business in Thailand	(\bar{x})	S.D.	Mean
1. Pressure from existing competitors in the industry	4.49	.355	Very high
2. Pressure from new competitors entering the industry	4.54	.362	Very high
3. Pressure from substitute products	4.64	.356	Very high
4. Pressure from buyers' bargaining power	4.57	.333	Very high
5. Pressure from the bargaining power of raw material suppliers	4.56	.322	Very high
differentiation strategy	(\bar{x})	S.D.	Mean
Overview of Differentiation Strategies	4.54	.233	Very high

Part 1: Personal factors of the sample group include: 1. Most factors are in the industry category. There are 400 entrepreneurs in packaging, representing 100.0%. 168 have a bachelor's degree (42.0%), while 81 have lower secondary education/vocational certificates (20.1%). Additionally, 164 have a business registration format, and 157 have a Limited Partnership format. 226 have been in business for 5-7 years, and 229 report average annual exports of over 10 million baht but under 15 million baht. 177 export goods primarily to Asia, with 361 in that category, and

175 operate internationally through distributors; 149 are large businesses (over 200 workers), and 158 represent 39.4%. Part 2: Competitive pressures in Thailand's packaging industry are summarized: 1. Pressure from industry competitors is significant, with an average score of 4.49. 2. The threat from new market entrants averages 4.54. 3. Substitute products carry a score of 4.64. 4. Buyers' bargaining power averages 4.57. 5. The bargaining power of raw material suppliers averages 4.56. These illustrate the substantial competitive pressures in Thailand's packaging sector. Part 3: Data analysis on cost leadership strategy reveals strong support from respondents, with an average rating of 4.50, indicating high agreement on its effectiveness for competitive advantage.

3. Hypothesis analysis results

3.1 The results of the analysis of hypothesis H1 – H5.

The influence of 5 pressure factors on cost leadership strategy can be summarised as follows:

Table 3 shows the relationship between 5 pressure factors and cost leadership strategy.

Model	Unstandardised		Standardised			
	Coefficients	Coefficients	t	p-value	Tolerance	VIF
	B	Std. Error	Beta			
Constant	3.275	0.425		7.703	0.000	
H1 Pressure from existing competitors in the industry	.289	0.052	0.290	5.539	0.000	0.789
H2 Pressure from new competitors entering the industry	0.089	0.047	0.091	1.893	0.059	0.944
H3 Pressure from substitute products	-0.078	0.047	-0.079	-1.678	0.094	0.986
H4 Pressure from buyers' bargaining power	0.272	0.054	0.256	5.055	0.000	0.845
H5 Pressure from the bargaining power of raw material suppliers	-0.297	0.060	-0.270	-4.927	0.000	0.719

Hypothesis 1: Pressure from existing competitors influences the cost leadership strategy. The T-test shows a P-value of 0.000, below the significance level of 0.05; thus, Hypothesis 1 is accepted, confirming that these pressures affect cost leadership.

Hypothesis 2: The impact of pressure from new competitors on cost leadership was examined. The T-test revealed a P-value of 0.059, exceeding 0.05. Therefore, Hypothesis 2 is rejected, showing that new entrants do not affect cost leadership.

Hypothesis 3: The effect of substitute product pressure on cost leadership was analyzed. The T-test produced a P-value of 0.094, greater than 0.05. Consequently, Hypothesis 3 is rejected, indicating no significant impact from substitutes.

Hypothesis 4: Buyer bargaining power significantly influences cost leadership. The T-test returned a P-value of 0.000, below 0.05; thus, Hypothesis 4 is accepted, confirming its notable impact.

Hypothesis 5: The bargaining power of raw material suppliers significantly affects cost leadership. The T-test indicated a P-value of 0.000, below 0.05, leading to the acceptance of Hypothesis 5, which shows their pressure notably impacts cost leadership.

3.2 The results of the analysis of hypothesis H6 – H10

The five forces affecting the differentiation strategy can be summarised as follows:

Table 3 analyses the relationship between the five forces and the differentiation strategy.

Model	Unstandardised		Standardised		t	P-value	Tolerance	VIF
	Coefficients	B	Coefficients	Beta				
Constant	4.944	0.251			19.710	0.000		
H6 Pressure from existing competitors in the industry	0.147	0.033	0.237		4.465	0.000	0.787	1.270
H7 Pressure from new competitors entering the industry	0.042	0.032	0.066		1.321	0.187	0.900	1.111
H8 Pressure from substitute products	-0.159	0.031	-0.246		-5.184	0.000	0.983	1.017
H9 Pressure from buyers' bargaining power	0.006	0.034	-0.010		-0.188	0.851	0.812	1.232
H10 Pressure from the bargaining power of raw material suppliers	-0.107	0.040	-0.151		-2.689	0.007	0.704	1.420

The Influence of Five Pressure Factors on Differentiation Strategy analyzes their impact with a 0.05 significance level.

Hypothesis 6: Existing competitors significantly influence differentiation strategy, confirmed by a T-test yielding a P-value of 0.000. Hypothesis 7: New competitors' impact is not significant, with a P-value of 0.187. Hypothesis 8: Substitute products significantly affect differentiation, confirmed by a P-value of 0.000. Hypothesis 9: Buyers' bargaining power does not significantly influence differentiation a P-value of 0.851. Hypothesis 10: Supplier bargaining power significantly affects differentiation strategy with a P-value of 0.007.

In summary, current competitors and substitutes significantly impact the market, while new competitors and buyer power are less influential.

Discussion

1. According to the data analysis of the Overview of Cost Leadership Strategy, the overall average score is 4.50, while the level of pressure from Substitute Products stands at a very high average of 4.64. Following that, the pressure from Buyers' Bargaining Power is 4.57, and Suppliers' Bargaining Power is 4.56, respectively. These findings indicate that entrepreneurs emphasizing cost leadership must prioritize efficient cost management, along with developing approaches to cope with the pressures from substitute products and the high bargaining power of both buyers and suppliers, in order to maintain long-term competitiveness. This corresponds with the research by Patipat et al. (2017), which revealed that most entrepreneurs choose a cost leadership strategy to mitigate competitive pressures, including substitutes and the bargaining power of buyers and suppliers. It also aligns with the findings of Christopher Masinde Indiatsy et al. (2014), who reported that cost reduction (Cost Leadership) is a critical approach enabling banks to maintain market share and ward off the competitive pressures from the five forces.

2. From the data analysis of the Overview of Differentiation Strategies, the overall average score is 4.54, while the level of pressure from Substitute Products stands at a very high average of 4.64. Following that, the pressure from Buyers' Bargaining Power is 4.57, and Suppliers' Bargaining Power is 4.56, respectively. These findings suggest that entrepreneurs focusing on product and service differentiation (Differentiation) should emphasize developing innovation and unique quality, while also preparing strategies to address the elevated pressures from substitutes, as well as the bargaining power of buyers and suppliers, in order to bolster sustainable competitive advantage. This is consistent with the study by Chonnipat (2010), which found that business-level strategies focusing on product differentiation, services, and distribution channels enhance competitiveness and more effectively attract consumers. It also corroborates the research of Phapimon et al. (2017), which discovered that successful strategies include product development, adding brand value, and differentiation all of which give businesses a distinct edge over their competitors.

3. The variables H1 (Pressure from existing competitors in the industry), H4 (Pressure from buyers' bargaining power), and H5 (Pressure from the bargaining power of raw material suppliers) have a statistically significant influence on the cost leadership strategy at the 0.05 significance level. This indicates that organizations facing pressure from these three factors tend to adopt a cost leadership strategy in order to remain competitive in the market. By minimizing production and operational costs, organizations can offer more attractive prices to customers compared to their competitors. This strategy enables them to survive and maintain market share amid intense competition. These findings are consistent with the research by Kalayalat (2015), who studied the factors influencing the choice of mileage credit cards among working-age individuals in Bangkok. The study revealed that key marketing mix factors particularly price and sales promotion significantly influenced the decision-making process. This underscores that pricing remains a critical factor in creating competitive advantage, and therefore, organizations must emphasize cost control and competitive pricing strategies. Additionally, the results align with the study by Paphimon et al. (2017) on business strategies used by Mr. Ice Cream in Nakhon Pathom. The research found that the business employed strategies focused on product development, brand value enhancement, and differentiation to gain a competitive edge. However, while differentiation strategies are vital, many small businesses still rely heavily on cost control strategies to survive in highly competitive markets. Therefore, it can be concluded that the adoption of a cost leadership strategy is a crucial approach for organizations, especially when faced with competitive pressure, buyer power, and rising raw material costs. This strategy strengthens an organization's competitiveness and enhances its ability to respond effectively to external business pressures.

4. The variables H6 (Pressure from existing competitors in the industry) H8 (H10 Pressure from the bargaining power of raw material suppliers) and H10 (Pressure from the bargaining power of raw material suppliers) have a statistically significant influence on the differentiation strategy at the 0.05 significance level. This finding suggests that when organizations face external pressures particularly from intense market competition and challenges related to raw material costs they tend to adopt a differentiation strategy. This involves focusing on the development of high-quality products and services with unique features or innovations that distinguish them from competitors. Such an approach creates additional value for customers, helping to reduce price pressure and foster long-term customer loyalty. This result aligns with the study by Kalayalat (2015), which explored competitive marketing strategies influencing the choice of mileage credit cards among working-age individuals in Bangkok. The study found that significant factors influencing consumer decisions included price, marketing promotion, and importantly, differentiation strategy. This indicates that consumers value the specific benefits and added value offered by unique products—

just as organizations in the present study leverage differentiation to respond to competitive pressure and supplier influence. Furthermore, Kanyalut noted that pressure from substitute products did not significantly influence cost leadership strategy, consistent with the idea that organizations focus more on strategies that directly address competition and supplier power rather than indirect threats. Additionally, this finding can be connected to the study by Patipat et al (2017), which examined competitive strategies among wholesale clothing businesses in the Bobae Market, Bangkok. While the majority of business owners in that study adopted a cost leadership strategy to cope with the five forces of competition, the research also emphasized the importance of understanding competitive environments and adjusting strategies based on specific business contexts. In summary, the findings reinforce that when organizations are under significant pressure from competitors and suppliers, adopting a differentiation strategy is both a suitable and effective approach. It allows businesses to enhance their competitive capabilities and respond more strategically to environmental pressures a perspective supported by previous studies in both consumer behavior and real-world business practices.

Recommendation

1. Recommendations for Research Utilization

1.1 Packaging entrepreneurs can use this study to establish competitive advantages aligned with market demands.

1.2 Government agencies can gain insights into the pressures facing packaging entrepreneurs, enabling them to offer targeted support to current and future businesses, both domestically and internationally, enhancing efficiency.

1.3 Scholars and researchers can use the findings as a foundation for future research and development projects.

1.4 Entrepreneurs should consider five key pressure factors affecting competitive advantages in Thailand's packaging sector when planning their ventures, as this understanding can promote sustainable income and inform organizational strategies effectively.

2. Recommendations for Future Research

2.1 Use interviews and focus groups to gain insights on differentiation and cost leadership strategies.

2.2 Future studies should explore factors affecting differentiation and cost leadership in upcoming contexts.

Research Limitation

1. This study focused on organizations within specific contexts and industries, which may limit the generalizability of the findings. The results may not be applicable to organizations operating in different industries with varying levels of competition and business environments.
2. The research emphasized certain external pressure factors such as pressure from competitors, buyer bargaining power, and supplier bargaining power. However, it did not include internal factors that may also influence strategic decision-making, such as organizational culture, leadership style, or innovation capabilities, which could be important variables to consider in future studies.

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