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Demand Analysis of Charter Airline Services in Thailand: Consumer Experience Perspective for Enhanced Distribution, Logistics, Trade, and Transportation Systems in Business Context

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Abstract

Purpose: This study explores the demand for charter airline services in Thailand from a consumer experience perspective, emphasizing how service quality influences demand and distribution strategies. **Research design and methodology:** A quantitative method was employed through an online survey of 310 respondents. The questionnaire was structured around the 7Ps marketing mix and consumer experience concepts. Validity was assessed using confirmatory factor analysis, while relationships between variables were tested through Structural Equation Modeling. Reliability and validity were confirmed with Cronbach's alpha, Average Variance Extracted (AVE), and Fornell-Larcker criteria, ensuring methodological rigor. **Results:** Findings revealed that Price, Promotion, People, and Physical Evidence significantly influenced consumer experience, which in turn affected demand and distribution channels. Conversely, Product and Process showed no significant effect, while Place demonstrated only a minor role. The model presented excellent fit indices, confirming validity and robustness. **Conclusions:** The results emphasize the importance of service quality and personalized offerings in shaping consumer experience. Adopting a customer-centric approach that highlights tangible service quality and creates positive experiential value is essential to boost demand, foster loyalty, and strengthen competitiveness. These insights provide guidance for the airline industry to align service delivery with consumer expectations and support sustainable growth in Thailand's charter airline market.

Keywords : Charter Airline, Consumer Experience, Distribution Management, Transportation, Logistics, Trade, Thailand.

JEL Classification Code : M31, R41, L93

1. Introduction

In recent years, the aviation industry in Thailand has experienced significant growth (Law, 2022), driven by increasing domestic travel, expanding tourism sectors, and rising demand for flexible transportation options. Among

these (Phakamach, et al., 2025; Rakklin et al, 2025), charter airline services have emerged as a critical component of the transportation ecosystem, offering personalized, on-demand travel solutions that cater to diverse consumer needs. Despite this growth, understanding the factors that influence consumer demand for charter airline services remains

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limited, particularly when viewed through the lens of consumer experience. While economic, regulatory, and operational factors also play crucial roles in shaping demand, this study focuses on consumer experience because it directly reflects the service quality, personalization, and emotional engagement that drive customer loyalty in the charter airline segment elements that traditional demand analyses often overlook (Champeechoensuk et al., 2024), especially from a consumer experience perspective that can inform better distribution management and transportation strategies. This gap is significant because prior studies on aviation and charter services have focused primarily on operational efficiency, pricing strategies, or safety perceptions, with far less attention to how experiential factors shape demand in niche air travel markets. Our study addresses this by integrating consumer experience into the demand analysis, specifically in the context of Thailand's evolving charter airline sector. Additionally, this study emphasizes the role of logistics and trade flows from a business perspective, highlighting how distribution efficiency supports Thailand's aviation competitiveness.

Charter airlines provide a distinct alternative to scheduled commercial flights (Ramos-Pérez, 2023), offering advantages such as flexibility in scheduling, privacy, and tailored travel experiences. As the demand for such services escalates, it becomes crucial for operators and stakeholders to analyze not only the quantitative aspects such as pricing and availability but also the qualitative dimensions (Samunderu, 2024), including consumer perceptions, preferences, and overall experience. Recognizing how these experiential factors influence demand can help airlines optimize their distribution channels, improve customer satisfaction, and develop more targeted marketing strategies (Rodríguez & O'Connell, 2017).

The concept of consumer experience has gained prominence in recent years as a key determinant of customer loyalty and demand (Ali et al., 2025). In the context of airline services, consumer experience encompasses multiple touchpoints, including booking processes, in-flight comfort, customer service, accessibility, and post-flight interactions. A positive experience can lead to increased customer retention (Bakir et al., 2025), word-of-mouth promotion, and a stronger competitive advantage, especially within niche markets like charter services. Therefore, integrating consumer experience insights into demand analysis offers a comprehensive approach to understanding the dynamic interactions between consumers and service providers (Lohmann & Peres de Oliveira, 2025).

Thailand's geographic diversity, vibrant tourism industry and increasing economic development make it an attractive market for charter airline services (Piboonrunroj et al., 2021). However, the highly competitive environment,

characterized by intense rivalry among domestic charter operators, increasing entry of international private jet companies, aggressive promotional pricing, and diversification of service offerings such as luxury tourism packages and corporate shuttle services, together with evolving customer expectations, necessitate a strategic understanding of demand drivers beyond traditional factors. In addition, the rising trend of green airlines (Tandamrong & Laphet, 2025), which emphasize eco-friendly operations, sustainable fuels, and lower carbon emissions, has started to reshape consumer preferences and competitive dynamics in the aviation sector. Incorporating the consumer experience into demand analysis aligns with modern marketing principles, such as the 7P's marketing mix, emphasizing product quality, process efficiency, and physical evidence that shape customer perceptions (Elgarhy & Mohamed, 2022).

Furthermore, the distribution of charter services in Thailand involves various channels including direct booking, online platforms (Banomyong & Supatn, 2011), travel agencies, and corporate partnerships that influence consumer access and engagement. Effective distribution management must consider not only logistical efficiency but also how consumer experience at each touchpoint influences their purchasing decisions (Halb & Seebacher, 2021). Enhancing these touchpoints based on consumer feedback can lead to increased demand and loyalty within the charter airline segment.

This study aims to analyze the demand for charter airline services in Thailand through the lens of consumer experience, providing valuable insights into how service providers can adapt their distribution strategies to meet evolving consumer expectations. By examining factors such as perceived value, customer satisfaction, ease of access, and service quality, the research seeks to identify key leverage points for enhancing distribution management and optimizing transportation systems. Insights derived from this analysis can guide stakeholders in designing more consumer-centric models that foster sustainable growth and competitive differentiation in the Thai aviation market.

In summary, this research addresses a vital gap in understanding the complex interplay between consumer experiences and demand for charter airline services in Thailand. By integrating consumer insights into distribution and transportation planning, airlines can develop more responsive, efficient, and customer-focused strategies. The findings are expected to contribute to the broader discourse on transportation service management and provide practical implications for industry practitioners seeking to strengthen their market position in an increasingly demanding environment.

2. Literature Review

2.1. Charter Airline Services

Charter airline services have experienced notable growth across the global and regional transportation markets, driven by their inherent flexibility (Walters & Van Isacker, 2025), exclusivity, and ability to cater to niche customer segments. Unlike scheduled commercial airlines that operate on fixed timetables, charter operators provide on-demand flights tailored to specific client needs, allowing customization in scheduling (Sant, 2025), routes, and onboard services. This adaptability makes charter services particularly attractive to diverse customer groups, including business travelers, tourists seeking private or luxury experiences, government officials and corporate groups requiring flexible and secure transportation options (Braga da Costa Campos & Rodrigues, 2025).

In Thailand, this trend is especially pertinent given the country's strategic geographic location, burgeoning tourism sector, and expanding economic activities. The increasing influx of international tourists, combined with a growing domestic affluent class, has augmented the demand for personalized travel experiences. The rise of luxury tourism, along with government and business needs for efficient travel, has further stimulated the growth of charter aviation in the region. Studies reveal that Thai consumers and corporate clients tend to prioritize factors such as time efficiency, privacy, and comfort over cost considerations when selecting charter services, especially for high-net-worth individuals and influential business executives (Zaidi, 2024).

Additionally, the competitiveness of the Thai aviation market depends significantly on effective marketing strategies, the availability of flexible and user-friendly booking channels, and the quality of customer service provided (Hoang et al., 2025). In recent years, technological advancements such as online booking platforms, real-time service customization, and digital communication channels have become essential tools for attracting and retaining customers. Despite these innovations, challenges such as regulatory requirements, infrastructure limitations at regional airports, and competitive pricing pressures influence the development trajectory of charter services in Thailand (Liang, 2024).

Understanding these contextual factors is vital for airlines and service providers seeking a competitive edge in Thailand's dynamic aviation landscape. Tailoring offerings to meet the specific demands of Thai consumers who increasingly value personalized, high-quality, and efficient travel solutions can foster sustainable growth and enhance consumer satisfaction in this expanding market.

2.2. Consumer Experience

Consumer experience has become a central focus in service marketing (Gentile et al., 2007), especially within the airline industry. It encompasses all interactions a customer has with a service provider, from pre-purchase research and booking to in-flight services and post-travel feedback (Raza et al., 2025). A positive consumer experience influences customer satisfaction, loyalty, and word-of-mouth promotion, which are critical in highly competitive markets (Chen, 2025).

In the context of airline services, research shows that factors such as ease of booking, comfort during travel, quality of customer service, safety perceptions, and emotional engagement significantly influence overall experience. With technological advances, digital touchpoints such as mobile apps, websites, and social media platforms have become crucial in shaping customer perceptions and providing seamless interactions. Personalized services, transparency, and quick problem resolution further enhance the consumer experience (Tiutiu et al., 2025).

Consumer experience is also linked to perceptions of value and trust, which influence repeat business and brand loyalty. For niche services like charter flights, where the service is customized, understanding individual customer preferences is essential for delivering an exceptional experience (Li et al., 2025). Studies suggest that delivering consistent quality across all touchpoints and actively listening to customer feedback lead to improved satisfaction and demand (Westgarth, 2025). As competition increases, airlines that effectively manage and enhance the consumer experience can differentiate themselves and gain a sustainable competitive advantage.

In Thailand's vibrant tourism and business environment, consumer expectations continue to evolve, emphasizing convenience, personalization, and emotional engagement. Airlines that prioritize understanding and improving the consumer experience are better positioned to meet demand and foster long-term customer relationships.

2.3. Distribution Management and Transportation Systems

Effective distribution management and transportation systems are vital components of the airline industry, impacting service accessibility, operational efficiency, and customer satisfaction. Distribution management involves the planning, implementation, and control of the flow of services and information from service providers to consumers through various channels, such as travel agencies, online platforms, and direct booking systems (Wei et al., 2019; Laphet et al., 2025)

In the airline sector, particularly for charter services, distribution channels are critical for reaching target customer segments and providing easy access to services. Today, digital distribution platforms (Dent & White, 2018), including mobile apps and real-time booking systems, serve as primary touchpoints for customers, requiring seamless integration and user-friendly interfaces. Efficient distribution management ensures that availability, pricing, and service information are synchronized across channels to avoid discrepancies and enhance customer trust (Wen et al., 2025).

Transportation systems, on the other hand, relate to the logistical coordination of flights, ground services, and infrastructure that enable smooth operations. Advances in technology (Qian et al., 2025), such as real-time tracking, automated scheduling, and integrated logistics platforms, have streamlined transportation systems, reducing delays and improving service reliability. Robust transportation infrastructure, including airport facilities and ground handling services, complements these systems and directly affects consumer experience (Bang et al., 2025; Laphet et al., 2025).

In Thailand, a rapidly developing tourism industry necessitates effective distribution and transportation strategies to meet fluctuating demand. Ensuring widespread accessibility and reliable services through strategic channel management can significantly influence consumer demand for charter airlines. Moreover, incorporating consumer feedback into distribution planning can optimize service delivery, increase convenience, and enhance overall customer satisfaction. This holistic approach contributes to building competitive advantages and ensuring sustainability in a dynamic airline market.

2.4. 7P's Marketing Mix

The 7P's marketing mix extends the traditional 4P's framework Product, Price, Place, Promotion by incorporating three additional elements: People, Process, and Physical Evidence (Ravangard et al., 2020). This expanded model offers a comprehensive approach to managing service marketing, especially within the service industries such as aviation, hospitality, and tourism, where customer experience and service delivery play critical roles (Rafiq & Ahmed, 1995; Saidani & R. Sudiarditha, 2019).

Product in airline services encompasses both the tangible and intangible components, including flight safety, comfort, and in-flight amenities. For charter airlines, customization and flexibility are key aspects, enabling tailored travel experiences that differentiate them from scheduled airlines (Orientani & Akbara, 2025). The Price element involves not only the fare but also value perception, including factors like exclusivity, convenience, and additional services. Dynamic pricing strategies are often employed to respond to demand

fluctuations and customer segmentation. Place refers to the distribution channels through which customers can access services. For charter airlines, this includes direct booking via websites, mobile apps, travel agencies, and corporate partnerships. Ensuring wide and seamless accessibility is vital to capture demand effectively (Nisa et al., 2025). Promotion involves communication strategies aimed at attracting and retaining customers, including advertising, digital marketing, and relationship management. Given the personalized nature of charter services, targeted marketing and direct engagement are particularly effective. The People aspect emphasizes the role of staff and crew in delivering superior service experiences. Skilled, empathetic, and professional personnel can significantly influence customer satisfaction and loyalty, especially in niche markets. Process pertains to the procedures and operational flow that ensure efficient service delivery. For charter airlines, streamlined booking, scheduling (Aldani, 2025), and onboarding processes are crucial in managing customer expectations and operational efficiency.

Finally, Physical Evidence includes tangible cues that influence customer perceptions, such as the quality of aircraft, airport lounges, and branding elements. High-quality physical evidence reinforces the service promise and enhances overall customer experience (Nguyen et al., 2025)

Applying the 7P's framework allows airlines, especially niche providers like charter services, to develop consumer centric strategies that address diverse touchpoints, optimize service delivery, and differentiate their offerings in competitive markets.

To create a smoother transition from the preceding discussion of the 7Ps to the research hypotheses, each hypothesis is directly linked to specific factors discussed above. For example, H1a relates to how product customization might affect consumer experience, H1b considers the role of perceived value from pricing, H1c links accessibility of booking channels to consumer perceptions, and so forth. Based on the above findings, the following hypotheses were proposed.

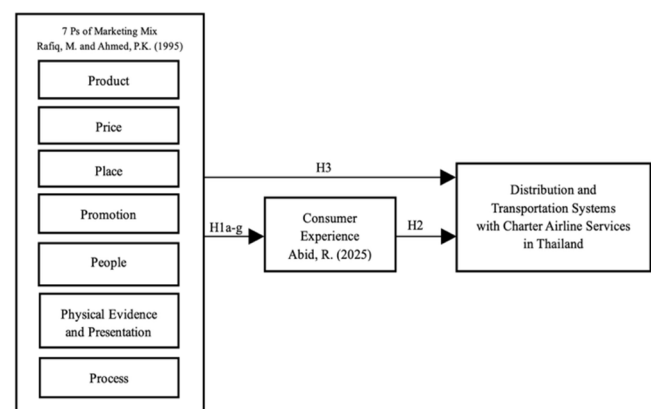


Figure 1: Research Conceptual Framework

- H1a:** Product has a relationship and Consumer Experience
H1b: Price has a relationship and Consumer Experience
H1c: Place has a relationship and Consumer Experience
H1d: Promotion has a relationship and Consumer Experience
H1e: People has a relationship and Consumer Experience
H1f: Physical Evidence and Presentation has a relationship and Consumer Experience
H1g: Process has a relationship and Consumer Experience
H2: Consumer Experience has a relationship and Distribution and Transportation Systems
H3: 7Ps of Marketing Mix has a relationship and Distribution and Transportation Systems

3. Research Methods

3.1. Data Analysis

“Demand Analysis of Charter Airline Services in Thailand: Consumer Experience Perspective for Enhanced Distribution, Logistics, Trade, and Transportation Systems in Business Context” Data collection was carried out online through popular social media channels such as Facebook and LINE, leveraging Google Forms to facilitate widespread and efficient distribution. The survey was accessible for ten days and garnered a total of 310 completed responses, achieving a 100% response rate (Hair et al., 2010). The questionnaire, designed with Google Forms, was shared directly via QR codes and embedded links posted at relevant locations, including race sites and social media platforms, with strict adherence to confidentiality and anonymity protocols to encourage honest and reliable responses.

The survey instrument was structured into four sections: the first gathered demographic data such as age, gender, education, income, and travel habits; the second assessed perceptions and preferences related to the 7P's marketing mix Product, Price, Place, Promotion, People, Process, and Physical Evidence using a five-point Likert scale; the third measured respondents' overall travel experiences, satisfaction, and factors influencing their airline choices to understand the role of consumer perceptions in demand; and the fourth examined awareness of distribution channels, transportation logistics, and expectations regarding charter airline services within Thailand's transportation system. Prior to data collection, a pilot test with 30 participants indicated high internal consistency (Cronbach's alpha = 0.870), and content validity was confirmed by experts with IOC scores above 0.70, ensuring the instrument's reliability and validity.

Data analysis involved multiple stages, including descriptive statistics to summarize demographic and main variables, confirmatory factor analysis (CFA) to validate the

measurement model and assess convergent and discriminant validity, and SEM to test the hypothesized relationships within the model. Model fit was evaluated. Reliability was verified through Cronbach's alpha, while construct validity was established using Average Variance Extracted (AVE) and the Fornell-Larcker criterion. Bootstrap resampling techniques were applied to generate confidence intervals for path coefficients, supporting hypothesis testing at a significance level of $p < 0.05$. Ethical approval for this study was granted by the ethics committee of Burapha University under approval number IRB2-119/2568.

4. Results

Based on data collected from 310 respondents, the findings highlight key aspects of consumer behavior and demographics relevant to charter airline services in Thailand. Notably, all respondents (100%) reported having participated in charter flights more than once, indicating a strong repeat demand within this target population.

The primary demographic was females, accounting for 51.0%, closely followed by males at 49.0%. The most represented age group was 20-29 years old, comprising 36.8% of respondents, with the 30-39 age group at 24.5%. Other age segments, such as 40-49 and 50-59, constituted smaller proportions. In terms of occupation, the largest segment was entrepreneurs and business owners, representing 42.3% of respondents. This was followed by corporate employees, with smaller groups of self-employed individuals and civil servants. Regarding income levels, most respondents earned between 45,001 and 55,000 Baht (26.1%), followed by those earning between 15,001-25,000 Baht and 25,001-35,000 Baht. Few respondents reported monthly incomes exceeding 55,000 Baht.

Analysis of participation frequency indicated that most respondents attended charter flights twice, emphasizing repeat usage and potential loyalty within this market segment. Additionally, the model's fit statistics are summarized in Table 1, providing an evaluation of its robustness in assessing consumer preferences and experiences related to charter airline services.

This consumer profile offers valuable insights into demand patterns for charter airlines in Thailand, aiding in the development of strategies for optimized distribution management and improved transportation systems tailored to enhance consumer experience.

Table 1: Summarizes the Fit Statistics of the Measurement Model

	Saturated model Value	Estimated model Value
SRMR	0.046	0.053
dULS	0.963	1.307
dG	0.684	0.693

Note: RMSEA = Root means square error approximation.

Table 1. The study investigated tourists' environmental perceptions, motivations, and behavioral intentions related to the Green Marathon. The measurement model's fit was evaluated using several indices summarized in Table 1. The RMSEA value of 0.046 and below the recommended thresholds of 0.08, indicating an excellent model fit.

The assessment of the measurement model adhered to the guidelines proposed by Hair et al. (2017), focusing on evaluating the reliability, convergent validity, and discriminant validity of the fundamental constructs. A thorough validation process was conducted to ensure the robustness of the measurement instruments used in this research. The questionnaire items designed to measure each construct were carefully reviewed, with results shown in Table 2 confirms that the measurement model has excellent reliability and validity. All factor loadings exceed 0.70, with values from 0.715 to 0.976 and t-values well above 25, indicating strong item reliability. Composite reliability (CR) is above 0.90 for most constructs (e.g., "Product" CR = 0.980, "Distribution and Transportation" CR = 0.920), and Cronbach's alpha also exceeds 0.70, confirming internal consistency. The AVE scores, ranging from 0.657 to 0.904,

demonstrate good convergent validity.

VIF values between 1.000 and 4.418 are below the threshold of 5.0, indicating no multicollinearity issues. Overall, these results affirm that the measurement scales are both reliable and valid for analyzing consumer perceptions in the charter airline industry. Table 3 displays the results of the discriminant validity assessment using the Fornell–Larcker criterion. According to established guidelines, discriminant validity is established when the square root of the average variance extracted (AVE) for each construct exceeds its highest correlation with any other construct in the model (Fornell & Larcker, 1981). The results show that the square root of the AVE for each construct Product (0.951), Price (0.850), Place (0.953), Promotion (0.917), People (0.886), Physical Evidence (0.885), Process (0.952), Consumer Experience (0.846), Distribution and Transportation Systems (0.870) are all higher than their highest correlations with other constructs. This indicates good discriminant validity, confirming that each construct is distinct and measures a unique aspect of the studied concepts.

Table 2: Measurement Model Results.

Constructs	Measurement Label	Loading	t-value
1. Product (PD) VIF =1.078; CR= .980; α = .948; AVE = .904	1a. Reputation and Good Image of the Charter Airline	0.985	3.376
	1b. Direct Flights and Routes Meeting Customer Needs	0.942	3.352
	1c. Security of Assets and Baggage	0.924	3.306
2. Price (PR) VIF =1.157; CR= .883; α = .813; AVE = .772	2a. Standard and Reasonable Fare Prices Corresponding to Service Quality	0.922	9.225
	2b. Fare Prices Reasonable for Distance	0.931	40.402
	2c. Fare Prices Suitable for Quality and Travel Comfort	0.950	26.029
3. Place (PL) VIF =1.023; CR= .958; α = .929; AVE = .873	3a. Diverse and easily accessible purchasing options	0.922	7.437
	3b. Call Center services available 24/7 for ticket reservations and other services	0.931	8.707
	3c. Easy cancellation or changes to bookings via various systems	0.950	9.075
4. Promotion (PM) VIF =1.068; CR= .980; α = .905; AVE = .840	4a. Effective and accessible publicity campaign	0.949	13.103
	4b. Regular promotional activities offering discounts and special privileges	0.976	13.930
	4c. Ability to change travel dates and times with minimal cost	0.817	8.751
5. People (PP) VIF =1.204; CR= .886; α = .865; AVE = .785	5a. Staff attentive, friendly, and enthusiastic in service	0.864	27.723
	5b. Polite, well-mannered staff with good personalities	0.897	32.963
	5c. Efficiency of ground staff work performance	0.897	46.111
6. Physical Evidence (PH) VIF =1.122; CR= .861; α = .861; AVE = .784	6a. Comfortable onboard amenities such as seats, aisles, restrooms, and entertainment systems	0.946	24.112
	6b. Modern aircraft tickets and equipment	0.972	35.168
	6c. Clean interior cabin and restrooms	0.715	8.696
7. Process (PO) VIF =1.053; CR= .905; α = .869; AVE = .657	7a. Fast and convenient ticket booking for charter flights	0.952	16.304
	7b. Quick boarding process for passengers	0.927	15.271
	7c. Scheduled arrival and departure times with clear timing	0.976	18.011
8. Consumer Experience (CX) VIF =1.000; CR= .913; α = .899; AVE = .715	CX1. Convenience in booking charter flights is important for my satisfaction.	0.767	17.870
	CX2. In-flight services such as cleanliness, and friendly staff, influence my loyalty to the charter airline.	0.770	18.710
	CX3. Receiving flight information and guidance in advance makes me more confident in using the charter airline services.	0.911	64.637
9. Distribution and Transportation Systems (DTS) VIF =1.000; CR= .0920; α = .894; AVE = .757	DTS1. Access to online booking channels (website, app) makes it more convenient for me to reserve services.	0.844	0.844
	DTS2. Good management and stock control systems reassure me about the availability of charter flight options.	0.909	0.909
	DTS3. Providing in-depth information about routes, prices, and schedules through sales channels influence my decision to use the service.	0.909	0.909

Table 3: Discriminant Validity Using the Fornell–Larcker Criterion

Construct	Mean	S.D.	PD	PR	PL	PM	PP	PE	PO	CX	DTS
Product (PD)	4.0161	.87151	0.951								
Price (PR)	4.1548	.73371	0.264	0.850							
Place (PL)	4.1323	.74032	0.066	0.272	0.935						
Promotion (PM)	4.3129	.68943	0.034	0.253	0.198	0.917					
People (PP)	4.4570	.61980	0.071	0.171	0.120	0.164	0.886				
Physical Evidence (PE)	4.4269	.64098	0.028	0.085	0.115	0.018	0.293	0.885			
Process (PO)	4.3065	.69440	0.009	0.064	-0.030	-0.104	0.245	0.220	0.952		
Consumer Experience (CX)	4.3587	.58534	0.011	0.060	-0.017	-0.116	0.138	0.192	0.147	0.846	
Distribution and Transportation Systems (DTS)	4.2694	.62901	0.033	0.014	-0.008	-0.142	0.084	0.080	0.038	0.234	0.870

Notes: the values of the square root of AVE are presented through the italicized diagonal elements. the other elements present the mutual correlations among the constructs.

Table 4: Path Analyses (direct effects).

Direct Effect	Path	t-Value	P-Values	Results
H1a	PD→CX	1.189	0.234	Rejected
H1b	PR→CX	3.822	0.000	Accepted
H1c	PL→CX	1.715	0.086	Rejected
H1b	PM→CX	3.180	0.001	Accepted
H1e	PP→CX	3.906	0.000	Accepted
H1f	PE→CX	2.046	0.041	Accepted
Hg	PO→CX	1.573	0.116	Rejected
H2	CX→DTS	3.967	0.000	Accepted
H3	7Ps→DTS	4.531	0.000	Accepted

Notes: 7Ps of Marketing Mix (7Ps)

Table 4. The results of the hypothesis testing within the 7Ps marketing model are summarized as follows. The effect of Product (PD) on Customer Experience (CX) was not statistically significant, with a t-value of 1.189 and a p-value of 0.234, leading to the rejection of H1a. Similarly, the impact of Place (PL) on CX was also not significant (t = 1.715, p = 0.086), resulting in the rejection of H1c. In contrast, Price (PR) showed a significant positive effect on CX (t = 3.822, p = 0.000), supporting H1b. Promotion (PM) also had a significant impact (t = 3.180, p = 0.001), leading to its acceptance. Additionally, People (PP) and Physical Evidence (PE) positively influenced CX significantly (t = 3.906, p = 0.000; t = 2.046, p = 0.041 respectively), confirming H1e and H1f. Conversely, Process (PO) did not exhibit a significant effect (t = 1.573, p = 0.116), and thus Hg was rejected. Lastly, CX significantly affected Distribution and Transportation Systems (DTS) (t = 3.967, p = 0.000), supporting H2. Overall, these findings indicate that among the 7Ps, Price, Promotion, People, and Physical Evidence significantly influence Customer Experience, which in turn impacts distribution and transportation systems.

5. Discussion

This research highlights key factors influencing consumer demand for charter airline services in Thailand, with a focus on consumer experience and the 7Ps marketing mix. The findings confirm that price, promotion, people, and physical evidence significantly enhance consumer experience, consistent with existing literature on service quality and customer loyalty (Puteri & Jamiat, 2024).

The significant effect of price (H1b) indicates Thai consumers' sensitivity to fare competitiveness and perceived value. Despite the premium nature of charter services, price remains influential, suggesting airlines should adopt flexible pricing and communicate value effectively to attract high-value clients (Situmorang, 2023). Promotion (H1d) also plays a vital role, emphasizing the need for targeted marketing strategies that leverage digital channels and personalized offers, especially within Thailand's vibrant tourism market. (Gouda & Halim, 2025)

The importance of People (H1e) and Physical Evidence (H1f) underscores the value of well-trained staff and high-quality assets, such as aircraft and onboard amenities, in shaping positive perceptions and fostering loyalty. Conversely, results showed that Product (H1a), Place (H1c), and Process (H1g) did not significantly impact consumer experience, possibly because personalized services reduce reliance on standard product features and operational procedures (Ho & Wang, 2020). This aligns with findings from select hospitality and private transport studies, where consumers valued bespoke, flexible services over standardized product attributes or rigid processes. In the Thai context, cultural emphasis on personalized care and relationship-based service may further reduce the salience of these conventional marketing mix elements.

Moreover, consumer experience (H2) significantly influences distribution and transportation systems, highlighting its role as both a demand driver and a feedback mechanism for improving logistics. Airlines that adapt to

consumer feedback can enhance operational efficiency and competitive differentiation) Asawawibul et al., 2025).

Overall, applying the 7Ps framework, aligned with consumer experience, provides a strategic approach to optimize distribution and transportation management. Tailoring services to meet regional demands considering Thailand's diverse geography and evolving customer expectations is crucial for sustainable growth. The study emphasizes that a holistic, customer-centric strategy focusing on service quality, personalization, and flexible channels will strengthen demand, increase loyalty, and support Thailand's aviation industry's long-term development (Saidani & R Sudiarditha, 2019).

6. Conclusions

This study provides key insights into demand drivers for charter airline services in Thailand, highlighting the importance of consumer experience and the extended 7Ps marketing mix. It finds that Price, Promotion, People, and Physical Evidence significantly influence customer perceptions and loyalty, which directly impact demand. A consumer-centric approach focused on service quality and physical amenities can boost demand through positive word-of-mouth and repeat business. The strong effect of consumer experience on distribution and transportation emphasizes integrating service quality with logistics and operational efficiency. Effective channels like online booking, mobile apps, and targeted promotions are crucial for seamless access and customer retention in Thailand's competitive aviation market. The findings suggest that airlines should prioritize personalized interactions and invest in high-quality physical evidence to differentiate themselves. Additionally, incorporating consumer feedback into distribution strategies enhances responsiveness and resilience of transportation systems. Overall, adopting a holistic, customer-focused strategy leveraging the extended marketing mix can foster demand growth and long-term competitiveness. Policymakers and industry players should support flexible, technology-driven distribution channels that improve customer experience, reinforcing Thailand's position as a regional hub for luxury and personalized charter services. Future research could examine long-term changes in consumer preferences and emerging digital technologies to strengthen strategic decision-making in this sector. From a business perspective, strengthening logistics operations and trade-related distribution systems is crucial to ensure efficiency and competitiveness in Thailand's charter airline sector.

7. Limitations and Avenues for Future Research

The online-only survey, conducted within a 10-day window, may have introduced selection bias by over-representing digitally active consumers. Lack of stratification by income or travel frequency limits the representativeness of the sample.

This study offers valuable insights but has limitations. Data was collected solely through online surveys, which may introduce bias due to self-reporting and social desirability. The sample of 310 respondents, mainly from digital platforms, might limit generalizability, especially to less tech-savvy or rural populations. The cross-sectional design captures perceptions at one point, restricting understanding of changes over time or impacts of market developments. Additionally, the study focused on consumer perceptions without examining factors like pricing strategies, regulations, or competitor actions that also influence demand.

Future research could include longitudinal studies to observe demand and loyalty trends over time. Exploring emerging technologies such as AI and mobile payments could reveal new ways to enhance consumer experience and distribution channels. Qualitative methods like interviews and focus groups would offer deeper insights into consumer motivations. Broadening the sample to include diverse demographic groups and third-party data sources can improve robustness and applicability, helping stakeholders better adapt to the sector's evolving landscape.

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