

การสังเคราะห์แนวคิดการสร้างแบรนด์และการจัดการโลจิสติกส์เพื่อเสริมสร้าง
ความได้เปรียบทางการแข่งขันของธุรกิจเครื่องแต่งกายทางการกีฬาในจังหวัดชลบุรี
BRANDING AND LOGISTICS MANAGEMENT FOR COMPETITIVE ADVANTAGE IN SPORTS
APPAREL BUSINESSES IN CHONBURI PROVINCE: A CONCEPTUAL SYNTHESIS

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บทคัดย่อ

อุตสาหกรรมเครื่องแต่งกายทางการกีฬามีบทบาทสำคัญต่อการพัฒนาเศรษฐกิจและอุตสาหกรรมกีฬา โดยเฉพาะอย่างยิ่งในกลุ่มวิสาหกิจขนาดกลางและขนาดย่อม (SMEs) ที่ต้องเผชิญกับการแข่งขันที่รุนแรง การสร้างแบรนด์และกระบวนการจัดการโลจิสติกส์ถือเป็นปัจจัยเชิงกลยุทธ์ที่มีอิทธิพลต่อความสามารถในการแข่งขันของธุรกิจ งานวิจัยนี้มีวัตถุประสงค์เพื่อทบทวนและสังเคราะห์วรรณกรรมที่เกี่ยวข้องกับการสร้างแบรนด์ กระบวนการจัดการโลจิสติกส์ และความได้เปรียบทางการแข่งขันของธุรกิจเครื่องแต่งกายทางการกีฬาในบริบทของจังหวัดชลบุรี โดยใช้ระเบียบวิธีการทบทวนวรรณกรรมอย่างเป็นระบบ จากเอกสารทางวิชาการที่เชื่อถือได้ทั้งในและต่างประเทศ และคัดเลือกตามเกณฑ์ที่สอดคล้องกับวัตถุประสงค์ของการศึกษา ผลการทบทวนวรรณกรรมพบว่า การสร้างแบรนด์มีความสัมพันธ์กับความได้เปรียบทางการแข่งขันด้านความแตกต่างและความจงรักภักดีของลูกค้า ขณะที่กระบวนการจัดการโลจิสติกส์มีความสัมพันธ์กับความได้เปรียบทางการแข่งขันด้านต้นทุนและความรวดเร็วในการดำเนินงาน นอกจากนี้ การบูรณาการการสร้างแบรนด์ร่วมกับกระบวนการจัดการโลจิสติกส์สามารถเสริมสร้างความได้เปรียบทางการแข่งขันอย่างยั่งยืน งานวิจัยนี้จึงชี้ให้เห็นถึงความสำคัญของการบูรณาการทั้งสองปัจจัยในการอธิบายความได้เปรียบทางการแข่งขันของธุรกิจเครื่องแต่งกายทางการกีฬา และสามารถใช้เป็นแนวทางในการพัฒนากลยุทธ์สำหรับผู้ประกอบการ SMEs รวมทั้งเป็นฐานความรู้สำหรับการวิจัยในอนาคต โดยเฉพาะในบริบทของจังหวัดชลบุรี

คำสำคัญ: การสร้างแบรนด์, กระบวนการจัดการโลจิสติกส์, ความได้เปรียบทางการแข่งขัน, ธุรกิจเครื่องแต่งกายกีฬา

Abstract

The sports apparel industry plays an important role in economic development and the sports industry, particularly among small and medium-sized enterprises (SMEs) that face intense competition. Brand creation and logistics management processes are considered strategic factors that influence business competitiveness. This study aimed to review and synthesize literature related to brand creation, logistics management processes, and the competitive advantage of sports apparel businesses in the context of Chonburi Province. A systematic literature review methodology was employed, using reliable academic documents from both domestic and international sources, which were selected according to criteria aligned with the objectives of the study. The literature review revealed that brand creation is related to competitive advantage in terms of differentiation and customer loyalty, whereas logistics management processes are related to competitive advantage in terms of cost and operational speed. In addition, the integration of brand creation with logistics management processes can strengthen sustainable competitive advantage. Therefore, this study highlights the importance of integrating these two factors in explaining the competitive

advantage of sports apparel businesses and can serve as a guideline for developing strategies for SME entrepreneurs, as well as a knowledge base for future research, particularly in the context of Chonburi Province.

Keywords: Branding creation, Logistics management processes, Competitive advantage, Sports apparel business

Introduction

The sports apparel industry is an industry that plays a significant role in economic development and the sports industry, as it is connected to promoting exercise, health, and sports tourism, as well as creating added value for the country's textile and apparel industry (Watchravesringkan et al., 2013) Sports apparel businesses not only meet functional needs but also serve as important tools for creating brand image, value, and differentiation, which affect the business's long-term competitiveness (Belch & Belch, 2018)

However, sports apparel businesses in Thailand, particularly small and medium-sized enterprises (SMEs), face intense competition from international brands, rapid changes in consumer behavior, and resource constraints in capital, technology, and management capabilities. This necessitates Thai entrepreneurs to develop strategies that can create differentiation and sustainably enhance competitiveness (Watchravesringkan et al., 2013).

Additionally, operational challenges, particularly in logistics and supply chain management processes, are critical factors affecting the efficiency and performance of sports apparel businesses. Issues related to costs, delays in product delivery, and inconsistencies between brand communication and product delivery may impact customer satisfaction and business image in the long term (Mentzer et al., 2001; Christopher & Peck, 2004).

Although previous research has extensively studied concepts of branding and logistics management processes, few studies have systematically linked branding and logistics management processes to competitive advantage in sports apparel businesses, especially in spatial contexts. Research focusing on sports apparel businesses in Chonburi Province, an area with potential in industry, tourism, and sports activities, remains limited. This indicates a lack of integrated understanding regarding the roles of branding and logistics management processes on competitive advantage in such contexts (Porter, 2008).

From the literature review, gaps remain in studies linking the relationship between branding and logistics management processes to competitive advantage of sports apparel businesses in the context of Chonburi Province, an area with potential for sports industry development. Therefore, this study aims to review and synthesize literature related to branding, logistics management processes, and competitive advantage to explain the conceptual relationships among these factors and provide a foundation for developing knowledge and strategic approaches appropriate for sports apparel businesses in the context of Chonburi Province.

Chonburi Province possesses strong potential in terms of economic development, sports tourism, and logistics systems, as it is part of the Eastern Economic Corridor (EEC). In addition, the province has continuously developed its infrastructure and promoted sports-related activities, thereby facilitating the operation of sports-related businesses, including sports apparel enterprises. Therefore, synthesizing the concepts of branding and logistics management for enhancing the competitive advantage of sports apparel businesses in the context of Chonburi Province is important for advancing knowledge and practical applications (Kamonmarl et al., 2023)

From the literature review, gaps remain in studies linking the relationship between branding and logistics management processes to competitive advantage of sports apparel businesses in the context of Chonburi Province

Literature Review Method

This article aimed to synthesize literature related to the relationship between branding and logistics management processes and competitive advantage of sports apparel businesses, focusing on explaining the roles of these variables in the context of small and medium-sized enterprises (SMEs), as well as conceptual

This article adopted a systematic literature review approach, utilizing academic sources from recognized databases including Google Scholar, Thai Journals Online (TCI), and Scopus, to cover both international and Thai research contexts.

Keywords used for searching include “brand creation”, “branding”, “logistics management”, “supply chain management”, “competitive advantage”, and “sports apparel”. The review focuses on documents published between 2015 and 2025 in both Thai and English to ensure relevance to contemporary competitive contexts.

The selection of literature was based on the following criteria: (1) relevance to the main variables, namely branding, logistics management processes, and competitive advantage; (2) credibility of publication sources such as academic journals, books, and theses; and (3) clarity of conceptual frameworks or findings that can be theoretically synthesized.

The selected literature was analyzed using a narrative synthesis approach to identify key concepts, patterns, and relationships among variables reported in previous studies. This article emphasizes conceptual explanation rather than empirical testing.

Literature Review

Branding in Sports Apparel Business

Concepts and Theories

The relationship between branding and competitive advantage is clearly explained in competitive strategy research, particularly Porter's (2008) concept proposing that differentiation is a key mechanism in creating competitive advantage. Creating a brand with clear identity and market positioning (Brand Identity and Brand Positioning) enables organizations to present value different from competitors and reduce sensitivity to price competition (Aaker, 1991; Belch & Belch, 2018).

Branding research also indicates that Brand Loyalty and Customer Experience play important roles in creating a stable customer base, which directly affects Customer Lifetime Value and supports long-term competitive advantage, especially in highly competitive industries such as the sports apparel industry (Belch & Belch, 2018).

Yanpitak (2023) examined brand value creation in online marketplace businesses and found that brand value is a key factor in enhancing competitiveness. Important dimensions include brand awareness, brand image, credibility, and customer loyalty. Effective digital communication and customer engagement contribute to stronger brand value and support sustainable competitive advantage in the online marketplace environment.

For the context of small and medium-sized enterprises (SMEs) in Chonburi Province, creating branding connected to local identity and economic contexts can help reduce resource constraints and create differentiation that is difficult to imitate. However, most research still lacks systematic studies linking

branding to competitive advantage in the context of SMEs in Thailand's sports apparel business, which reflects academic gaps requiring further study.

Seven Components of Branding

Branding is divided into seven main aspects: (1) Brand Identity, (2) Brand Image, (3) Brand Awareness, (4) Brand Loyalty, (5) Brand Communication, (6) Customer Experience, and (7) Brand Positioning.

Related Research

Belch & Belch (2018) explains that integrated marketing communication plays a significant role in creating brand message consistency, which helps enhance brand awareness and clear image in consumers' minds, affecting value perception and long-term purchase decision behavior. Furthermore, the strategic application of innovative marketing communication tools is essential to effectively enhance brand power. By creating differentiation and increasing brand recall, these tools enable brands to maintain a competitive advantage, especially in highly volatile and competitive markets.

Logistics Management Processes in Sports Apparel Business

Concepts and Theories

Logistics management is a process involving planning, implementing, and controlling the movement and storage of goods, services, and related information from origin to consumption points to meet customer requirements efficiently and at the lowest cost (Mentzer et al., 2001). Logistics management processes involve various dimensions including demand planning, material sourcing, production, delivery, returns, and operational support, all of which are interrelated and directly impact overall supply chain efficiency.

In competitive strategy contexts, efficient logistics management processes can create competitive advantage in cost reduction (Cost Leadership) and rapid responsiveness (Speed and Agility). According to Porter (2008), cost leadership is a key mechanism in creating competitive advantage, especially for businesses operating in markets with intense price competition. Reducing operational costs, improving distribution efficiency, and minimizing inventory can help businesses offer products at more competitive prices than competitors.

Klan Khamson (2023) investigated the selection of logistics service providers for e-commerce businesses and found that the key dimensions of logistics management include transportation, data management capabilities, service levels, and warehouse management. These factors significantly influence operational efficiency, cost reduction, and the ability to respond to customer demands, ultimately leading to the creation of competitive advantage. Furthermore, the effective integration of logistics components enhances organizational competitiveness and supports sustainable business growth.

Six Main Logistics Management Processes

Logistics management processes consist of six main processes:

1. **Customer Demand Planning** - Forecasting and analyzing customer needs to plan production and inventory appropriately.
2. **Material Sourcing** - Procuring raw materials and necessary resources from suppliers with appropriate quality and costs.

3. Production - Manufacturing processes that transform raw materials into finished products according to predetermined standards and specifications.

4. Product Delivery - Transporting and delivering finished products to customers at specified locations and times.

5. Product Returns - Managing the return process of products from customers, including defective products or products that do not meet specifications.

6. Operational Support - Supporting and maintaining all processes to ensure smooth operations, such as information systems, warehouse management, and operational monitoring.

Competitive Advantage

Concepts and Theories

Competitive advantage is the capability of an organization to create more value for customers than competitors, enabling sustainable profitability and market position (Porter, 2008). According to Porter's framework, competitive advantage can be created through three main strategies: (1) Cost Leadership, creating advantage by offering products or services at lower costs than competitors; (2) Differentiation, creating advantage through presenting unique products or services that customers perceive as different and valuable; and (3) Focus Strategy, concentrating on specific customer groups or market segments.

Dovbischuk (2022) examined the innovation-oriented dynamic capabilities of logistics service providers in rapidly changing and uncertain business environments. The study found that organizations need to enhance logistics flexibility and adaptability to cope with technological changes and evolving customer demands. These capabilities contribute to improving operational performance and sustaining long-term competitive advantage.

Three Dimensions of Competitive Advantage

Competitive advantage consists of three main dimensions:

1. Low Production Cost - Capability to reduce operational costs and present products at competitive prices through efficient resource management, production process improvement, and cost reduction in supply chains.

2. Differentiation from Competitors - Capability to create uniqueness and differentiation customers can perceive, whether in product design, quality, innovation, or brand image.

3. Rapid Response - Capability to respond quickly to market demand changes, reduce production and delivery times, and efficiently adapt to environmental changes.

Conceptual Framework

The conceptual framework derived from the literature synthesis suggests that the relationships among branding, logistics management processes, and competitive advantage in sports apparel businesses can be conceptually explained. A proposed framework consists of three main components:

1. Branding consisting of seven components: Brand Identity, Brand Image, Brand Awareness, Brand Loyalty, Brand Communication, Customer Experience, and Brand Positioning.

2. Logistics Management Processes consisting of six main processes: Customer Demand Planning, Material Sourcing, Production, Product Delivery, Product Returns, and Operational Support.

3. Competitive Advantage consisting of three dimensions: Low Production Cost, Differentiation from Competitors, and Rapid Response.

The proposed framework suggests that branding contributes to competitive advantage through differentiation and customer loyalty, while logistics management processes contribute to cost efficiency and operational responsiveness. Furthermore, the integration of these factors is expected to enhance sustainable commutative advantage.

Discussion

This article reviews and synthesizes literature related to branding, logistics management processes, and competitive advantage in sports apparel businesses. The findings from the literature indicate that competitive advantage does not arise from a single factor, but from the integration of marketing strategies and operational processes.

The findings from the literature suggest that branding plays a significant role in creating competitive advantage through differentiation and customer loyalty. Brands with clear identity, consistent communication, and perceived value can enhance differentiation and reduce price sensitivity. Meanwhile, logistics management processes contribute to competitive advantage through cost efficiency and operational responsiveness.

Furthermore, the findings from the literature indicate that the integration of branding and logistics management processes is a key mechanism for achieving sustainable competitive advantage. When these factors are aligned, they enhance both emotional and functional value, creating advantages that artificial to imitate.

Theoretical Benefits

Theoretically, this study contributes to expanding knowledge on competitive advantage by presenting integrated explanations of relationships between branding and logistics management processes, which helps fill gaps in research that typically studies each factor separately. Such synthesis helps elevate competitive advantage explanations from component perspectives to more systemic perspectives.

Practical Benefits

Practically, study findings indicate that sports apparel business entrepreneurs, especially small and medium-sized enterprise entrepreneurs, should prioritize developing branding alongside consistently improving logistics management processes. Investing in branding alone or focusing solely on logistics efficiency may not be sufficient for creating long-term advantages; rather, integrating both aspects will help enhance competitiveness, reduce resource constraints, and support sustainable business growth.

Recommendations for Entrepreneurs

1. Develop brand identity connected to local contexts and create clear differentiation.
2. Create integrated brand communication systems consistent across both online and offline channels.
3. Improve logistics processes to reduce costs and increase speed of response.
4. Integrate brand promises with product and service delivery to create consistent experiences.
5. Develop data analysis capabilities to connect marketing data with logistics management.

Limitations and Recommendations for Future Research

This study is a literature review focusing on theoretical knowledge synthesis; therefore, future research should conduct empirical studies to test relationships among variables in real contexts, particularly in Chonburi Province areas. Additionally, further studies should examine moderating or mediating factors that may affect relationships among variables, such as business size, industry experience, and digital

technology usage. Qualitative studies to gain in-depth understanding of mechanisms for integrating branding and logistics processes would also benefit future knowledge development.

Conclusion

This literature review suggests that the competitive advantage of sports apparel businesses can be explained through the integrated relationships between branding and logistics management processes, serving as both a conceptual framework and a practical approach for developing strategies and improving business operations. Integrating both factors is considered for enhancing sustainable competitive advantage for SME entrepreneurs in the sports apparel industry, particularly in the context of Chonburi Province, which has strong potential for sports industry and sports tourism development.

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