

แนวทางการฟื้นฟูแบรนด์ของคลินิกเสริมความงามในประเทศไทย: ศึกษาบทบาทของการความเชื่อมั่นต่อ
แบรนด์ ประสบการณ์ผู้บริโภคต่อแบรนด์ และคุณค่าที่ผู้บริโภครับรู้

REVITALIZING BRANDS IN AESTHETIC CLINIC IN THAILAND: THE ROLES OF BRAND
CREDIBILITY, BRAND EXPERIENCE, AND BRAND PERCEIVED VALUE

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บทคัดย่อ

อุตสาหกรรมคลินิกความงามในประเทศไทยได้กลายเป็นส่วนสำคัญของตลาดสุขภาพและการดูแลสุขภาพเชิงป้องกัน แต่ยังคงเผชิญกับความท้าทายด้านการเปิดบริการที่มากเกินไป การแข่งขันด้านราคา และการทำให้บริการกลายเป็นสินค้าเชิงมาตรฐาน การศึกษานี้มุ่งวิเคราะห์ว่า ความน่าเชื่อถือของแบรนด์ ประสบการณ์แบรนด์ และการรับรู้คุณภาพ มีอิทธิพลต่อการฟื้นฟูแบรนด์ในภาคธุรกิจที่มีการแข่งขันสูงนี้ อย่างไร โดยเก็บข้อมูลจากผู้ตอบแบบสอบถามจำนวน 506 คน ที่เคยใช้บริการคลินิกความงามภายในระยะเวลา 12 เดือนที่ผ่านมา และทำการวิเคราะห์ด้วยการถดถอยเชิงเส้นพหุคูณ (MLR) ผลการวิจัยพบว่า โมเดลสามารถอธิบายความแปรปรวนของการฟื้นฟูแบรนด์ได้ 79.1% ($R^2 = 0.791$; Adjusted $R^2 = 0.785$) ซึ่งถือว่ามีอำนาจอธิบายสูง ผลการวิเคราะห์ชี้ให้เห็นว่า มิติของความน่าเชื่อถือ ได้แก่ ความน่าไว้วางใจ ความเชี่ยวชาญ และความสม่ำเสมอ มีอิทธิพลเชิงบวกต่อการฟื้นฟูแบรนด์ ขณะที่มิติด้านความน่าดึงดูดใจและการสื่อสารไม่พบอิทธิพล ส่วนของการรับรู้คุณภาพ พบว่าเฉพาะมิติการรับรู้คุณค่าเท่านั้นที่มีนัยสำคัญ แสดงให้เห็นว่าผู้บริโภคให้ความสำคัญกับความคุ้มค่าของบริการมากกว่าตัวชี้วัดคุณภาพอื่น ๆ ขณะที่ประสบการณ์แบรนด์ปรากฏว่าเป็นปัจจัยที่มีอิทธิพลมากที่สุด โดยประสบการณ์ทางอารมณ์ การมีส่วนร่วมทางพฤติกรรม และการปฏิสัมพันธ์กับลูกค้า มีอิทธิพลเชิงบวก ขณะที่ประสบการณ์ทางปัญญากลับมีอิทธิพลเชิงลบ ผลลัพธ์เหล่านี้สะท้อนว่าการฟื้นฟูแบรนด์ที่ประสบความสำเร็จจำเป็นต้องสร้างความน่าเชื่อถือ เสริมสร้างประสบการณ์เชิงมีส่วนร่วม และเน้นการรับรู้คุณค่า การศึกษานี้มีคุณูปการทั้งด้านทฤษฎีและการปฏิบัติ โดยเสนอแนวทางสำหรับคลินิกความงามในการรักษาความสามารถในการแข่งขันและเสริมสร้างความภักดีของผู้บริโภคในตลาดที่มีการแข่งขันสูง

คำสำคัญ: ความรักที่มีต่อแบรนด์, การโปรโมทโดยคนดัง, การตลาดเชิงประสบการณ์, คุณค่าที่ผู้บริโภครับรู้

ABSTRACT

The aesthetic clinic industry in Thailand has become a vital part of the healthcare and wellness market, yet it faces challenges of oversupply, price competition, and service commoditization. This study investigates how brand credibility, brand experience, and perceived quality influence brand revitalization in this competitive sector. Data were collected from 506 valid respondents who had visited aesthetic clinics in the past 12 months. Multiple linear regression (MLR) was employed to examine the relationships between the independent variables and brand

revitalization. The model explained 79.1% of the variance ($R^2 = 0.791$; Adjusted $R^2 = 0.785$), indicating strong explanatory power. Results reveal that credibility dimensions such as trustworthiness, expertise, and consistency significantly enhance revitalization, while attractiveness and communication showed no effect. For perceived quality, only perceived value was significant, suggesting that consumers emphasize value-for-money assessments over other quality indicators. Brand experience emerged as the strongest driver, with emotional experience, behavioral engagement, and customer interaction exerting positive effects, while cognitive experience showed a negative influence. These findings highlight that successful brand revitalization requires building credibility, enhancing experiential engagement, and reinforcing value perception. The study contributes to both theory and practice by offering insights into how aesthetic clinic brands can sustain competitiveness and strengthen consumer loyalty in a saturated market.

Keywords: Brand Revitalization, Brand Credibility, Brand Experience, Perceived Quality

INTRODUCTION

The aesthetic clinic industry in Thailand has grown into a pivotal sector within the broader healthcare and wellness economy, underpinned by strong demographic demand, affordability, and medical expertise. In 2023, the Thai aesthetic medicine market was valued at THB 51.3 billion (USD 1.46 billion) and is projected to nearly double by 2030, reflecting a compound annual growth rate of 11.6% (Davtyan et al., 2024; Jitanan et al., 2025; Yin, 2014). This expansion is fueled by heightened consumer awareness of health and beauty, rapid medical technology advancements, and Thailand's reputation as a global hub for medical tourism (Velázquez & Ramos, 2019). Social media platforms such as Instagram, Facebook, and TikTok have further amplified demand, particularly among Generations Y and Z, who increasingly perceive aesthetic care as an integral part of self-expression and lifestyle identity (Hui et al., 2015; Koh, 2017; Pai et al., 2024).

Despite such robust growth, the industry faces formidable challenges. Oversupply of clinics has led to severe price competition, compressing profit margins from an average of 11% to just 3% in recent years (Kim et al., 2021; Yin, 2014). Commoditization of services threatens brand differentiation, while the transition toward an "Aged Society" adds complexity by broadening the consumer base to include middle-aged and older segments with distinct service expectations (Zheng, 2024). Furthermore, consumer decision-making in this high-involvement service category is heavily influenced by perceptions of provider credibility, safety standards, and medical expertise (Hui et al., 2015; Koh, 2017). These dynamics create an environment where well-established brands may leverage their legacy to remain competitive, whereas newer entrants often struggle to build market presence.

Against this backdrop, brand revitalization emerges as a crucial strategy for sustaining competitiveness and renewing consumer engagement. Defined as the process of reinvigorating a

stagnant or declining brand through repositioning, innovation, and value creation (Balmer & Burghausen, 2015a; Urde et al., 2007a), brand revitalization enables aesthetic clinics to regain market share and financial performance. For long-standing brands facing reputational fatigue, revitalization is particularly salient in rebuilding trust and reconnecting with consumer aspirations. Effective revitalization, however, requires attention to multiple antecedents. Brand credibility—reflecting trustworthiness, competence, and reliability—is foundational for consumer confidence and purchase intention in elective healthcare contexts (Erdem & Swait, 2004). Similarly, brand experience, encompassing sensory, emotional, cognitive, and behavioral responses to brand stimuli, shapes how consumers evaluate service quality and long-term engagement (Brakus et al., 2009; Schmitt & Zarantonello, 2013). Perceived value further captures consumers' subjective assessment of the benefits they gain relative to costs, reinforcing loyalty and satisfaction (Zeithaml, 1988). Together, these constructs interact to form critical pathways through which revitalization can be achieved in service-dominant industries such as aesthetic medicine (Dev & Keller, 2014; Pecot et al., 2018).

To empirically investigate these relationships, this study employs multiple linear regression (MLR) as a statistical approach to test the influence of brand credibility, brand experience, and perceived value on brand revitalization. By focusing on the Thai aesthetic clinic sector, the research provides context-specific insights into how branding strategies can sustain competitive advantage in a saturated and rapidly evolving marketplace.

RESEARCH OBJECTIVES

1. To examine the effect of brand credibility, brand experience, and perceived value through the brand revitalization of aesthetic clinic in Thailand
2. To analyze the influence of brand credibility, brand experience, and perceived value through the brand revitalization of aesthetic clinic in Thailand
3. To provide the recommendation factors for revitalizing the aesthetic brand in Thailand

LITERATURE REVIEW

Brand revitalization is understood as the strategic renewal of brands that have lost relevance, aiming to re-establish consumer trust, competitiveness, and long-term growth (Urde et al., 2007; Balmer & Burghausen, 2015). Within the aesthetic clinic industry, intense competition and service commoditization heighten the need for revitalization as a mechanism to differentiate and sustain performance (Kim et al., 2021; Yin, 2014). Empirical studies reveal that revitalization strategies, such as innovating service portfolios, enhancing brand communication, and leveraging heritage, positively influence consumer loyalty and brand equity (Pecot et al., 2018; Islam et al., 2023). More recent findings highlight that successful revitalization requires balancing authenticity with evolving consumer expectations, ensuring

relevance for younger consumers while preserving credibility among existing clients (Wen, 2025; Volpert, 2022). Therefore, brand revitalization is not simply corrective but a strategic imperative for aesthetic clinics aiming to achieve sustainable differentiation and resilience.

Brand credibility reflects the degree to which consumers perceive a brand as trustworthy, competent, and consistent in delivering its promises (Erdem & Swait, 2004; Wang et al., 2022). In aesthetic clinics, where safety, professional expertise, and reliability are paramount, credibility becomes a cornerstone for consumer decision-making (AlFarraj et al., 2021; Ghazali et al., 2023). Research shows that credibility enhances consumer satisfaction, reduces perceived risks, and fosters loyalty across high-involvement services (Jain et al., 2022; Liu, 2024). Moreover, brand credibility is strengthened through clear communication and value congruence, which align consumer expectations with service delivery and foster advocacy behaviors (Salah, 2024; Dwivedi et al., 2022). Consequently, cultivating brand credibility is essential for aesthetic clinics seeking to establish long-term trust and reinforce consumer confidence in competitive markets.

Brand experience refers to consumers' internal and behavioral responses to brand-related stimuli across sensory, emotional, cognitive, and interactive dimensions (Brakus et al., 2009; Schmitt & Zarantonello, 2013). In aesthetic services, sensory design, emotional engagement, and personalized interactions are particularly significant for shaping positive consumer perceptions (Krishna, 2012; Morrison & Crane, 2007). Recent research demonstrates that immersive experiences contribute to stronger brand equity and loyalty, particularly among younger consumers who value identity expression and co-creation (Dwivedi et al., 2022; Song, 2025). Furthermore, digital and augmented reality experiences have been found to enhance engagement by stimulating psychological and behavioral responses, thereby enriching consumer-brand bonds (Barhorst et al., 2022; Gao, 2024). Thus, brand experience functions not only as a determinant of satisfaction but also as a strategic driver of long-term differentiation in aesthetic clinic branding.

Perceived quality represents consumers' overall judgment of a brand's excellence relative to alternatives, serving as a critical predictor of satisfaction, trust, and loyalty (Zeithaml, 1988; Oliver, 1997). In aesthetic clinics, perceived service quality, reliability, and value are particularly influential, as consumers evaluate both tangible outcomes and intangible experiences (Parasuraman et al., 1988; Berry, 1986). Studies consistently show that high perceived quality enhances brand reputation, strengthens consumer commitment, and increases repurchase intention (Nguyen et al., 2022; Manisa & Sari, 2023). More recent research emphasizes that perceived quality and satisfaction act as mediators linking trust to loyalty, underscoring their role in sustainable brand relationships (Gün, 2025; Sebastián-Morillas et al., 2024). Therefore, perceived quality is a multidimensional construct that provides the foundation for competitiveness, trust-building, and consumer retention in the aesthetic clinic sector.

To empirically examine the proposed framework, this study employs multiple linear regression (MLR) to analyze the influence of brand credibility (BCR), brand experience (BXP), and brand perceived quality (BPQ) on brand revitalization (BRV). Each construct is represented by its subdimensions, namely trustworthiness (BCR1), expertise (BCR2), consistency (BCR3), perceived quality (BCR4), and brand communication (BCR5) for BCR; sensory experience (BXP1), emotional experience (BXP2), behavioral experience (BXP3), cognitive engagement (BXP4), and customer interaction (BXP5) for BXP; and service quality (BPQ1), reliability (BPQ2), perceived value (BPQ3), brand reputation (BPQ4), and customer satisfaction (BPQ5) for BPQ. These independent variables are tested simultaneously against BRV to determine their predictive power. The analysis aims to identify which factors most significantly contribute to revitalization strategies within the aesthetic clinic industry. Accordingly, the proposed regression model can be expressed as:

$$BRV = \beta_{11}BCR1 + \dots + \beta_{15}BCR5 + \beta_{21}BXP1 + \dots + \beta_{25}BXP5 + \beta_{31}BPQ1 + \dots + \beta_{35}BPQ5$$

Moreover, the following hypotheses are formulated for statistical testing using Multiple Linear Regression:

$$H_0: \beta_{ij} = 0; i = 1, 2, 3; j = 1, 2, 3, 4, 5.$$

$$H_1: \text{At least } \beta_{ij} \neq 0; i = 1, 2, 3; j = 1, 2, 3, 4, 5$$

METHODOLOGY

1. Population and Sample

The population of this study comprised Thai consumers aged 18–60 who had visited aesthetic clinics within the past 12 months. This group included male and female respondents from diverse socio-economic backgrounds, with particular emphasis on Bangkok and other metropolitan areas where competition is most intense. Generations X, Y, and Z were targeted because of their purchasing power and evolving preferences in aesthetic services such as skincare, non-invasive procedures, and laser treatments, ensuring relevant insights into brand credibility, brand experience, perceived quality, and brand revitalization.

Sample size determination followed the Inverse Square Root Method (Kock & Hadaya, 2018). Based on a minimum path coefficient of 0.2 at $p = 0.01$, at least 251 cases were required. In total, 506 valid responses were collected, exceeding the threshold and enhancing generalizability. Data were gathered through a multi-channel approach, combining online surveys and offline recruitment via clinic partners. This strategy ensured demographic diversity, reliability, and statistical adequacy for subsequent multiple regression analysis.

2. Research Instruments

The research instrument was a structured questionnaire designed to measure the constructs of brand credibility, brand experience, perceived quality, and brand revitalization. All items were adapted from established measurement scales in prior studies and modified to

fit the aesthetic clinic context. Brand credibility included dimensions such as trustworthiness, expertise, consistency, perceived quality, and communication (Erdem & Swait, 2004). Brand experience captured sensory, emotional, behavioral, cognitive, and interactional aspects (Brakus et al., 2009). Perceived quality incorporated service quality, reliability, value, reputation, and satisfaction (Zeithaml, 1988). Brand revitalization measured strategies for sustaining consumer engagement and competitive positioning (Balmer & Burghausen, 2015).

Responses were assessed using a seven-point Likert scale ranging from 1 (“strongly disagree”) to 7 (“strongly agree”), enabling interval-level analysis suitable for multiple regression. The questionnaire was pre-tested with a small group of consumers to refine clarity and content validity. Following Hair et al. (2021), all measurement items were evaluated for reliability and construct validity before inclusion in the main survey.

3. Data Collection

Data collection was conducted through a multi-channel approach to ensure diversity and representativeness of the sample. Online questionnaires were distributed via targeting consumers who had visited aesthetic clinics within the past 12 months. Offline methods were also employed, including collaborations with clinic partners and direct outreach at community centers, to capture responses from participants who were less active online. This combination minimized sampling bias and enhanced demographic coverage.

Prior to full-scale distribution, the questionnaire underwent a pilot test with 30 respondents to assess clarity, reliability, and content validity. Feedback from the pilot phase was incorporated to refine wording and ensure alignment with the research constructs. During data collection, screening questions were included to confirm participants’ eligibility and recent clinic usage. After eliminating incomplete or inconsistent responses, a total of 506 valid questionnaires were retained for analysis. This rigorous process aligns with methodological recommendations for quantitative studies in marketing and management (Hair et al., 2021; Kock & Hadaya, 2018)

4. Data Analysis

Data were analyzed using Multiple Linear Regression (MLR) to examine the effects of brand credibility, brand experience, and perceived quality on brand revitalization. This method was selected because it allows for simultaneous testing of multiple independent variables and provides insights into the relative importance of predictors (Hair et al., 2021). Prior to running regression, the dataset of 506 valid responses was screened for accuracy, missing values, and outliers. Statistical assumptions including normality, linearity, multicollinearity, and homoscedasticity were tested to ensure validity of results (Kock & Hadaya, 2018).

Descriptive statistics such as means, standard deviations, skewness, and kurtosis were first computed to profile the respondents. The MLR analysis was then performed to estimate regression coefficients, significance levels, and explanatory power (R^2). Hypotheses were tested to determine

the influence of brand credibility, brand experience, and perceived quality on brand revitalization within Thailand's aesthetic clinic industry. Results were interpreted using a 95% confidence level ($p < 0.05$).

RESULTS

Table 1. Demographic Profile of Respondents

Demographic Variable	Category	Frequency(n)	Percentage (%)
Gender	Male	58	11.46%
	Female	390	77.08%
	LGBTQA++	34	6.72%
	Unidentified	24	4.74%
Education	Below bachelor's degree	115	22.73%
	Bachelor's degree	304	60.08%
	Postgraduate degree	87	17.19%
Occupation	Student	45	8.89%
	Officer	328	64.82%
	Government officer	32	6.32%
	Entrepreneur	97	19.17%
	Other	4	0.79%
Salary	Less than 15,000	62	12.25%
	15,001-30,000	193	38.14%
	30,001-50,000	111	21.94%
	More than 50,000	140	27.67%
Age	18-28	152	30.04%
	29-44	302	59.68%
	45-60	52	10.28%

The demographic profile of the 506 respondents is presented in Table X. In terms of gender, the majority were female ($n = 390$; 77.08%), followed by male respondents ($n = 58$; 11.46%). A smaller proportion identified as LGBTQA++ ($n = 34$; 6.72%) and unidentified ($n = 24$; 4.74%). Regarding educational attainment, most participants held a bachelor's degree ($n = 304$; 60.08%), while 115 respondents (22.73%) had education below the bachelor's level, and 87 (17.19%) possessed postgraduate qualifications. For occupation, the largest group was officers ($n = 328$; 64.82%), followed by entrepreneurs ($n = 97$; 19.17%), students ($n = 45$; 8.89%), and government officers ($n = 32$; 6.32%), with a small number reporting other occupations ($n = 4$; 0.79%). In terms of monthly salary, 193 respondents (38.14%) reported earning between 15,001 and 30,000 THB, while 140 (27.67%) earned more than 50,000 THB. Additionally, 111 respondents (21.94%) earned between 30,001 and 50,000 THB, and 62 (12.25%) earned less than 15,000 THB. Age distribution indicated that the largest group of respondents were between 29–44 years ($n = 302$; 59.68%), followed by those aged 18–28 years ($n = 152$; 30.04%),

and 45–60 years ($n = 52$; 10.28%). These results confirm that the sample is dominated by middle-aged, educated, and employed female consumers, reflecting the primary target group of Thailand's aesthetic clinic industry.

Following the demographic analysis, the study proceeded to examine the structural relationships among the key constructs. Multiple Linear Regression (MLR) was employed to test the influence of brand credibility, brand experience, and perceived quality on brand revitalization. This analysis provides insights into the relative importance of each predictor and identifies the factors that significantly contribute to the revitalization of aesthetic clinic brands in Thailand. The results of the regression analysis are presented in the following section.

Table 2. Regression Model Summary of Brand Love

	R^2	Adjusted R^2	S.E.
Brand Revitalization	0.791	0.785	0.668

Table 3. Summary of the ANOVA

	Sum square	df	Mean square	F	Sig.
Regression	520.395	15	34.693	124.003	0.000
Residual	137.090	490	0.28		
Total	657.485	505			

The regression analysis was conducted to examine the influence of brand credibility, brand experience, and perceived quality on brand revitalization. As shown in Table 2, the model yielded an R^2 value of 0.791 and an adjusted R^2 of 0.785, indicating that approximately 79.1% of the variance in brand revitalization can be explained by the independent variables. The standard error of estimate was 0.668, suggesting an acceptable level of model fit.

Table 3 presents the ANOVA results, which confirm the overall significance of the regression model ($F = 124.003$, $p < 0.001$). This demonstrates that brand credibility, brand experience, and perceived quality collectively exert a statistically significant influence on brand revitalization. In other words, the model is robust in predicting the dependent variable and supports the proposed hypotheses.

Table 4. Coefficient Table (B, S.E., T, Sig.) of BCR on Brand revitalization (* - p-value<0.05)

Variables		β	SE	T value	P value
BCR1	Trustworthiness	0.108	0.042	2.571	0.010*
BCR2	Expertise	0.124	0.047	2.634	0.009*
BCR3	Consistency	0.183	0.048	3.767	0.000*
BCR4	Attractiveness	0.067	0.050	1.336	0.182
BCR5	Brand Communication	0.044	0.048	0.919	0.358
BPQ1	Service Quality	-0.021	0.041	0.517	0.605
BPQ2	Reliability	-0.055	0.046	1.202	0.230
BPQ3	Perceived Value	0.142	0.040	3.528	0.000*
BPQ4	Brand Reputation	0.069	0.049	1.394	0.164
BPQ5	Customer Satisfaction	-0.078	0.044	1.772	0.077
BXP1	Sensory Stimuli	0.068	0.036	1.875	0.061
BXP2	Emotional Experience	0.202	0.047	4.320	0.000*
BXP3	Behavioral Experience	0.136	0.04	3.426	0.001*
BXP4	Cognitive Experience	-0.181	0.048	3.75	0.000*
BXP5	Customer Interactions	0.163	0.042	3.896	0.000*

Table 4 summarizes the regression coefficients for all independent variables. Results show that several dimensions of brand credibility, perceived quality, and brand experience exerted significant effects on brand revitalization. Within brand credibility (BCR), trustworthiness ($\beta = 0.108$, $p = 0.010$), expertise ($\beta = 0.124$, $p = 0.009$), and consistency ($\beta = 0.183$, $p < 0.001$) demonstrated significant positive influences, indicating that credibility built through reliability and professional competence enhances revitalization outcomes. Conversely, attractiveness ($\beta = 0.067$, $p = 0.182$) and brand communication ($\beta = 0.044$, $p = 0.358$) were not statistically significant predictors.

For perceived quality (BPQ), perceived value ($\beta = 0.142$, $p < 0.001$) emerged as a significant positive predictor, underscoring the importance of consumers' value-for-money evaluations in driving revitalization. Other indicators—including service quality, reliability, brand reputation, and customer satisfaction—did not show significant effects ($p > 0.05$).

Regarding brand experience (BXP), emotional experience ($\beta = 0.202$, $p < 0.001$), behavioral experience ($\beta = 0.136$, $p = 0.001$), and customer interactions ($\beta = 0.163$, $p < 0.001$) significantly influenced brand revitalization. Interestingly, cognitive experience exhibited a significant but negative effect ($\beta = -0.181$, $p < 0.001$), suggesting that overly rational evaluations may weaken emotional attachment toward revitalization strategies. Sensory stimuli showed a marginal effect ($\beta = 0.068$, $p = 0.061$), not reaching the 0.05 threshold.

These findings indicate that brand revitalization in aesthetic clinics is primarily driven by credibility through trustworthiness and expertise, experiential dimensions such as emotional and interactive engagement, and perceived consumer value, while other factors play less decisive roles. Accordingly, the regression equation can be expressed as:

$$BL = 0.123(BCR1) + 0.137(BCR2) + 0.2(BCR3) + 0.155(BPQ3) + 0.215(BXP2) \\ + 0.154(BXP3) - 0.204(BXP4) + 0.187(BXP5) + \epsilon$$

DISCUSSION

The findings of this study provide important insights into the determinants of brand revitalization in Thailand's aesthetic clinic industry. Regression analysis confirmed that brand credibility, brand experience, and perceived quality significantly influence revitalization, though their subdimensions vary in effect.

First, brand credibility was a strong predictor. Trustworthiness, expertise, and consistency significantly enhanced revitalization, supporting prior research that credibility fosters confidence and reduces uncertainty (Erdem & Swait, 2004; Wang et al., 2022). In contrast, attractiveness and brand communication were not significant, suggesting that superficial appeals are ineffective without deeper markers of professionalism and reliability, echoing Jain et al. (2022).

Second, perceived quality produced mixed outcomes. Only perceived value had a significant effect, indicating that consumers in this sector weigh cost-benefit considerations heavily. This aligns with Nguyen et al. (2022), who found that perceived value strengthens brand commitment and loyalty. Other quality dimensions, such as reliability, reputation, and satisfaction, were non-significant, reflecting their role as baseline expectations rather than differentiators (Zeithaml, 1988).

Third, brand experience emerged as the most influential driver. Emotional, behavioral, and interactive experiences had strong positive effects, highlighting the importance of meaningful and memorable consumer interactions (Brakus et al., 2009; Dwivedi et al., 2022). Customer interaction was particularly critical, reinforcing the role of personalized and digital engagement. Interestingly, cognitive experience showed a negative effect, supporting Wallace et al. (2021), who argue that excessive rational evaluation may weaken emotional attachment.

Overall, these results suggest that successful brand revitalization depends on trust, professional expertise, experiential engagement, and strong value propositions. While credibility and value form essential foundations, it is emotional and interactive experiences that most effectively drive revitalization. For managers, this implies focusing less on generic communication and more on delivering authentic, consistent, and emotionally resonant experiences to sustain loyalty and regain competitive advantage.

SUGGESTIONS FOR FUTURE RESEARCH

1. Suggestions for Practical Implementation

The findings of this study offer several practical insights for managers in the aesthetic clinic industry. First, brand credibility—particularly trustworthiness, expertise, and consistency—was found to be crucial. Clinics should therefore prioritize staff professionalism, transparent communication, and ethical practices. Visible certifications, continuous training, and reliable service delivery can strengthen credibility and differentiate clinics in a crowded market.

Second, brand experience emerged as a pivotal driver, especially its emotional, behavioral, and interactive aspects. Managers should create personalized and immersive experiences beyond basic service delivery. This may involve designing appealing clinic environments, leveraging digital engagement platforms, and fostering customer interaction through loyalty programs or aftercare support. Storytelling campaigns highlighting authentic client experiences can further enhance emotional bonds and advocacy.

Third, perceived value was confirmed as a significant determinant, while other quality-related attributes were not. This suggests that managers must balance pricing strategies with tangible benefits. Offering bundled services, flexible payment options, or membership packages can enhance perceptions of fairness and maximize satisfaction.

Finally, the negative effect of cognitive experience indicates that consumers may disengage if overloaded with technical details. Communication should instead emphasize clarity, simplicity, and emotional resonance. Together, these practices will enable clinics to revitalize their brands effectively, ensuring not only survival but also sustainable growth in a highly competitive industry.

2. Suggestions for Future Research

Although this study provides valuable insights into the determinants of brand revitalization in Thailand's aesthetic clinic industry, several avenues remain open for future investigation. First, the current research employed a cross-sectional design, which captures consumer perceptions at a single point in time. Future studies could adopt longitudinal approaches to track how brand credibility, brand experience, and perceived quality influence brand revitalization over time, especially in response to evolving market trends and consumer expectations.

Second, this study focused primarily on consumers in urban and metropolitan areas, particularly Bangkok, where aesthetic clinics are highly concentrated. Future research could expand the sampling frame to suburban and rural populations to capture differences in service perceptions across geographic and cultural contexts. Such comparisons would enhance the generalizability of the findings.

Third, while the present model employed multiple linear regression to test direct relationships, future studies may apply advanced analytical techniques such as structural equation modeling (SEM) or mediation/moderation analysis. These methods could explore more complex interrelationships, such as the mediating role of customer satisfaction or the moderating effects of demographic variables on brand revitalization.

Finally, future research should consider integrating additional constructs such as digital engagement, social media influence, or sustainability orientation, which have become increasingly relevant in-service branding. Examining these emerging factors would provide a richer understanding of how aesthetic clinic brands can revitalize in the face of technological advancement and shifting consumer values. By extending the scope both methodologically and conceptually, future studies will contribute to a more holistic understanding of brand revitalization in service-intensive industries.

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