THE INFLUENCE OF ENTREPRENEURSHIP, KNOWLEDGE MANAGEMENT, AND ORGANIZATIONAL AGILITY ON THE PERFORMANCE OF USED CAR BUSINESSES IN THAILAND

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Abstract

The used car industry is a vital segment within the automotive sector. This business is characterized by continuous shifts in car models, designs, and technologies, influencing customers who prioritize new, modern vehicles to purchase the latest models in response to these changes. Operating in today's business environment entails navigating ever-evolving external factors, both predictable through data processing techniques and unpredictable. The objectives of this study are to: 1) Assess the levels of entrepreneurship, knowledge management, organizational agility, and business performance in Thailand's used car industry. 2) Analyze the influence of entrepreneurship, knowledge management, and organizational agility on the performance of used car businesses in Thailand. 3) Develop a performance model for the used car business sector in Thailand. This study employs a mixed-methods approach, combining quantitative and qualitative research. In the quantitative phase, the sample consisted of 300 members of the Thai Association of Used Car Entrepreneurs, including executives, association presidents, board members, and general members. The sample size was determined using the criterion of 20 times the number of observed variables, and multi-stage random sampling was applied. Data were collected via questionnaires and analyzed using structural equation modeling. For the qualitative phase, in-depth interviews were conducted with 20 key informants, including executives, association presidents, board members, and industry experts in Thailand's used car business. The findings reveal that: 1) The levels of entrepreneurship, knowledge management, and organizational agility are high, while the performance level of the used car business is moderate. 2) entrepreneurship, knowledge management, and organizational agility statistically impact business performance at the 0.05 level. 3) The researcher developed A performance model for Thailand's used car businesses, named the EKOBp Model (E = Entrepreneurship, K = Knowledge Management, O = Organizational Agility, B = Business Performance). In addition, the qualitative results suggest that to enhance the performance of used car businesses in Thailand, companies should implement digital sales and marketing platforms, establish standardized pricing and after-sales service systems, leverage information technology for sharing car details and promotions via websites and social media, and train employees on applying new knowledge related to innovations and technologies to maximize service skills. This study's findings offer strategic insights for enhancing the future performance of Thailand's used car industry.

Keywords: Entrepreneurship/ Knowledge Management/ Organizational Agility/ Used Car Business.

INTRODUCTION

The used car industry in Thailand has expanded notably over recent years, establishing itself as a vital sector within the nation's economy (Smith, 2020). This growth is largely driven by the rising demand for affordable vehicles, as the cost of new cars continues to climb, making used cars an attractive alternative for many consumers (Johnson & Lee, 2019). By offering

quality vehicles at lower prices, used car businesses fulfill an essential market need, catering to a broad segment of consumers, including budget-conscious individuals, first-time car buyers, and families seeking reliable second-hand options (Chong & Tan, 2018). However, as this sector grows, businesses are encountering a range of challenges in maintaining profitability and sustaining their competitive advantage (Wang, 2021).

The intense competition requires companies to go beyond basic operational efficiency and to excel in meeting evolving customer expectations (Kumar et al., 2020). Consumers in this market are increasingly informed and discerning, often seeking transparency regarding vehicle history, quality, and post-sale support (Nguyen, 2022). Businesses must therefore balance the need to meet these high expectations with the necessity of optimizing operational processes, controlling costs, and strategically positioning their offerings (Rodriguez & Patel, 2017). This dynamic market environment highlights the critical role of three key success factors: entrepreneurial innovation, efficient knowledge management, and organizational agility (Thompson et al., 2018). Entrepreneurial innovation drives these businesses to stay responsive to market changes and proactive in identifying new opportunities for growth (Gonzalez & Lee, 2019). This could involve diversifying inventory, adopting new sales models, or offering value-added services, all of which help used car businesses differentiate themselves and attract a wider customer base (Koh & Wong, 2021).

Knowledge management is another cornerstone, allowing organizations to gather and leverage data on market trends, consumer preferences, and internal performance (Chang & Lim, 2020). By systematically capturing and sharing insights, businesses can make more informed decisions, streamline processes, and provide better customer service (Lopez, 2021). For example, knowledge about which vehicle models have the highest resale value or are most in demand helps companies optimize their inventory to match customer desires and minimize unsold stock (Zhao & Yang, 2022).

Finally, organizational agility enables businesses to respond swiftly to changing conditions, such as economic fluctuations or shifts in consumer behavior (Lee & Sun, 2020). In a sector where external factors like fuel prices, government policies, and even consumer access to financing can heavily impact demand, the ability to pivot quickly is crucial (Sato & Nakamura, 2019).

Agility may involve adjusting pricing strategies, embracing new digital platforms, or modifying customer engagement methods (Yamamoto et al., 2021). For instance, a company with agile processes can quickly adapt to an economic downturn by offering special promotions or financing options that make vehicle purchases more accessible (Chen & Zhang, 2021).

Together, these factors—entrepreneurship, knowledge management, and agility—create a solid framework for used car businesses in Thailand to not only survive but thrive (Liu et al., 2019). As these businesses continue to evolve, their focus on innovation, efficient data use, and flexibility will likely be what distinguishes successful companies from those that struggle to keep up with market demands (Owen & Hwang, 2022).

For both industry players and policymakers, understanding these success drivers is essential in fostering a sustainable and competitive used car market that meets the needs of Thailand's diverse consumer base (Choi, 2020).

Entrepreneurship, knowledge management, and organizational agility are widely recognized as key drivers of business performance, especially in competitive industries like the used car market in Thailand. These factors not only provide individual benefits but also create a synergistic effect that can significantly improve the efficiency, responsiveness, and profitability of a business (Smith, 2021). In the context of the used car industry, where customer preferences, market trends, and economic conditions are constantly changing, a proactive approach to these areas is essential (Johnson & Lee, 2019).

Entrepreneurship plays a pivotal role in fostering innovation and responsiveness within businesses. In the used car market, entrepreneurs who are adept at identifying emerging trends and adapting their strategies accordingly are better positioned to meet evolving customer demands (Nguyen et al., 2020). This industry is characterized by its reliance on customer trust and satisfaction, as consumers look for reliable vehicles at reasonable prices (Martin, 2018). Entrepreneurs who actively engage with market data and customer feedback can improve their product offerings, streamline operations, and enhance service quality (Wang & Zhou, 2022).

For instance, an entrepreneur who recognizes the rising consumer demand for fuel-efficient vehicles may prioritize acquiring and promoting such cars in their inventory, catering to environmentally conscious customers and those looking to reduce fuel costs (Tan & Chai, 2021). Moreover, entrepreneurial resilience and willingness to take calculated risks can enable these businesses to experiment with new sales strategies, such as online car sales or trade-in programs, further expanding their reach and competitiveness (Hughes & Adams, 2019).

Knowledge Management is essential for organizations that want to leverage data and insights to drive informed decision-making. In the used car industry, knowledge management allows companies to collect, store, and share valuable information about market trends, customer preferences, pricing, and inventory management (Rosen & Patel, 2020).

A well-implemented knowledge management system can improve efficiency and empower employees to make smarter choices in their roles, contributing to enhanced overall performance (Morris et al., 2021). For example, by analyzing customer feedback, a business can identify common issues, such as a preference for certain brands or specific customer concerns about vehicle condition and history (Thompson, 2022).

Armed with this knowledge, companies can tailor their acquisition and sales strategies, focusing on quality assurance and transparency (Lee & Kim, 2021). Furthermore, effective knowledge management fosters continuous learning within the organization, allowing employees to update their skills and knowledge regularly, keeping the company at the forefront of industry developments and best practices (Kumar, 2020).

In a market as dynamic as used cars, where rapid adaptation is crucial, the ability to access and utilize relevant knowledge can create a substantial competitive advantage (Fitzgerald & Bell, 2023).

By studying these three elements, this research aims to identify key drivers of success in the used car industry in Thailand. Understanding how entrepreneurship, knowledge management, and organizational agility contribute to business performance can provide valuable insights for business owners, policymakers, and other stakeholders in developing effective strategies for sustained growth in the sector.

The findings will not only enhance the knowledge base within the used car market but may also have broader applications across industries where agility and effective knowledge management are critical for competitive success.

OBJECTIVES OF RESEARCH

1) Assess the levels of entrepreneurship, knowledge management, organizational agility, and business performance in Thailand's used car industry.

2) Analyze the influence of entrepreneurship, knowledge management, and organizational agility on the performance of used car businesses in Thailand.

3) Develop a performance model for the used car business sector in Thailand.

RESEARCH METHODOLOGY

Scope of the research

Population and Sample Scope

The population used in this study is the Used Car Entrepreneurs Association, consisting of executives, association presidents, committee members, and other members of the association, totaling 532 people (Used Car Entrepreneurs Association, 2023). The quantitative sample size was determined by estimating from the observed variables at a ratio of 1 to 20. In this research, there were 15 observed variables, so the sample size was set at 300 people. The qualitative sample was collected by interviewing executives, association presidents, and committee members of the Used Car Entrepreneurs Association of Thailand, totaling 10 people, as well as 10 experts in the used car business in Thailand, totaling 20 people. A purposive sampling method was used to select specific informants, and data were analyzed using content analysis.

Scope of Variables

The researcher reviewed the literature and summarized the variables in this study into two types:

2.1 Endogenous Latent Variables: These include knowledge management, organizational agility, and the performance of the used car business in Thailand.

2.2 Exogenous Latent Variables: This includes entrepreneurship.

Content Scope

The content used in this study is based on concepts and theories obtained from the literature review.

The main concepts used are summarized as follows:

3.1 Entrepreneurship

The researcher reviewed literature on studies conducted by academics with findings that were most similar or consistent. The components of entrepreneurship were summarized as follows: business opportunity management, business opportunity recognition, strategic decision-making, and leadership.

3.2 Knowledge Management

The researcher reviewed literature on studies conducted by academics with the most similar or consistent findings. The components of knowledge management were summarized as follows: knowledge creation, knowledge storage, knowledge dissemination, and knowledge application.

3.3 Organizational Agility

The researcher reviewed literature on studies conducted by academics with findings that were most similar or consistent. The components of organizational agility were summarized as follows: agility in detection, agility in decision-making, and agility in response.

3.4 Performance of the Used Car Business in Thailand

The researcher reviewed literature on studies conducted by academics with the most similar or consistent findings. The performance components were summarized as follows: finance, customer satisfaction, internal management processes, and learning and growth.

Time Scope

The research period is from October 2023 to April 2024.

RESEARCH RESULT

Letters and Symbols	Variable Meaning
Latent Variables	
ES	Entrepreneurship
KM	Knowledge Management
OA	Organizational Agility
BP	Business Performance of the Used Car Business in Thailand
Observable Variables	
es1	Business opportunity management
es2	Business opportunity recognition
es3	Strategic decision-making
es4	Leadership
km1	Knowledge creation
km2	Knowledge storage
km3	Knowledge dissemination

km4	Knowledge application
oa1	Sensing
oa2	Decision-making
oa3	Response
bp1	Finance
bp2	Customers
bp3	Internal
bp4	Learning and growth

Demographic Data Presentation

In this research, the demographic data collected were analyzed using descriptive statistics, including frequency distribution, mean, percentage, and standard deviation. The presentation of the research results is divided into two parts:

1) **Analysis of the Demographic Data**. This part presents the general demographic information of the respondents based on the questionnaire.

2) **Analysis of the Respondents' Opinions**. This part presents the analysis of the respondents' opinions for each variable used to analyze the structural equation model in this research.

The demographic data section of the questionnaire consists of seven questions covering the following aspects: gender, age, education level, business location, number of employees, length of business operation, and average monthly income.

The sample group consisted primarily of males, with 176 respondents (58.67%). The largest age group was over 46 years, with 111 respondents (37.00%). In terms of education, the majority held a bachelor's degree, with 136 respondents (45.33%). Most businesses were located in the central region, represented by 124 respondents (41.33%).

The majority of businesses employed 21-30 people (187 respondents, or 62.33%), had been operating for 5-10 years (181 respondents, or 60.33%), and had an average monthly income of 500,001-1,000,000 baht (176 respondents, or 58.67%).

General Characteristics of Respondents' Opinion Levels for Each Variable Measure

This research includes four latent variables, with a total of 15 observable variables. These observable variables were initially identified through a literature review conducted by the researcher.

Variables with factor loading values lower than 0.7 were excluded from the structural equation model. The remaining observable variables for each latent variable are as follows:

1) **Entrepreneurship** - 4 observable variables

2) **Knowledge Management** - 4 observable variables

3) **Organizational Agility** - 3 observable variables

4) **Performance** - 4 observable variables

The researcher will present the characteristics of the data for each group of latent and observable variables using mean and percentage in tabular format, as shown in Table 1

Table 1: Average and Standard Deviation of Variables

Variable	Mean	S.D.	Interpretation
Overall Entrepreneurship	3.69	0.019	High
Business Opportunity Management	3.69	1.106	High
Business Opportunity Recognition	3.51	1.144	High
Strategic Decision-Making	3.79	1.124	High
Leadership	3.76	1.102	High
Overall Knowledge Management	3.81	0.087	High
Knowledge Creation	4.06	0.978	High
Knowledge Storage	3.60	1.054	High
Knowledge Dissemination	3.67	1.148	High
Knowledge Application	3.90	1.165	High
Overall Organizational Agility	3.80	0.035	High
Detection	3.86	0.977	High
Decision-Making	3.73	0.908	High
Response	3.81	0.934	High
Overall Business Performance	3.29	0.045	Moderate
Finance	3.50	1.149	Moderate
Customers	3.12	1.176	Moderate
Internal	3.21	1.254	Moderate
Learning and Growth	3.34	1.184	Moderate

Analysis of the Fit Between Empirical Data and the Structural Equation Model According to the Research Hypothesis

After the researcher made adjustments and improvements to the structural equation model (adjusted model) based on the hypotheses, in order to align with the empirical data, the researcher removed observable variables with factor loading values lower than the acceptable threshold and allowed for the correlation of the variance of the residuals (θ) of the observable variables, as recommended by the modification indices suggested by the statistical analysis software.

The results showed that the adjusted structural equation model fit the empirical data at an acceptable level, as indicated by the following fit indices: χ^2 = 163.736, df = 66, p-value = 0.000, χ^2/df = 2.481, GFI = 0.926, NFI = 0.949, IFI = 0.969, CFI = 0.968, and RMSEA = 0.070. Although the p-value is low, it is important to note that in non-parametric statistics, such as chi-square, the p-value is highly sensitive to sample size. Therefore, it is considered acceptable when other fit indices are taken into account in the evaluation of model fit (Barlett, 2007; Bentler et al., 1980; Gefen et al., 2000; Hu & Bentler, 1999; Anwar et al., 2018).

It was found that all the test statistics for model fit passed the evaluation criteria. Based on these results, it can be concluded that the adjusted structural equation model fits the empirical data. Therefore, the parameter estimates in the adjusted structural equation model are sufficiently reliable to be practically applied.
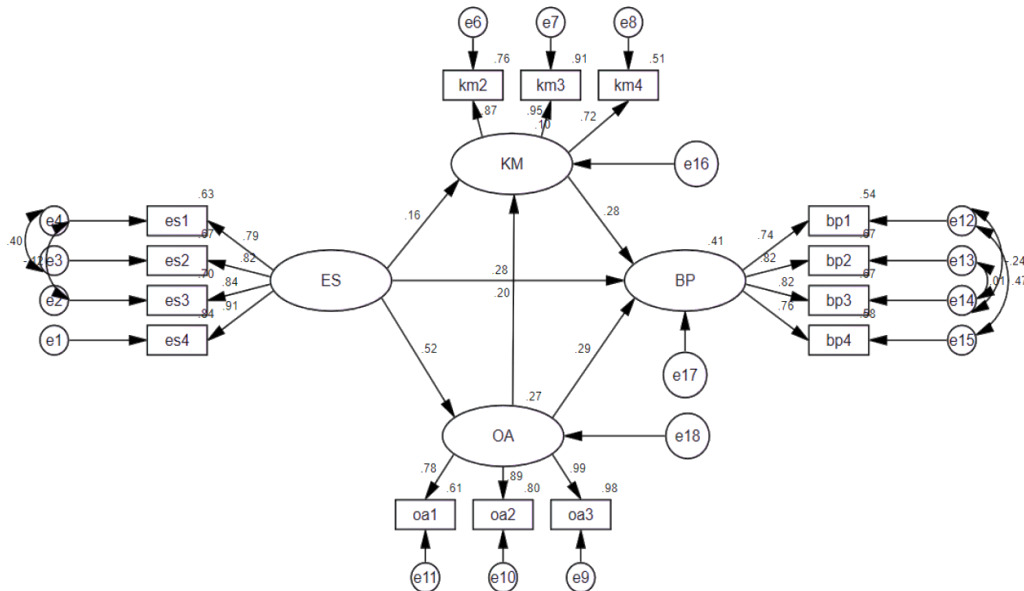
Figure 1: Results of the analysis of the revised structural equation model and its consistency with the empirical data are presented as standard scores

Table 2: Results of the comparison of the calculated statistical values with the standard criteria to examine the consistency with the empirical data of the revised structural equation model

Criteria	Required Fit Value	Model Statistics
χ^2 (p-value $\geq$ .05, Bollen, 1989)	χ^2 = 163.736, df = 66, p-value = 0.000*	Passed*
Relative χ^2 (χ^2/df $\leq$ 5.00, Bollen, 1989; Kline, 2016)	2.481	Passed
RMSEA ($\leq$ .08, Hair et al., 1998)	0.070	Passed
GFI ($\geq$ .90, Kelloway, 2015)	0.260	Passed
NFI ($\geq$ .90, Diamantopoulos & Siguaw, 2000)	0.949	Passed
IFI ($\geq$ .90, Tanaka, 1993)	0.969	Passed
CFI ($\geq$ .90, Diamantopoulos & Siguaw, 2000)	0.968	Passed

Table 3: Influence of Independent Variables on Dependent Variables

Dependent Variable (R^2)	Influence Type	Entrepreneur (ES)	Knowledge Management (KM)	Organizational Agility (OA)	Business Performance (BP)
Knowledge Management (KM) (0.10)	Direct	0.159*	-	0.205**	-
	Indirect	0.107	-	-	-
	Total	0.266*	-	0.205**	-
Organizational Agility (OA) (0.27)	Direct	0.519***	-	-	-
	Indirect	-	-	-	-
	Total	0.519***	-	-	-
Business Performance (BP) (0.41)	Direct	0.281***	0.280***	0.288***	-
	Indirect	0.224***	-	0.057***	-
	Total	0.505***	0.280***	0.345***	-
χ^2 = 163.736, df = 66, p-value = 0.000, χ^2 / df = 2.481, GFI = 0.926, NFI = 0.949, IFI = 0.969, CFI = 0.968, RMSEA = 0.070					

It can be concluded from the improved structural equation model that there is an influence between entrepreneurship, knowledge management, organizational agility, and performance variables of used car dealerships in Thailand. The model is consistent with empirical data, and the following are the details of the coefficient estimation for the variables in the model:

1) Entrepreneurship has a direct positive influence on knowledge management, with statistical significance at the 0.05 level and an influence weight of 0.159.

2) Entrepreneurship has a positive indirect influence on knowledge management, with statistical significance at the 0.05 level and an influence weight of 0.107.

3) Entrepreneurship has a direct positive influence on organizational agility, with statistical significance at the 0.001 level and an influence weight of 0.519.

4) Entrepreneurship has a direct positive influence on performance, with statistical significance at the 0.001 level and an influence weight of 0.281.

5) Entrepreneurship has a positive indirect influence on performance, with statistical significance at the 0.001 level and an influence weight of 0.224.

6) Knowledge management has a direct positive influence on performance, with statistical significance at the 0.001 level and an influence weight of 0.280.

7) Organizational agility has a direct positive influence on knowledge management, with statistical significance at the 0.001 level and an influence weight of 0.205.

8) Organizational agility has a direct positive influence on performance, with statistical significance at the 0.001 level and an influence weight of 0.288.

9) Organizational agility has a positive indirect influence on performance, with statistical significance at the 0.001 level and an influence weight of 0.057.

10) Entrepreneurship and organizational agility can jointly predict the level of knowledge management with 10 percent accuracy.

11) Entrepreneurship can jointly predict the level of organizational agility with 27 percent accuracy.

12) Entrepreneurship, knowledge management, and organizational agility can jointly predict the level of performance with 41 percent accuracy.

Results of the Analysis of the Research Hypothesis Testing

After the researcher presented the influence of the causal variables, the characteristics of the direct influence, indirect influence, and the overall influence of the causal paths between the latent variables and the dependent variables were shown in the context of this research. From Table 4. The researcher presented the relationship values between the studied variables along with their statistical significance levels. From this information, the researcher analyzed the relationship values between the causal variables in each path to test the research hypothesis. The conclusions of the hypothesis testing are shown in Table 4.

Table 4: Summary of the Results of the Research Hypothesis Testing

Hypothesis	Results of the Hypothesis Testing
H1	Entrepreneurship has a positive influence on knowledge management, consistent with the hypothesis set
H2	Entrepreneurship has a positive influence on organizational agility, consistent with the hypothesis set
H3	Entrepreneurship has a positive influence on performance, consistent with the hypothesis set
H4	Organizational agility has a positive influence on knowledge management, consistent with the hypothesis set
H5	Knowledge management has a positive influence on performance, consistent with the hypothesis set
H6	Organizational agility has a positive influence on performance, consistent with the hypothesis set

The results of the hypothesis testing can be summarized and explained. The details of the hypothesis testing results are as follows:

- **Hypothesis 1:** Entrepreneurship has a positive influence on knowledge management. It was found that entrepreneurship has a positive influence on knowledge management with statistical significance at the 0.05 level.

- **Hypothesis 2:** Entrepreneurship has a positive influence on organizational agility. It was found that entrepreneurship has a positive influence on organizational agility with statistical significance at the 0.001 level.

- **Hypothesis 3:** Entrepreneurship has a positive influence on performance. It was found that entrepreneurship has a positive influence on performance with statistical significance at the 0.001 level.

- **Hypothesis 4:** Organizational agility has a positive influence on knowledge management. It was found that organizational agility has a positive influence on knowledge management with statistical significance at the 0.01 level.

- **Hypothesis 5:** Knowledge management has a positive influence on performance. It was found that knowledge management has a positive influence on performance with statistical significance at the 0.001 level.

- **Hypothesis 6:** Organizational agility has a positive influence on performance. It was found that organizational agility has a positive influence on performance with statistical significance at the 0.001 level.

Modeling the Influence of Entrepreneurship, Knowledge Management, and Organizational Agility on the Performance of the Used Car Business in Thailand

After the researcher created the structural equation model, the researcher examined the various influences and used the developed structural equation model until it was as complete as possible to create a model that could be used as a reference and as a guideline for strategic planning in the context of the used car business in Thailand.

The researcher developed the model and sought opinions from experts who had a stake in or were involved in the management of the business organization in the studied context, which was used car business establishments in Thailand.

The opinions were received from 20 experts who provided information and checked the appropriateness of the model to ensure quality and direct applicability to the implementation of the improvement of performance levels.

The researcher named the model, together with the experts, as the "EKOBp Model." The model format can be used as a guideline for used car business operators in Thailand to adapt it to be consistent with the context of their own business, which can be referred to from the factors that the researcher has selected from the literature review and tested the relationship with statistical hypotheses from this research.

These factors consist of entrepreneurship, knowledge management, organizational agility, and business performance. Based on this concept, a model was created called the "EKOBp Model" (E = Entrepreneurship, K = Knowledge Management, O = Organizational Agility, and B = Business Performance). The first element in the EKOBp Model is the entrepreneurial variable, called Entrepreneurship, which is abbreviated as E in the EKOBp Model.

Entrepreneurship can promote the performance of the used car business in Thailand in line with the trends and demands in the current market that are always changing, including economic, social, and technological changes. All these factors play an important role in driving the growth of this industry, especially in the digital age, where technological advancements have changed the form of product trading.

Entrepreneurship in the used car business is not only related to initiating and managing the business, but also involves looking for new business opportunities, adapting to changes, and creating new innovations in the sales and marketing process. These are important elements that can increase the performance of today's businesses. Increasing business flexibility and the ability to manage risk are important characteristics of successful entrepreneurs in the used car business.

Using appropriate marketing strategies and applying technology will help these businesses better respond to customer needs, especially in the situation where consumers increasingly use the Internet and digital platforms to search for information and purchase second-hand cars. Creating sustainability and growth in the second-hand car business requires entrepreneurs who are capable of continuous organizational development.

Creating partnerships with business partners, developing and training personnel within the organization to provide them with up-to-date knowledge and skills are things that entrepreneurs must prioritize, as well as creating an efficient management system by using technology to assist in operations.

These factors will promote and increase the performance level of the second-hand car business in Thailand, as shown in Figure 2
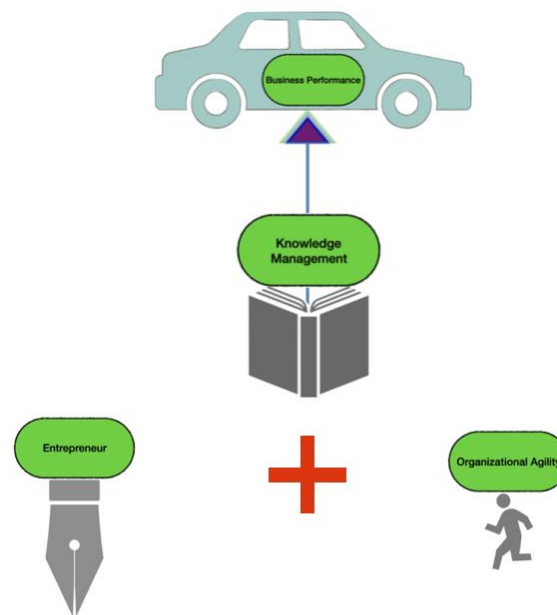
Figure 2: EKOBp Model

The second component in the EKOBp Model is the knowledge management variable, called Knowledge Management, which is abbreviated as K in the EKOBp Model. Knowledge management is a strategy that can effectively promote the operations of the second-hand car business in Thailand. In the current situation, where technology and consumer behavior are constantly changing, businesses that can manage and apply their knowledge to operations will have an advantage over their competitors. Knowledge management is not just about collecting data, but also about distributing and applying knowledge in the operational process to increase the quality of products and services, reduce costs, and increase customer satisfaction. Knowledge management in the second-hand car business plays an important role in increasing work efficiency and creating added value for the organization. Learning from experience, developing new strategies, and applying knowledge from various sources to business operations are all important factors that support businesses to compete in the rapidly changing market. For the used car business, important knowledge exists in many aspects, such as knowledge about the used car market, customer behavior and needs, technology for inspecting and assessing car conditions, and knowledge of related laws and regulations. Managing knowledge within the organization will help entrepreneurs adapt to various situations more effectively. Creating a culture of sharing knowledge within the organization is what makes knowledge management more effective. Entrepreneurs should encourage employees to exchange knowledge with each other and have a system for storing information so that it can be easily accessed when needed. Creating internal communication channels, such as using digital platforms to share information or organizing seminars to exchange experiences and good practices, are ways to help manage knowledge within the organization more effectively.

CONCLUSION

This study provides a comprehensive analysis of the factors influencing the performance of Thailand's used car industry, particularly focusing on entrepreneurship, knowledge management, and organizational agility. Findings indicate that all three factors significantly impact business performance, underscoring the need for used car businesses to foster entrepreneurial mindsets, leverage effective knowledge management systems, and enhance organizational agility to remain competitive in a rapidly evolving market. The EKOBp Model, developed as a result of this research, serves as a framework for the industry, highlighting the essential components that drive business success in this sector. In addition, the qualitative insights emphasize the importance of digital transformation and adaptability in Thailand's used car industry. By integrating digital sales and marketing platforms, standardizing pricing and after-sales services, and enhancing technology use in information sharing and customer service, companies can better meet customer expectations and navigate market challenges. Training employees to apply new technological knowledge further supports these objectives, equipping businesses with the necessary tools to improve service quality. The study's recommendations provide a strategic pathway for used car businesses to strengthen performance and adapt to future market demands.

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