

MARKETING STRATEGY DEVELOPMENT, IMPLEMENTATION AND EVALUATION IN A  
FOOD SUPPLY COMPANY

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จุฬาลงกรณ์มหาวิทยาลัย

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บทคัดย่อและแฟ้มข้อมูลฉบับเต็มของวิทยานิพนธ์ตั้งแต่ปีการศึกษา 2554 ที่ให้บริการในคลังปัญญาจุฬาฯ (CUIR)  
เป็นแฟ้มข้อมูลของนิสิตเจ้าของวิทยานิพนธ์ ที่ส่งผ่านทางบัณฑิตวิทยาลัย

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A Thesis Submitted in Partial Fulfillment of the Requirements  
for the Degree of Master of Engineering Program in Engineering Management  
Regional Centre for Manufacturing Systems Engineering  
Faculty of Engineering  
Chulalongkorn University  
Academic Year 2016

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วิทยานิพนธ์นี้เป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปริญญาวิศวกรรมศาสตรมหาบัณฑิต  
สาขาวิชาการจัดการทางวิศวกรรม ภาควิชาศูนย์ระดับภูมิภาคทางวิศวกรรมระบบการผลิต  
คณะวิศวกรรมศาสตร์ จุฬาลงกรณ์มหาวิทยาลัย

ปีการศึกษา 2559

ลิขสิทธิ์ของจุฬาลงกรณ์มหาวิทยาลัย

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# CHAPTER 1

## INTRODUCTION

### 1.1 Background of Thesis

The company is a small food supplier founded as an SMEs family business about 20 years ago located in the central of Bangkok, Thailand by based on pork selling business about 40 years ago. The company provides various fresh and dried food products including meats, vegetables, fruits, cereal, bakery, Thai dessert and seasoning. Therefore, the company is a one-stop service for purchasing fresh food and dried food for cooking with various services such as trimmed food, and delivery service. There are two main sources of the company's income which are retail and wholesale. The customers of the enterprise can be categorised into two key groups as follows:

Business Relationship	Customers	Number of customers/month
1) Business to Business (B2B) - Wholesale	<ul style="list-style-type: none"> <li>• Hotels</li> <li>• Restaurants</li> <li>• Schools</li> </ul>	<ul style="list-style-type: none"> <li>• 23</li> <li>• 10</li> <li>• 4</li> </ul>
2) Business to Customer (B2C) - Retail	<ul style="list-style-type: none"> <li>• Retail customers about 20 people per day</li> </ul>	

Table 1: The company's customers

The number of business customers in the previous table is on average from July to November 2015. The business customer segmentation which shows the number of business customer ratio in percentage is shown in the following figure.

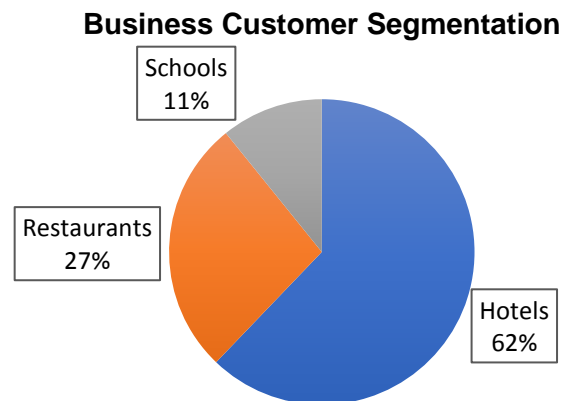


Figure 1: The company's business customer segmentation

The previous figure illustrates that Hotels customer category has the highest number of business customers for the company which is about 62%. Second is Restaurants which obtains about 27% of the total number of business customers. Next, the fewest number of business customers is Schools that gets only about 11%.

The total sales volume of the company's products and services from July to November 2015 is approximately 15 million baht. The following figure shows the company's revenue from sales proportion from various customers.

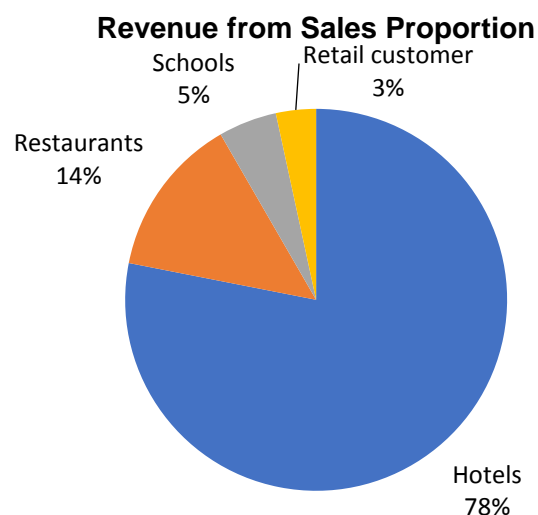


Figure 2: The company's revenue from the sales proportion

According to Figure 2, this figure shows that the hotel customer type has maximum ratio about 78% or 11.7 million which is more than three-fourths of the entire sales revenue. The second uppermost percentage of the entire sales comes from the restaurant customer type which is approximately 14% or 2 million baht, and the third is the school customer group around 5% or 7.37 hundred thousand baht. Finally, the retail clients who are mostly walk-in to purchase the company's products at the company's store are about 3% or 5 hundred thousand baht. The first three customer types are the business customers that create the major sales revenue for the company about 97%, nearly a hundred percentages. Therefore, the survival or growth of the company highly relies on sales from the business customers which two of them are the hotel and restaurant businesses depending on tourism.

According to BBC News (2015), a bomb ripped through the central Bangkok, the capital of Thailand, on Monday 17 August 2015. The bomb killed twenty people and injured more than 120 people. As stated by Vaswani (2015), this Bangkok attack can be a main setback for the tourism not only in the central of Bangkok but also throughout Bangkok and Thailand.

## **1.2 Statement of the Problem**

Due to the Bangkok bombing in August 2015, the revenue from sales of the company drops significantly in many months later. Since the Hotels and Restaurants locate in the central of Bangkok near the bomb area, the number of tourists who are main customers of the hotels and the restaurants decrease considerably. Therefore, the food purchasing volume from the hotels and the restaurants also decrease noticeably. This bombing incident makes overall revenue from sales of the company drops extremely by starting from August to many months later as shown in the following figure.



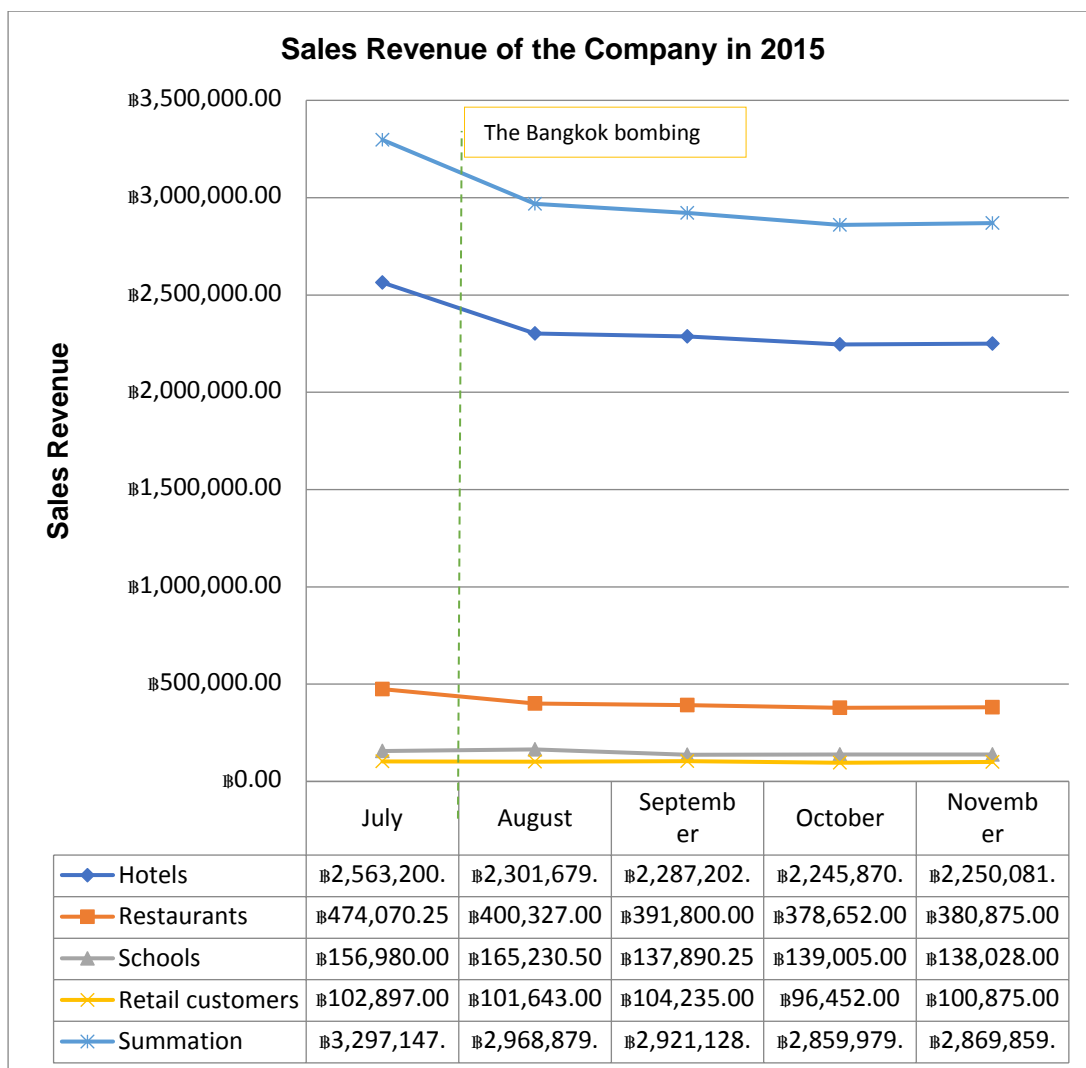


Figure 3: The sales revenue of the company from July to November 2015

As illustrated in Figure 3, the revenue of the company significantly dropped after the Bangkok bomb incident in every customer segments. The largest drop is from the hotels which the total dropped revenue based on July from August until November is about nearly a million baht that the company loses in four months after the incident. The following figure will display the sales revenue in each product category of the company.

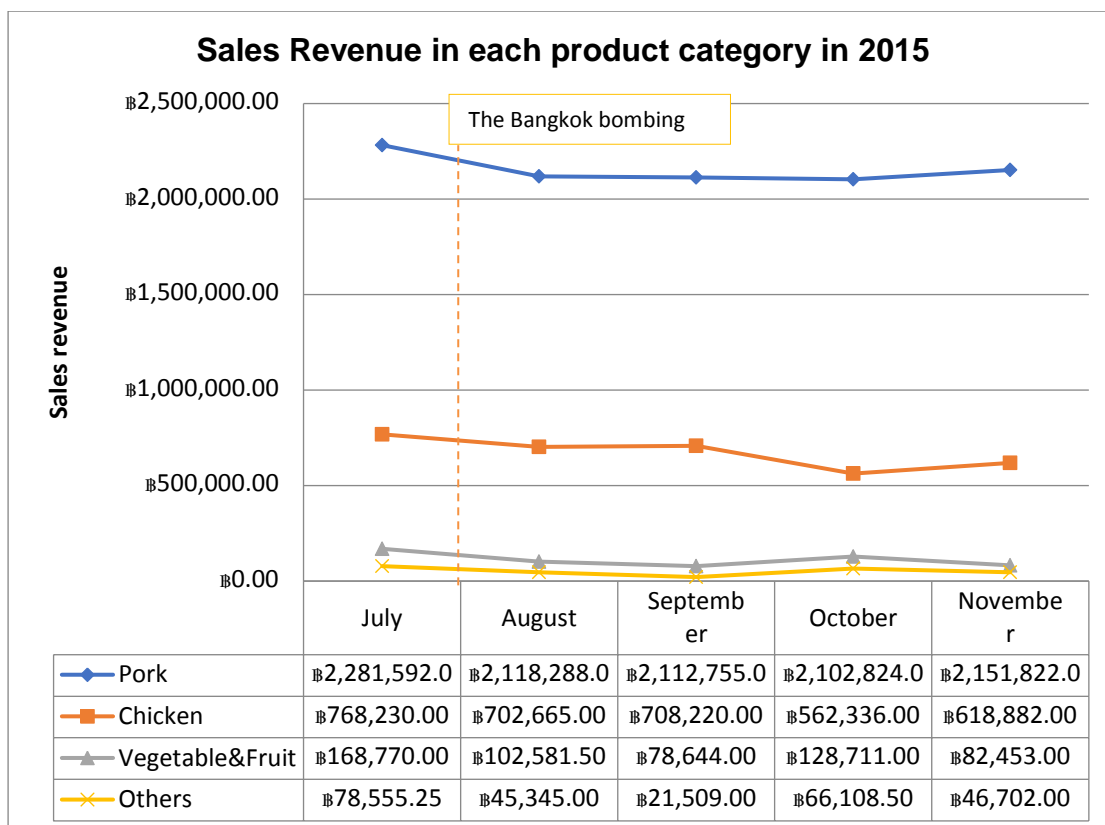


Figure 4. Sales revenue in each product category

In the previous figure, it can be seen that the pork product category has the most dropped sales revenue after the Bangkok bombing incident, more than a half million baht, about 6.4 hundred thousand baht. The total sales revenue and profits are shown as follows:

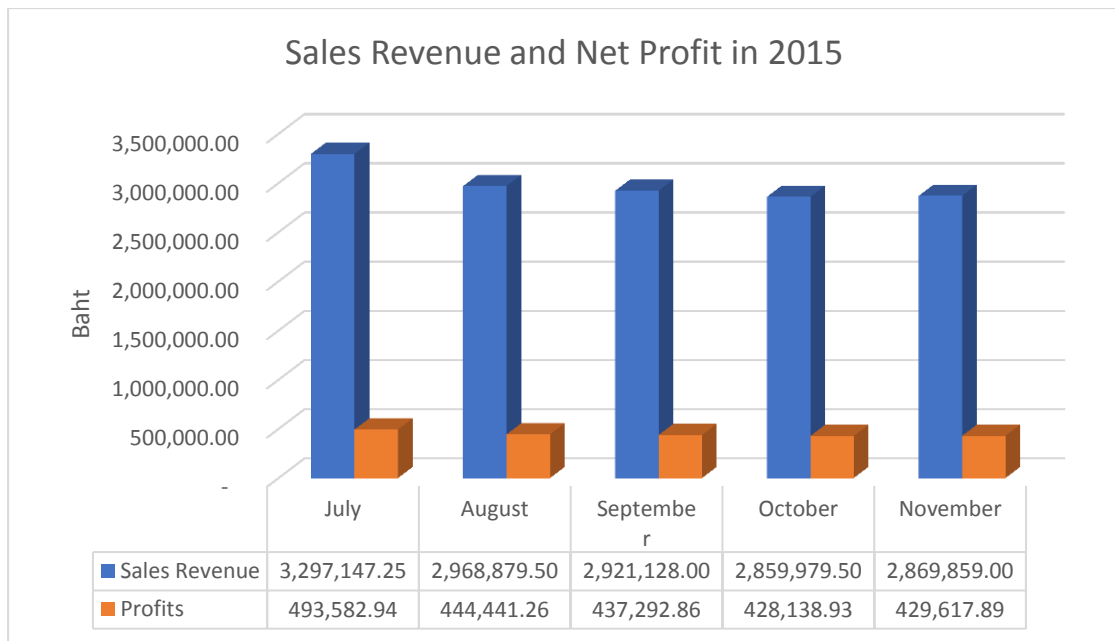


Figure 5: Sales revenue and profit of the company

The previous figure also confirms that the net profit of the company also decrease significantly based on July from August to many months later. The company's average decreased revenue from sales ratio from August to November in the following table is calculated based on the revenue in July that is the month before the Bangkok bombing incident.

Customer segmentation	Average decreased revenue
1. Hotels	↓ -11.40%
2. Restaurants	↓ -18.18%
3. Schools	↓ -7.61%
4. Retail customers	↓ -2.04%
Summation	↓ -12%

Table 2: The average decreased revenue of the company by the customer segmentation

From the Table 2, the total decreased revenue from sales of the company is approximately 12%. The hotels and restaurants make the most decreased revenue about 11.4% and 18.18% which are the two main customers of the company. These

two major customers have had direct effects from the incident. They have been reduced the food material purchasing from the company. Thus, it makes the sales revenue of the company dropped dramatically more than one and a half million baht after the incident until now. Overall the company loses in revenue approximately 1.57 million baht and loses in profits nearly about 2.4 hundred thousand baht from both direct and indirect effects of the incident in four months. The main root cause is from the sales revenue drop of the hotel customers since the company mostly relies on this business customer that are in the central Bangkok's tourism industry having the most directly affect from the Bangkok bombing incident. Moreover, the public information from Ministry of Tourism and Sports presented that the percentage growth of Thailand's tourism industry has been fluctuating and has slightly decreasing trend as shown in the following table.

Month	Year		Percentage growth
	2014	2013	
January	2,282,568	2,318,447	-1.55%
February	2,075,04	2,367,257	-12.33%
March	2,018,008	2,322,200	-13.10%
April	1,934,841	2,057,855	-5.98%
May	1,670,860	1,943,968	-14.05%
June	1,491,300	2,061,782	-27.67%
July	1,896,098	2,149,173	-11.78%
August	2,084,839	2,355,660	-11.50%
September	1,869,491	1,995,343	-6.31%
October	2,207,775	2,054,548	+7.46%
November	2,425,123	2,378,112	+1.98%
December	2,853,476	2,542,380	+12.24%
Total	24,809,683	26,546,725	-6.54%

Table 3: Thailand tourism performance from January to December 2014

(Ngamsangchaikit, 2015)

Furthermore, the latest public tourist numbers summary report from the department of tourism also supports that the tourism market has been fluctuating shown as follows:

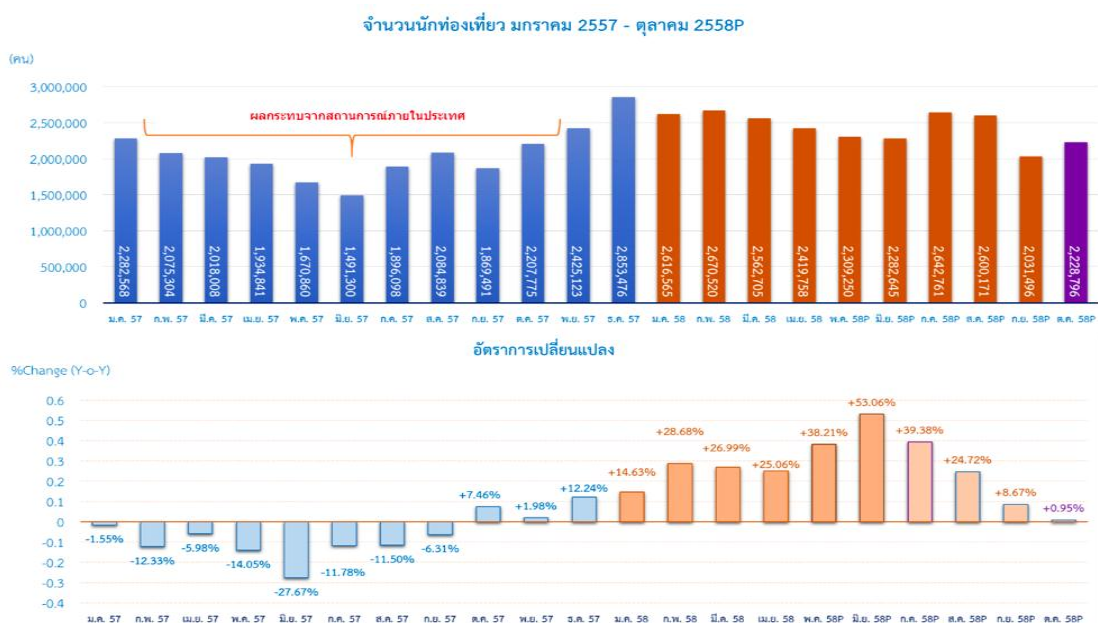


Figure 6: Preliminary tourist numbers January 2014 . October 2015

(Newdot2.samartmultimedia.com, 2015)

Based on the company's revenue dropped from the Bangkok bombing incident and the fluctuation in the tourism market which is the main market of the company, the company has been considering alternative options of growing business to increase revenue and profit.

It comes up with the problem that what should be the most appropriate solution for the company in this situation to raise revenue for the short term. Therefore, the study of consumers' opinion, behaviour and marketing factors that influence the company's product and service purchase is necessary together with making a marketing plan for achieving the marketing objective of the company and harmony with the marketing competition in this marketing situation.

### 1.3 Current Situation

The current situation of the company can be divided into two major topics shown as follows:

### 1.3.1 Industrial Overview and Trend

Regarding the information presented previously, tourism is one of the dynamic and competitive industries that plays an important role in Thailand economy for a long period of time. It can be said that the decrease of tourists who come into Thailand is the most important factor that can significantly affect other industries related to the tourism trends at that time. As tourism industry is very important, the government of Thailand has indicated the strategic planning which aims to improve tourism industry. However, the tourism policy of the government can be divided into five sections which are (Tourismthailand, n.d.);

- The electronic activities related to tourism will be improved, such as providing information about tourism trend in Thailand on the internet, or creating the advertisement online by using E-tourism as a major technological system for supporting the tourism trend of the country. Besides, the development of the technological system, which related to the problem that can directly impact on the technology in tourism marketing also be focused in order to prevent the problem that can occur all the time.
- Considering the development of human resource, especially, the skills and ability of Thai people who works related to the tourism industry, and the industries related. The government considered that highly potential of human resource can support tourism business gained more profit, and also develop the strength of the organisation that plays a role in tourism industry.
- The plan for preventing all hindrances in the tourism industry which can destroy Thailand's tourism image in the eyes of tourists both domestically and internationally. Therefore, the government considered promoting the cooperation in all levels in order to support the country to be the tourism hub of Southeast Asia.
- The government considered developing a new strategic planning for supporting marketing of tourism in Thailand, which focus on the growth of tourism industry. In this point, it can be mean that the government indicated the strategic planning for attracting foreign tourists to come into Thailand

more and more, while the domestic travel also encouraged by motivating Thai people to travel within the country.

- Due to the country's economic problem, the government considered that promoting the tourism industry can be an important tool that can increase income for the country. However, the development of tourism industry and other industries related should be done under the policy that approved by the government of Thailand.

From the explanation, it can be said that the government of Thailand considered the problem that occurred due to the situations that can directly impact on the tourism trend in Thailand. So, the policies indicated are focused on the grow rate of people who visit Thailand, and tourism within the country. However, focusing on the current trend of tourism in Thailand can be said that, the number of tourist arrivals in Thailand from January to May 2016 are unsteadily growing. The following figure shows the growth of Thailand tourist arrivals between January to May 2016.

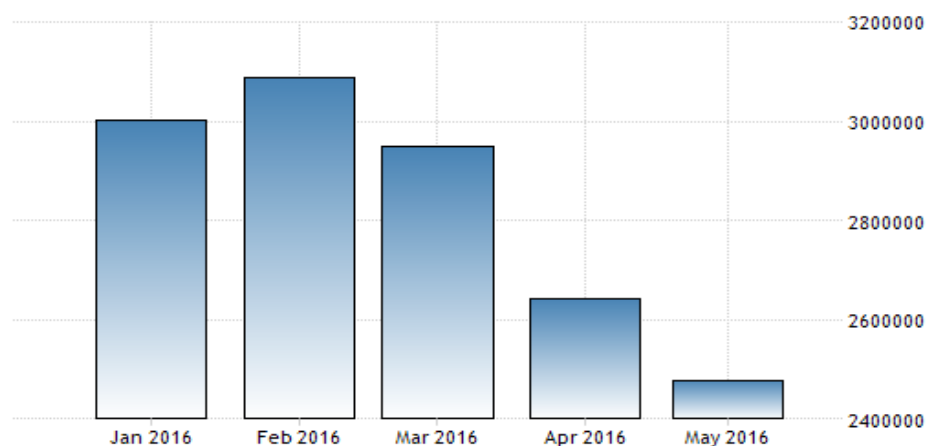


Figure 7: Thailand tourist arrivals (tradingeconomics.com)

From the figure, it can be explained that the number of tourists arrived Thailand in May 2016 decreased from April 2016 about 180,000 people.

Moreover, consider the demand of hotel in Thailand can be explained that the growth in average hotel rates in January to May were unsteadily growth. From the growth rate in May was lower than the growth rate in January, which related to the previous figure presented shown that the number of visitors in May was lowest when

compares to 4 months previously. However, not only the decrease in the number of rooms booked but the statistic showed the decrease in revenue from tourism between January to May 2016 (Department of Tourism, 2016). Wattanacharoensil and Schuckert (2016) said that the reduction in the number of guests staying at the hotels can affect other industries related to the promotion of tourism, such as food industry, wholesale and retail sector, as well as other marketing activities that directly related to the hotel and tourism industry.

To clearly understand about the environmental analysis of Thai tourism trend and the factors play a significant role in the business activities of the company, the analysis of external environment should be used as a tool to analyse in order to present information more effectively. The results of analysis can be explained in the next part.

### **1.3.2 External Environment Analysis**

In this part, the analysis tool as PESTEL analysis which is an external environment analysis tool used for presenting information about the factors that direct influence on business operation. The results of analysis can be explained as follows;

#### **1) E-Economic**

Thailand falls into deflation since the beginning of the year 2016 up until now. The economic impact is mainly caused by the political and social instability that occurred in the country. Those are the factors that affect the confidence of investors and making the country faced to the deflection because most revenues of economic activities in the country have decreased. From the trade estimation of International Monetary Fund (2016) shown that the terms of trade in Thailand are a tendency to decrease, which can affect the long-term from the year 2016 to 2021. The following figure shows the macroeconomic analysis and the estimation in Thailand between 2013-2021.



	2013	2014	2015	Projections					
				2016	2017	2018	2019	2020	2021
Real GDP growth (percent)	2.7	0.8	2.8	3.0	3.2	3.1	3.1	3.1	3.0
Contribution to growth									
Domestic private demand	0.6	0.3	1.1	1.3	1.7	1.7	1.8	1.7	1.6
Public investment	0.0	-0.4	1.6	0.5	0.6	0.4	0.1	0.0	0.0
Net exports	0.8	3.6	0.3	-0.9	-0.7	-0.6	-0.5	-0.5	-0.5
Output gap (percent of potential output)	-0.1	-2.1	-1.8	-1.4	-0.8	-0.2	0.0	0.0	0.0
Headline CPI inflation (period average, percent)	2.2	1.9	-0.9	0.2	2.0	1.8	2.1	2.3	2.5
Headline CPI inflation (end of period, percent)	1.7	0.6	-0.9	1.6	1.8	2.0	2.2	2.4	2.5
Core inflation (period average, percent)	1.0	1.6	1.1	0.7	1.1	1.6	2.0	2.4	2.5
Core inflation (end of period, percent)	0.9	1.7	0.7	0.9	1.3	1.8	2.2	2.5	2.5
Public sector balance (percent of GDP, fiscal year basis)	0.8	0.0	0.5	-0.3	-0.7	-0.8	-0.7	-0.2	0.0
Total public sector debt (end-period)	42.2	43.6	43.1	43.7	44.5	45.3	45.9	45.9	45.6
Current account balance (percent of GDP)	-1.2	3.8	8.0	7.8	5.9	4.2	2.9	2.1	1.5
Terms of trade (percent change)	1.7	0.8	9.5	1.7	-2.0	-1.2	-1.3	-0.8	-0.7
External debt (percent of GDP)	33.8	34.7	32.7	32.3	31.8	31.6	30.9	30.1	29.3
Credit to the private sector by depository corporations (end of period, percent)	9.6	5.1	4.9	4.9	5.3	5.3	5.3	5.4	5.5

Figure 8: Macroeconomic analysis and estimation in Thailand (International Monetary Fund, 2016)

According to Lin, Tsomocos, and Vardoulakis (2015), the deflation can affect oil prices and domestic food prices as well. From the figure presented above can be seen that, the estimation of customer price index (CPI) of Thailand in 2016 to 2021 shown that, it is the tendency to increase accordingly. This also related to the analysis of Mistry of Commerce of Thailand (2016) that, CPI of the country in 2016 will be increased because of the rise of food process, whether fresh vegetables, fruits, seafood, pork, including the increase of fuel and fares rose from the previous year.

## 2) Political Trends

Political unrest is one of the factors that directly to the tourism industry of Thailand. The political crisis also impacted number of tourists who would like to come to Thailand for traveling and other purposes. Number of international tourist who arrived Thailand influence financial and business services in Thailand, especially hotel business. Wan and Bramwell (2015) explained, most of tourism who make a plan to travel to another country always considered to the situation within that country, while political is one of the situation that can directly affect the safety of tourists. So, the confidence level of visitor will increase or decrease depending on the circumstance which can build trust with them, while political circumstance also be one of the

circumstances that can also impact on the trust level. Moreover, the number of tourist who visited Thailand also plays an important role in revenues of hotel. However, the businesses related to the hotel activities also affected by the decline the number of tourists as well, while the business about grocery or food which are firms that deal with the hotel activity also affected by the number of visitors and the turnover of the hotel as well (Bjork and Kauppinen, 2016).

### 3) Legal and Regulatory Issues

The increase in minimum wage in Thailand also directly impact on the business operation of all businesses in Thailand, especially, business related to services. However, the increased of minimum wage can encourage employees would like to work in the organisation property and more efficiently, but for the organisation side, the organisation needs to increase the sale revenues to support the growth of fixed costs monthly (Waisarayutt, et.al, 2014). Besides, for food and drink businesses, there are a lot of legal, and regulatory issues should be considered. The main regulatory issues that should be considered is about food safety and standard of food, including establishment. Moreover, the establishment that had food production activity also considered to the rule of food production rely on the GMP food safety. While the location, standard of food production, machinery and equipment manufacturing, as well as, welfare and protection of employees to work for the organisation should be followed Thailand Food Act 1979, and The Thailand Labor Protection Act 2008 (Wanwimolruk et.al, 2015).

### 4) Technological Advancements

The development of technology also supports businesses can operate and manage their business more effectively. This is because the technology advancement can help the entrepreneur knows how to introduce their products to society or target customer properly (Schaupp and Belanger, 2014). Besides, the development of social media also helps the entrepreneurs advertised their products or services into the society more comfortably, because social media is one of the tools, that can help them reach the target customers by providing the information about the products or services in order to attract customers to pay more attention to the products or services, which presented by the companies, as well as the cost of advertise through social media also low (Rodriguez, Peterson, and Krishnan, 2012). Moreover, Kumar et.al (2016) explained that the company can use advantages of social media in order

to conduct a research regarding the social behaviour to be understanding about consumer behaviour, while the results of research can help company knows how to develop business strategy more effectively.

#### 5) Sociocultural Trends

It should be known that a large number of people in society always search information through the internet. So, it can say that the company should pay attention to develop their communication tools to support the change of behaviour of people in society nowadays. Not only the trend of information search that has been changed from the past, the company also should pay more attention to the eating and purchasing behaviour of people in society as well. As this report focused on the business, which operated in Thailand, so, the most important information that should consider by the company is eating trend and purchasing behaviour of people in Thai society (Xianchai and Fishbach, 2014). According to Aoki, Akai, and Ujiie (2015), nowadays, the taste and need of consumer in Thai society have been changed from the past. This is because most of the consumers paid more attention to the food that can help their support their good body and health. It means that the company which does the business regarding to food service should understand about the factor that can encourage people would like to buy foods from the company, such as the organic vegetables, fruits, and meats, the cooking processes are safe or processed that can help their body getting better, etc.

#### 6) Ecological

Regarding ecological factors, the most important factor should be considered by the company is the standard and safety of vegetables, fruits, meats, and other ingredients, that used for cooking food to the customer. It can be said that the foods and raw ingredients should select from the farm or company that has been accepted by global standards, which is one of the factor influences confidence of customers towards food purchased (Tan et.al, 2015). At the same time, the company that plays a role in food and drink services also should pay attention to the outbreaks of animal diseases that can affect the level of confidence of their clients, such as the company should select the chicken meat that certified bird flu infection, buying meat through the cleaning process and no additives, etc. (Thongplew and Spaargaren, 2016).

#### **1.4 Objective of Thesis**

To assess the available strategic growth options, generate new marketing model and implement it for a short-term plan which is appropriate in the business environment to increase revenue and net profit for sustainable growth.

#### **1.5 Scope of Study**

- 1) Implement the marketing plan to evaluate the result of June to July 2016, comparing with June to July in 2014 and 2015.
- 2) Data is collected from the samples who reside in Bangkok metropolitan area (BMA).

#### **1.6 Assumptions**

Since the population growth rate between 2015 and 2016 is unknown so it is assumed that equal to the population growth rate between 2014 and 2015 which can be calculated from comparing between Bangkok population size by habitant in 2015 and Bangkok population size by habitant in 2014. Also, the Bangkok population's growth rate by migration is not known so it is assumed that is like the Bangkok population's growth rate by habitant and the growth of the Bangkok population is a uniform distribution.

#### **1.7 Expected Benefits**

The benefits of this thesis can be as follows:

- Understanding consumers' opinion and behaviour, as well as marketing factors influencing consumers' decision making of purchasing food and the company's products and services.
- Increase brand awareness by using marketing strategies.
- Maximising sales, revenue and profit by the most appropriate strategic option
- Create a clear direction of how to get new customers and maintain the existing customers, as well as be a guideline for other products and services of the company.
- Better in addressing and identifying potential issues.
- Better in taking advantages of new opportunities.
- Provide a structural effort measurement.

## CHAPTER 2

### LITERATURE REVIEW AND THEORIES

#### 2.1 Resource Based View Strategy

Resource based view (RBV) defined by Rothaermel (2012) is “a model which looks resources like a key to superior company performance. The resource exhibiting VRIO attributes will enable the company to gain and sustain competitive advantage”. RBV is a method to accomplish competitive advantages developed by Wernerfelt (1984). Barney (1991) supported that companies should see inside within the organisation to search for the sources of competitive advantage by not looking only competitive environment. The following figure shows the model that explains RBV as well as emphasises the key points.

According to Jurevicius (2013), there are three main steps to acquire competitive advantage as follows:

##### 1.) Collecting and categorising the resources information

The company's resources are divided into two groups which are tangible and intangible resources. The tangible resource is a physical thing or visible to assess such as machinery, equipment, land, building or capital. In contrast, the intangible resources are things that have no physical existence. However, it can be owned by the organisation such as trademarks, brand reputation and intellectual property.

##### 2.) Resources Analysis

This step is to analyse and classify both intangible and tangible resources into two clusters which are heterogeneous and immobile resources. First, heterogeneous resources are the skills of the company that make the company different from other companies in the market. Next, immobile resources are the firm's static resources which do not move from a firm to another firm at least in a short-run, such as process, brand equity, and knowledge.

##### 3.) VRIO framework process

In this step, VRIO process will use to identify and analyse resources. If the resources exist through every criterion from valuable until organised to capture value, the

resources can be the company sustained competitive advantage (Barney, 1991). As stated by Jurevicius (2013), the VRIO criteria are described as follows:

- Valuable: the resource should be valued by allowing a firm in order to exploit the opportunities or guard against the threats.
- Rare: the resources can only be obtained by one or few companies.
- Costly to imitate: the resource is expensive to imitate or to substitute for a competitor if the organisation would like to accomplish sustained competitive advantage.
- Organised to capture value: the resources do not be intergraded in any benefit for the firm unless it is organised to capture a value.

## 2.2 PESTLE Analysis

According to Cadle, Paul, and Turner (2010), the most commonly used methods to analyse the external environment for a company is PESTLE analysis. This analysis consists of six strategic areas considered as sources of changes which are Political, Economic, Social, Technological, Legal and Ecological. After applying the analysis, a company can obtain more understanding to create effective strategies for responding the six drivers.



Figure 9: PESTLE Analysis

### 2.3 SWOT Analysis

According to Humphrey (2005), Pahl and Richter (2009), SWOT Analysis is the business evaluation method in its internal strengths and weaknesses along with opportunities and threats existing in the market or external atmosphere. First of all, strengths are the business competencies providing benefits over competitors. Second, weaknesses are the business features that prohibit an organisation from the excellent performing. Next, opportunities are events, forces, ideas and trends which the company can gain for its advantage. Last but not least, threats are possible events or forces outside the control of the organisation. They may be roots of business troubles that the company has to plan for the prevention or decide for the mitigation.

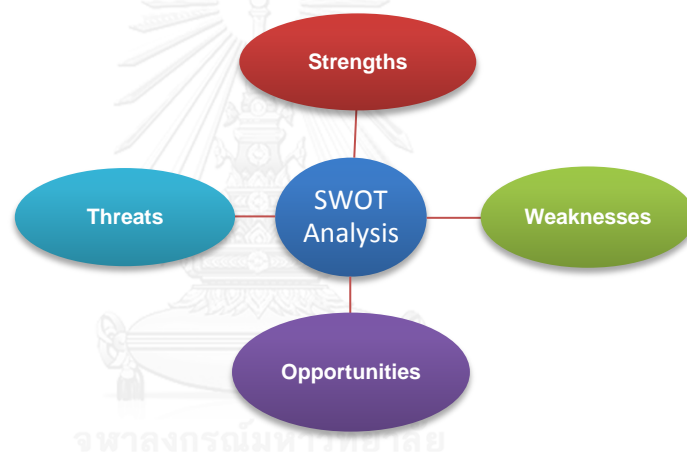


Figure 10: SWOT Analysis

### 2.4 TOWS Matrix

Et al Wehrich (1982), Koontz and Wehrich (2009), Wehrich, Cannice and Koontz (2013), since SWOT analysis is static and rarely leads to obvious alternative strategies' development, TOWS matrix is introduced as a modern tool to analyse the company's competitive situation which leads to 4 distinct groups of strategic alternatives. TOWS matrix is one of popular strategic planning methods that frequently applies when developing a marketing plan. Both methods require to identifying the company or product's strengths, weaknesses, opportunities and threats. However, SWOT analysis aims to apply strengths and weaknesses to reduce threats and maximise opportunity; whereas, the TOWS matrix matches the external

opportunities as well as threats with the company's internal strengths and weaknesses. This TOWS matrix purposes to answer the 4 queries as follows:

- 1) Strengths and Opportunities (SO): 'How can the company's current strengths help the company to capitalise on the company's opportunities?'
- 2) Strengths and Threats (ST): 'How can the company's current strengths help you identify and avoid present as well as potential threats?'
- 3) Weaknesses and Opportunities (WO): 'How can the company overcome the company's current weaknesses by using the company's opportunities?'
- 4) Weaknesses and Threats (WT): 'How can the company best diminish the company's weaknesses and avoid current as well as potential threats?'

The TOWS matrix's four alternatives are based on the systematic analysis of the external factors and the internal factors as follows:



Figure 11: TOWS Matrix for formulating strategy

## 2.5 Ansoff Growth Strategies

According to Stone (2001), the Ansoff growth strategies or Ansoff matrix refers to two keys influenced business growth which are markets and products/services. It generates 4 alternative options of growth strategies for a company to select a choice or choices for growth (Ansoff, 1989) as shown in the following figure.



	Present Products/Services	New Products/Services
Present Markets	<b>Market Penetration</b> Low risk Low reward	<b>Product Development</b> Moderate risk Moderate reward
New Markets	<b>Market Extension</b> Moderate risk Medium range of profit	<b>Diversification</b> High risk High range of profit

Figure 12: Ansoff Matrix (Ansoff (1989) and Ansoff Matrix, (2015))

As stated by Ray (2015), choice and strategy mention to the process of choosing one option to implement in a company. For every company, growth is very important so marketing is needed to identify, assess and choose market opportunities in order to make sure that the company successes favourably in the market. Furthermore, the Ansoff growth strategy provides a company various options which can efficiently guide organisational growth. The four main options are discussed as follows:

1) Market Penetration: according to Porter (1985), market penetration is one of the growth strategies which applies the core competencies of the current value chain. Hence, the company can grow by increasing the sales volume of existing products and services in the present market. As stated by Ansoff (1989) and Lynch (2003) there are three different ways to the penetrate market that are acquiring competitors customers, attracting nonusers of the product or service and convincing present customers to purchase more products or services of the company by improving the product or service quality, or applying marketing communications such as advertising. This strategy is useful when the overall market is growing and attractive. The growing market boosts the ability of the company to raise sales from their current customers. For example, a beverages company sells a 6-pack, next a 12-pack, and then a case (Dahl, 2010), and Starbucks have started writing customers' names of on coffee cups to increase customers' satisfaction (Blatchford, 2013).

2) Market Extension: as stated by Keogh and Evans (1998) and Smallbone et al. (1995), for this choice, a company is grown by identifying as well as developing new market sections for the company's existing products or services. This strategy is very advantageous when the current market is standing in the case of growth and market share expansions may be difficult to accomplish on account of other companies' competitive activities. Though, developing new market is not necessary to involve in a geographic market extension. The extension is various between locations or between industrial divisions upon firms' niche focusing and local market opportunities. For example, Coca-Cola has been expanding their products reaching to Russia (Ansoff Matrix, 2015) and Starbucks are expanding coffee shops to all over the world (Blatchford, 2013).

3) Product Development: product development is another strategic choice for a company in order to develop new products or services for the current market. This strategy takes in significant new product or service developments which are not minor changes in the present product or service. A company can use this strategy to achieve excess production capacity, exploit new technology and respond competition to protect or increase its market share including a continued reputation as a product or service innovator (Lynch, 2003). For example, Arm & Hammer has been extending to include sales of toothpaste (Ansoff Matrix, 2015) and Starbucks are introducing a new premium coffee made with exclusive rare beans (Blatchford, 2013).

4) Diversification: last but not least is diversification strategy that involves seeking to raise profitability through higher sales volumes from new services or products in new markets (Bowen and Wiersema, 2005) that companies diversify to grow and sustain in the competitive market. Moreover, companies diversify in a case of their objectives cannot meet through expansion, the reserved cash surpluses the expansion needs, or the diversification opportunities can make more sale or profitability than expansion. Furthermore, applying diversification is not only enrich profitability and sales volume by differentiation or enhancing efficiency but also by generating market power and restraining the intensity of the competition's forces

(Ansoff, 1965 and Penrose, 1959). For example, McDonald's has been starting McCafe (Ansoff Matrix, 2015) and Starbucks plans to launch a new food range since the firm is using a new product or service to tap into a new meals market (Blatchford, 2013).

However, Bachmeier (Bachmeier, 2013) said that Ansoff's matrix has the major limitation on growth in one side. Munro (Munro, 2014) also said that the method fails to take external competitors into account. Tamara (K. H., 2015) concluded that the model does not take every impacted market elements. There was a Michael Porter work that concerns the external impact the model is the Five Forces. Therefore, the gap or limitation of Ansoff can be solved by applying Porter's Five Forces model.

## 2.6 Porter's Five Forces Analysis

According to Porter (2008), Hill and Jones (2013), Porter's five forces model efficiently uses to analyse competition within the industry. The five forces comprise of existing competitors, buyers, suppliers, new entrants and substitutes which are the sources of changes in meso-environment and microenvironment.

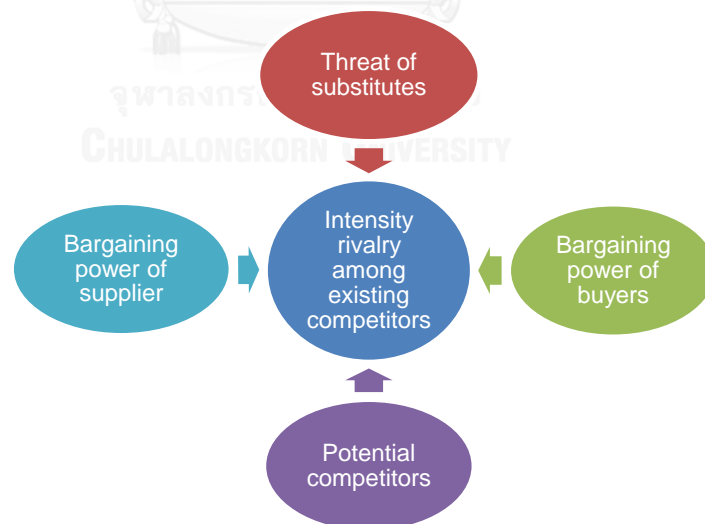


Figure 13: Porter's Five Forces Analysis

## 2.7 Marketing Mixes

According to Kotler (2000), Masterson and Pickton (2014), and Marketing and the 7Ps (2015), to support products or services, the 4Ps do not give enough scope nowadays. Therefore, the 7Ps has been developed as a marketing mix that is extended from 4Ps included Product, Price, Place, and Promotion by added People, Process, and Physical evidence as follows:



Figure 14: Marketing Mix (7Ps)

## 2.8 Key Performance Indicators (KPIs)

According to Fitz-Gibbon (1990) and Parmenter (2007), Key Performance Indicators (KPIs) is an instrument to measure the performance of the organisation. KPIs provides the information to indicate the organisation successful in a right direction or not and guide how to improve the result. The examples of KPIs indicators related to marketing field are sales revenue, customer satisfaction and awareness.

## CHAPTER 3

### ANALYSIS OF COMPANY BACKGROUND

#### 3.1 Identify Competencies

##### 3.1.1 Background of the Company

The company was established as a small fresh pork shop since 1976. The growing of customer demand in other fresh and dried food products and the expanding relationship with other food producers through many years push forward the company can serve various fresh and dried food products. Therefore, the company has been a small one-stop food supplier since 1996 founded as an SMEs family business. There are many products of the enterprise such as pork, chicken, beef, vegetables, fruits, cereal, bakery, Thai dessert and seasoning. However, the main product type of the company is a fresh food product type, and the fresh pork product is a leading product of the company since the company has a strong relationship with a pork producer over 40 years ago. Furthermore, the company provides three addition services to make customers more convenience which are food warming, food trimming, and delivery service.

##### 3.1.2 Organisation Structure

There are main four departments under the control of management department as shown in the following diagram:

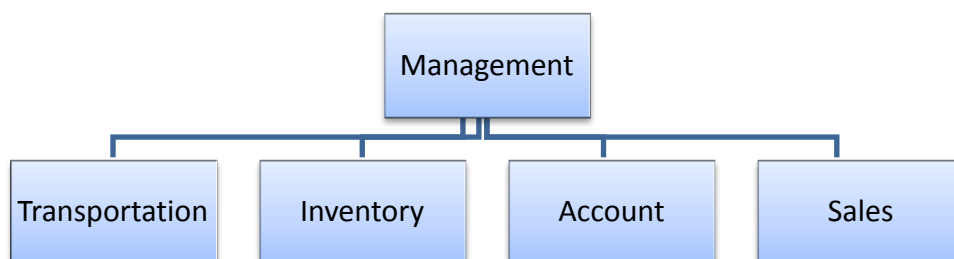


Figure 15: Organisation structure

- The transportation department is divided into two divisions which are a pick-up division and a delivery division. The pick-up division is responsible for receiving and carrying products from the company's supplier to the company's

store. Transporting the company's products to the customers of the company is a responsible of the delivery division.

- The inventory department is composed of two divisions that are stock-checker division and product preparation. The stock-checker division has duties to check and evaluate the stock of the company including packing the products. The product preparation division is accountable for trimming and warming the product according to the customer's order.
- Account department is responsible for dealing with any billings of the company including assessing the correctness of the bills.
- Sales department has a role in selling the products to the customer at the company's store.
- Management department is responsible for customer service and making the contracts with suppliers and wholesale customers as well as manage and control the operation of the company.

The organizational structure and culture in the current situation of the company are described as a family business. The owner can order any suitable tasks to any employees. However, the company also takes care of their employees like their family members so the company's employees willing to work hard and help each other to make each job done successfully. The company realizes that operating in a customer and market- driven like this industry, the achievement will not be occurred if the internal company does not have the motivation and commitment from the employees, their most valuable asset.

### **3.1.3 Review Organisational Resources**

To review the organisational resources, Resource based view (RBV) concept is partly applied according to the research scope as follows:

For collecting and categorising the resources information, the company's resources are categorised into two groups that are tangible and intangible resources. The tangible and the intangible resources are described as follows:

### Tangible resources

- 1 branch in 2 commercial buildings in pranakorn district of Bangkok. Each building has two floors which 17 square wah is the size of the building.
- 7 Machineries which are three fridges, a freezer, two meat grinders, a meat slicer
- About 50 Equipment; for example, knives, cutting boards, spoons, forkes, plates, bowls, glasses, microwaves, rice cookers, frying pans, and stoves.
- 4 Motorcycles
- 4 Pickup trucks
- 10 million baht of a capital
- 24 employees
  - 4 pick-up drivers
  - 2 stock-checkers
  - 3 billing clerks
  - 2 salespersons
  - 5 product preparation persons
  - 3 administrators
  - 4 deliverymen
  - 1 Housekeeper

### Intangible resources

- Brand reputation
- Supply chain cooperation

The current human resource of the company is 24 employees. There are seven position categories of employees in the company. First, the pick-up driver position that is responsible for transporting goods from suppliers to the company's shop has four employees. Second, the stock-checker position has two employees. Third, the billing clerk position has three employees. Next, the salesperson position has two employees. Then, the product preparation person position has five employees. After that, the administer position has three staffs who deal with suppliers and customers' contracts and coordination including control the operation of other the company's employees as well as customer service and. Finally, the company has four deliverymen who have responsible for delivering the company's products to

customers. In nearly future, the company may recruit new staffs to support the business expansion through applying the new marketing strategy. However, the company has a housekeeper who has a high skill for cooking various Thai and Chinese menu. For financial resource, the company has the working capital and the reserve money about 10 million baht that can support the expansion of the business.

### 3.2 Customer

#### 3.2.1 Customer Segmentation

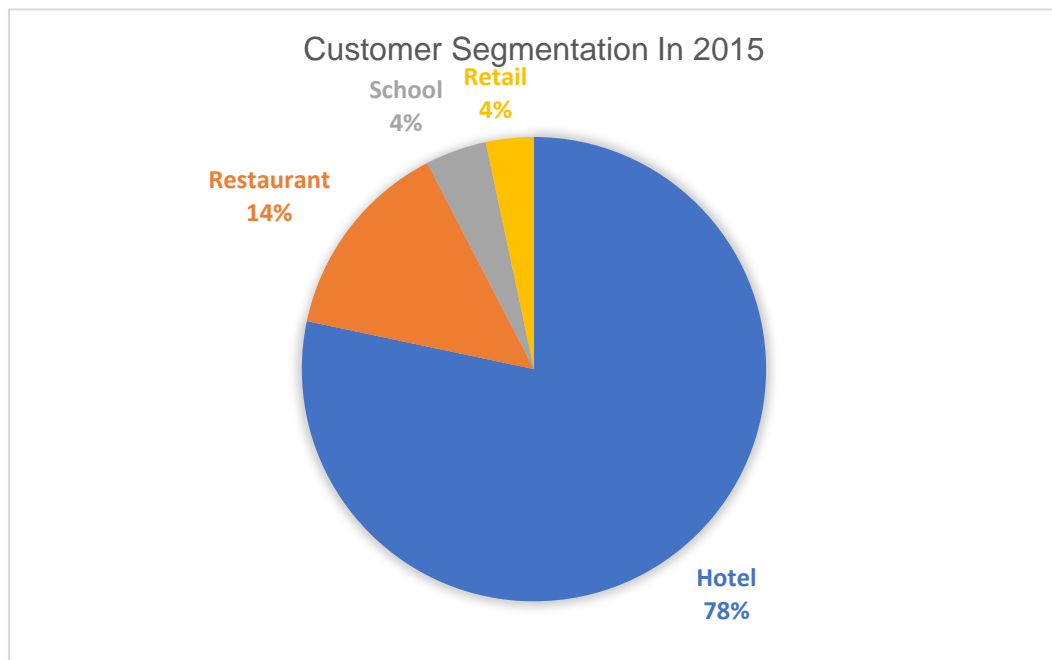


Figure 16: Customer segmentation in 2015

The customer of ABC store composes of business customer, which are hotels, restaurants, and schools, and retail customer. Most spending customer is the hotel group which is around 78% of the company's sales revenue. The first runner-up is restaurant customer that is about 14% of the sales revenue. The remaining are school and retail customer which both get 4% of the sales revenue.

#### 3.2.2 Customer Analysis

According to Ferrell and Hartline (2011), to analyse the current and potential state with respected to customers in the target markets of the company, one of the useful



method is 5W Model including Who, What, Where, When, and Why. This model has been applied along with the interview from the company to analyse customer as follows:

1.) Current and potential customers of the company

The current customers of the firm can be divided into 2 groups. First, retail customers are the normal people who buy the company's products from the company's store such as pork and chicken. The relationship between the company and this customer is Business to Customer (B2C). Second, wholesale clients of the firm are Hotels, Restaurants and Schools located in the central of Bangkok which the company delivers the ordered products to the customer's location. This business relationship is Business to Business (B2B). However, the B2C is a small portion source of income when compared to the B2B so, there is a large area of expansion more on the B2C. Therefore, the potential customers of the company can focus more on the B2C. Moreover, the company can extend the delivery area to the farther area for reaching more potential customers such as hotels, restaurants and schools in order to cover the area of Bangkok.

2.) What do customers do with the firm's products?

Since the products of the company are food products such as meats, vegetables, fruits, cereal, seasoning, bakery, and Thai dessert, the company's customers use the firm's products for cooking, serving and eating them. For the business customers like hotels, they buy the company's products for cooking and serving to the hotel's guests. For the schools, they buy the products of the firm to cook and provide them to their students. The restaurants which are the business or wholesale customer of the company use the products for cooking and then serving them to their customers. The last group of the company's customers is retail customer group. This group mainly comes from the people in the household sector who use the firm's products to cook for themselves and their family members.

3.) Where do clients buy the firm's products?

The clients can buy the company's goods at the store of the company located in the central of Bangkok. Moreover, for the business customers, they can receive the firm's products at their location since the firm has the delivery service. However, there are various ways to make an order with the company which are fax, call, Line application,

Email and walk-in respectively. The customers can pay the company's products at the firm's store or via the banks' money transfer system to the firm's banking account.

4.) When do clients buy the firm's products?

Those business customers buy the company's goods when they have or forecast demand from their customers. For example, hotels will buy the company's products when they have the booking from guests. The sale contracts between the hotels and the company are usually monthly contracts which the sale volumes are according to the guests booking demand both room and event bookings, especially the demand of breakfast included in the guests' room booking. For school customers, they make the contract with the company term by term according to the number of students in each school customers. For restaurant customers, they also have the monthly contract with the company according to their customer demand forecast. Apart from these normal orders, there are some emergency orders; for instance, the hotel will immediately order the company's products after the hotel receives a special food requirement that is out of the event plan such as the event owner doubles the number of planned participants.

5.) Why do customers select the firm's products/services?

In the business customer type, hotels, restaurants and schools choose the company's products and services mainly because the company can be like a one-stop food supply service that has low-cost products, high product qualities and on-time delivery service, especially the company can slice meats and vegetables according to the customer's design. They no need to order various companies to get the food products one by one such as call a meat farm to order some pork, call a vegetable farm to order some cabbage and call a seasoning shop to order some pepper.

6.) Why do potential customers not purchase the firm's products?

According to failing contract bids, potential customers do not purchase the products of the company because the company is a small company, less credit when comparing to big companies like Betagro and Makro. Moreover, the company is not well-known enough. Many potential customers do not know the company since there

is only a word-of-mouth advertising from the existing customers, no online advertising or others.

### 3.3 Competitor Analysis

Well-known and big companies, as well as some others, are some of our direct competitors. These statements following are the analysis that analysed from the advantages of big companies that play an important role in the fresh and dried food supply business in Thailand.

- They do not need much of advertisement.
- And they have their loyal customers.
- Easy to get to their stores.
- Food material catalogue clearly displays.
- Sale promotion is also clearly displayed.
- The business is more tangible.
- Online shopping.

However, consider the strengths and weaknesses of each competitor, that directly impact on business operation of the company can be explained as the following table.

Common brands	Strengths	Weaknesses
<b>Makro Foodservice</b>	<ul style="list-style-type: none"> <li>• The cost of business operation is low because the company has highly bargaining power.</li> <li>• Has distribution power because the company has large number of branches</li> <li>• Has a variety of foods and products.</li> <li>• Effective management of human resource</li> </ul>	<ul style="list-style-type: none"> <li>• There are no delivery services for the customers.</li> <li>• The target customer that considered the company is not clear.</li> <li>• The benefits of member card are not good, which cannot encourage people to pay more attention to register.</li> </ul>
<b>CP Freshmart</b>	<ul style="list-style-type: none"> <li>• As CP is a company that plays an important role in grocery products</li> </ul>	<ul style="list-style-type: none"> <li>• The price of the product is high when compared to</li> </ul>

Common brands	Strengths	Weaknesses
	<p>in Thailand. So, products sale in CP freshmart are reliable and widely accepted by consumers.</p> <ul style="list-style-type: none"> <li>• There are a lot of ready-to-eat products sale in the stores.</li> <li>• There is weaving service for customers who wants to eat hot foods.</li> </ul>	<p>other grocery stores.</p> <ul style="list-style-type: none"> <li>• The number of the branch is not cover all locations in Thailand.</li> </ul>
<b>Betagro</b>	<ul style="list-style-type: none"> <li>• There company produced a variety of product under their own brand.</li> <li>• The freshness of products is reliable because the company plays a role both producer and seller.</li> <li>• The products of the company are easily to find because their products sell in every well-known supermarket.</li> </ul>	<ul style="list-style-type: none"> <li>• The products of company are setting high price.</li> <li>• There are not much the stores that directly opened by the company.</li> <li>• The brand of the company is not widely recognised among consumers in Thailand.</li> </ul>
<b>Producer</b>	<ul style="list-style-type: none"> <li>• Quality and freshness of products are accepted by customers.</li> <li>• The price of products is low.</li> </ul>	<ul style="list-style-type: none"> <li>• There is no promotion offered.</li> <li>• There is not much variety of product offered by a producer.</li> </ul>
<b>Fresh Food Market</b>	<ul style="list-style-type: none"> <li>• Most of products sale are fresh.</li> <li>• There are a variety of product sale to the customers.</li> <li>• The prices of product can negotiable.</li> </ul>	<ul style="list-style-type: none"> <li>• The price of some products is higher than other sellers.</li> <li>• The quality of some products is not meet the needs of consumers.</li> </ul>

Table 4: Strengths and weaknesses of competitors

The analysis also showed the strength and weakness of each competitor that play a role in grocery and food service in Thailand, while the well-known companies and other producers should be considered and paid attention because they are playing directly role in the food market in Thailand.

### 3.4 Competitive Forces Analysis

To analyse competition within the retail and wholesale food supplier industry efficiently, Porter's five forces analysis model is suitable (Porter, 2008 and Hill and Jones, 2013). This model composes of five forces which are suppliers, buyers, established competitors, new entrants and substitutes. The assessment of the micro external environment for the company is explained as follows by applying Porter's five forces analysis model.

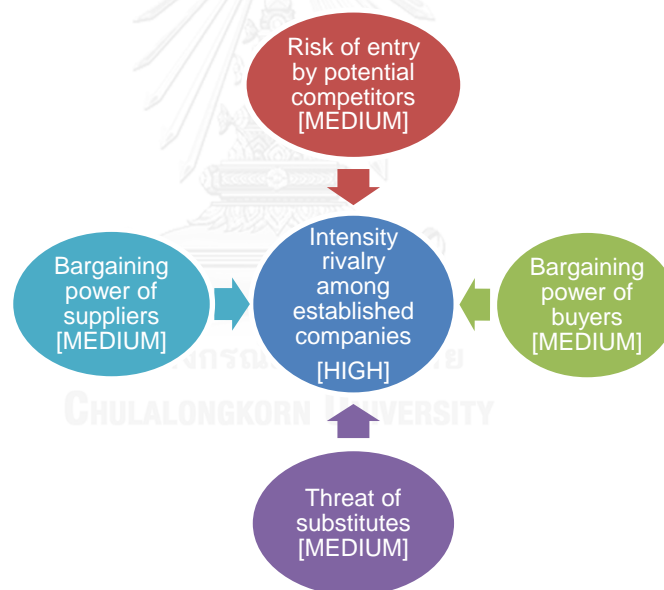


Figure 17: Porter's five forces analysis for the current company

#### 1) Intensity rivalry among existing competitors: High

The direct competitors of the company are other food supplier shops located in the same area, the central of Bangkok, but the major competitors are Betagro and Makro foodservice who are very well-known brand and have high credibility. The Betagro which produce food products from their animal farms is large a company that have many steps for making a contract, sometimes some customer cannot wait for the

contract processing. However, Betagro Company (Betagro.com, 2015) has products that are related to animals only, not all about cooking ingredients like the company. For the Makro foodservice (Siammakro.co.th, 2015a) which is mainly a wholesale distributor offering the full range of food including food equipment. Nevertheless, some business customer concerns that the food from the Makro may not be fresh since they have the huge food stock to sell retail at their stores also (Siammakro.co.th, 2015b) and especially the Makro does not participate in any bid of the business customers. This competition depends heavily on cost, quality, delivery service, contract time consuming, familiarity, and credibility. Therefore, the intensity rivalry among existing competitors is at a high level.

2) Bargaining power of buyers: Medium

Retail consumers have a low bargaining power since they purchase in a small amount and the company sales the products at the low price as controlled by the government, department of internal trade under the ministry of commerce (Dit.go.th, 2015). High bargaining power of buyers typically comes from wholesale or business customers such as Hotels, Restaurants and Schools. These can be concluded that the bargaining power of buyers is medium.

3) Bargaining power of suppliers: Medium

There are various suppliers that the company made the contract and many supplier choices that the company can choose to fulfil the customers' orders. For example, if the first chicken farm cannot sell the products that the company's request, the company will buy from the other chicken farm. As the company buys the huge number of products from each supplier, the company also has enough bargaining power to respond the bargaining power of suppliers. Hence, the bargaining power of suppliers is medium.

4) Risk of entry by potential competitors: Medium

The potential competitors that have a direct effect on the company are the new entrants settled in the same or near the central of Bangkok because the other new entrants that set up in other areas tend to have a higher transportation cost. In

addition, to entry this market, a new company is likely to have enough financial and human resource including a strong relationship with suppliers and the new company may take some time to create credit to attract business customers' interest. Therefore, in short term completion is low. Since this business does not use a high investment cost like establishing a new factory or a large scale of infrastructure, the probability of immediate and long-term competition is quite high. In summary, the threat of new entrants is medium.

#### 5) Threat of substitutes: Medium

The substitutes for this business can be retail grocery distributors like supermarkets. Especially, Tesco lotus (Tescolotus.com, 2015) and Central food retail company (Tops.co.th, 2015) nowadays have their own online shop. This is a very convenience way for ordering products delivered to customers' home. However, the substitutes sell products at the expensive price as it is retail price and the products are not fresh since they stock products long time including they cannot slice meats, vegetables or fruits in any design of customers like the company. Therefore, the threat of substitute products or services is medium.

### 3.5 Historical Sales

Since the store is traditional style, most operations were manually done. For example, the product list and historical sales were on paper base. Collecting the past sales records is difficult and take much time because it had been gathered from many pieces of paper which reported orders individually each month. To simplify various product for analysis, the products of the company were formed into four groups as follows:

Product categories	Example
Pork	Pork Belly, Pork Blood, Pork Bone, Pork Cheek, Pork Collar, Pork Ear, Pork Fat, Pork Head, Pork Heart, Pork Hip, Pork Intestine, Pork Kidney, Pork Knuckle, Pork Leg, Pork Liver, Pork Loin, Pork Lung, Pork Neck, Pork Net, Pork Skin, Pork Spare Rib, Pork Spleen, Pork Stomach, Pork Sucking, Pork Tenderloin, etc.
Chicken	Chicken Breast, Chicken Broiler, Chicken Capon, Chicken Drumstick, Chicken leg, Chicken Liver, Chicken Old, Chicken Skin, Chicken Thai, Chicken Whole, Chicken Whole Organic, Duck Beaks, Duck Boneless Breast, Duck Mince, Duck Neck, Duck Stick Wing, Duck Whole, Duck Whole Wing, etc.
Vegetable and Fruit	Apple, Banana, Bean String, Beetroot, Berry, Broccoli, Cabbage Red, Cabbage White, Carrot, Cauliflower, Celery, Chili, Garlic, Ginger, Lemon, Lime, Mango, Mushroom, Onion, Papaya, Potato, Spinach, Sweet Leaf, Taro, Tamarind, Water Melon, etc.
Others	Beef, Duck, Fish, Seafood, Dried food, Thai Dessert, Bakery, etc.

Table 5: Product categories

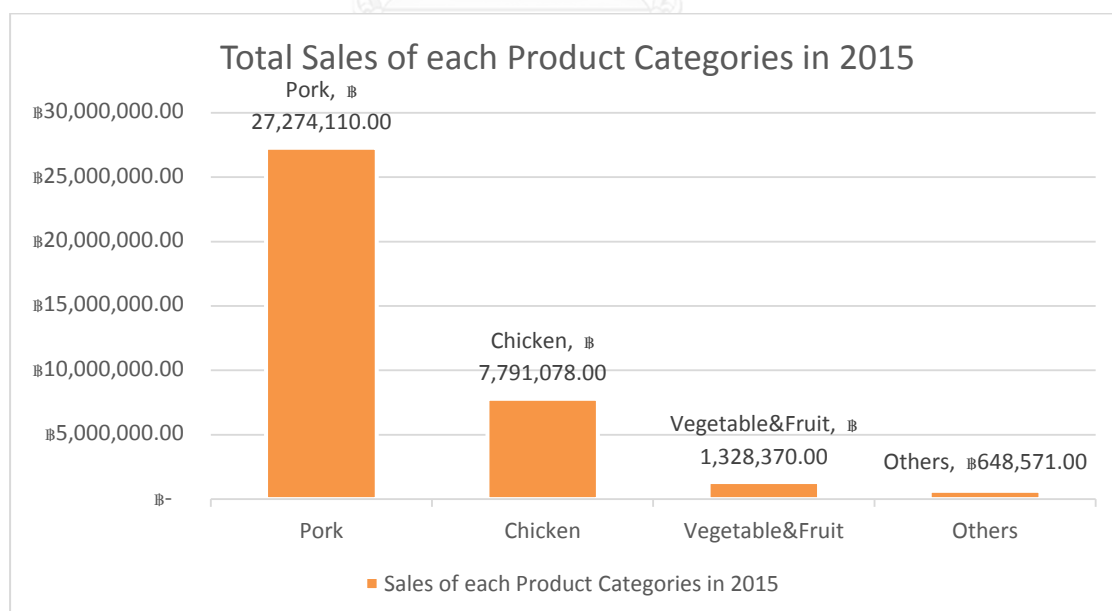


Figure 18: Total Sales of each Product Categories in 2015



From the previous Figure, pork product category created the highest sales which is about 27 million baht followed by chicken, vegetable and fruit, and others, respectively.

### 3.6 Review the Past Marketing Strategies

The 7Ps Marketing Mix can be applied to review the current marketing strategy which includes Product, Price, Place, Promotion, People, Process, and Physical evidence (Masterson and Pickton (2014), and Marketing and the 7Ps (2015)). The marketing mix of the company is shown as follows:

<p><b><u>P1: Product</u></b></p> <p>1. Nearly 400 products of Local fresh foods such as pork, chicken, beef, seafood, vegetables, and fruits. Please see the product list in the AppendixC.</p> <p>2. Local processed foods or dried food such as cereal, seasoning, jam, cheese, butter, flour, rice and dried fruits.</p> <p>3. Dessert such as bakeries and Thai desserts.</p>	<p><b><u>P2: Price</u></b></p> <p>1. Retail price based on the department of internal trade under the ministry of commerce (Dit.go.th, 2015)</p> <p>2. Wholesale price reduced 10%-15% from the retail price</p>
<p><b><u>P3: Place</u></b></p> <p>1. Sell and deliver the products through traditional trade where the company's store is in the central of Bangkok, Thailand</p>	<p><b><u>P4: Promotion</u></b></p> <p>1. Sale promotion</p> <ul style="list-style-type: none"> <li>- Pork and Chicken: discount 5 Baht per kilogramme when a customer buys at least 30 kilogrammes</li> <li>- Pork and Chicken entrails: discount 3 Baht per kilogramme when buys at least 10 kilogrammes</li> </ul> <p>2. Advertising: natural word-of-mouth from existing customers</p>
<p><b><u>P5: People</u></b></p>	<p><b><u>P6: Process</u></b></p>

1. Family business culture 2. Skilled employees	1. Delivery service
<b><u>P7: Physical evidence</u></b>	
1) One branch of traditional retail and wholesale store on two commercial building in Phra Nakhon district, which is in the inner city of Bangkok	

Table 6: Marketing mix (7Ps) of the current company

### 3.7 SWOT Analysis

An evaluation of internal capability and external issues of the company would be done by followed SWOT (Strength-Weakness-Opportunity-Threat) analysis as shown in the following table.

#### 3.7.1 Strengths

- Long-time experience as a food supplier with the service mind, especially in pork products.
- Numerous local food products both fresh and dried food such as meats, vegetables, fruits, cereal, bakery, Thai dessert, and seasoning.
- Low price. The company buys products from factories or producers directly, so we got the possible lowest price for the products. Many customers choose us because we can provide the lower price than other competitors the auction.



Figure 19: The supply chain of the company

- A strong relationship with many suppliers such as pork farms, chicken farms, vegetable farms, fruit farms and dried food producers, and many business customers such as Restaurants.

- One-stop service for many kinds of services such as cutting, trimming, and warming for making ready to cook food. This makes very convenience for customers like everything at once.
- Delivery service which the company can deliver the products every day at any time as customer's requirement within 20 kilometres from the company's store and customers can pay at the destination.

### **3.7.2 Weakness**

- Limited human resource for delivery, only in the central of Bangkok and not far than 20 kilometres from the company's store.
- Limited information access because of no website or Facebook page. The customers can contact the company by walk-in, call, email. This makes inconvenience for customers to see the products information and make the order online as well as it looks like less reliable for new customers who search the company name on the Internet and then get nothing.
- Atmosphere of the store is not attracting potential customers

### **3.7.3 Opportunities**

- Lower oil price which the company can pick up and delivery the products at lower price.
- Advanced technology, IT development including IT and online society.
- Thailand government promotes tourism which will increase the food demand from Hotels and Restaurants.
- Travel life style, people love travel need convenience portable food to carry and eat while they travel
- Live rush lifestyle, people are becoming more demanding to get everything faster and more convenience including food service.
- Many transportation companies provide service at a reasonable price.

### **3.7.4 Threats**

- Fresh food competitors nonstop expanding their service area and make them know to more people.

- Limited people knowing our shop, just well-known in a central of Bangkok by a word of mouth.
- Terrorism, the major business customers of the company locate in the business centre of Bangkok which vulnerable from attacking
- Increasing baseline labour wage.

### **3.8 Vision and Missions**

Before the project, there are no vision and missions of the company. After the interview the management group of the company, the new vision and missions of the company are shown as follows:

#### *New Vision*

- To be a well-known one-stop food service that successfully grows monthly revenue from currently 3.2 million Baht in 2016 to 5 million Baht in 2020.

#### *New Missions*

- To provide quality food in various products for consumption conformed to customer satisfaction throughout Bangkok metropolitan area.
- To bring our customers the maximum benefits of high quality, great taste, and convenience with a reasonable price.
- To be an excellent choice of the one-stop food service for ready to cook and ready to eat food.
- To increase brand awareness in various channels through marketing strategies.
- To search continually for new business opportunities.
- To create sustainable mutual benefits for customers, business partners, shareholders and employees

## CHAPTER 4

### RESEARCH METHOD AND DATA COLLECTION

#### 4.1 Overview of Research Method

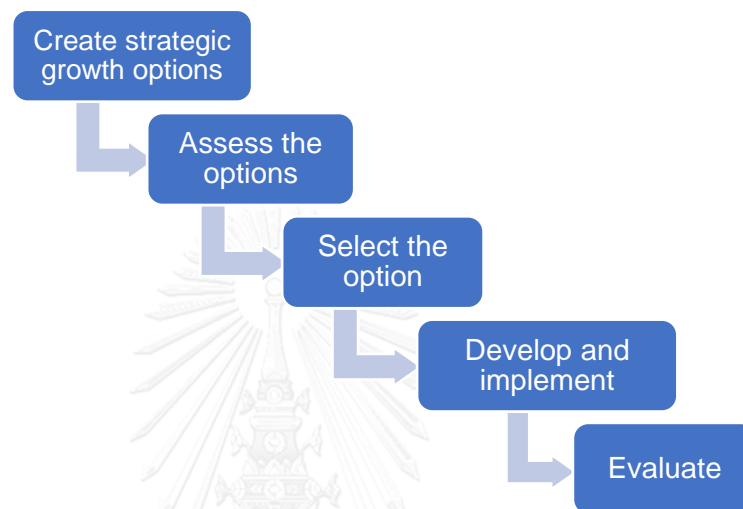


Figure 20: Overview of the research method

##### 1.) Create strategic growth options

To create strategic growth options for the company, TOWS matrix and Ansoff matrix is going to be applied.

##### 2.) Assess the options

Each strategic growth option will be assessed by using SWOT analysis, TOWS matrix, and Competitive five forces analysis. This step is a proactive step which do parallel with the market analysis process while waiting for the collecting questionnaire completion. Therefore, when the survey result comes up with the most suitable alternative, the project can proceed to the next step right away.

##### 3.) Select the option

In this step, the most suitable option for the business environment is selected by analysing the survey of consumers' opinion through the market analysis process.

##### 4.) Develop and implement the marketing model and its strategy

For the selected option, the new marketing model and its marketing strategy will be generated by applying 7Ps marketing mix in order to increase revenue and net profit for sustainable growth and implemented in a short-term plan.

#### 5.) Evaluate

For this step, the results from the strategy are mainly evaluated and reviewed by the second market analysis after applying the marketing strategy, KPIs, and Payback period.

### 4.2 Sources of Data

The sources of data for this project are from both primary data, and secondary data.

#### 1.) Primary data

The collection of primary data is from making a survey by sampling under judgment sampling for observing opinions, behaviours and marketing factors which influence food purchasing. The target group is consumer who live or work in Bangkok. Their data will be used in assessing strategic option, developing marketing strategies, preparing the marketing plan for the company.

#### 2.) Secondary data

Other data that uses for the analysis is the company's background, marketing planning, industry status, marketing completion situation and the business growth. The data can be collected from relevance papers, researches, dissertations, news, and academic articles for applying in preparing the marketing strategies.

### 4.3 TOWS

Et al Wehrich (1982), Koontz. and Wehrich (2009), Wehrich, Cannice and Koontz (2013), TOWS matrix is one of popular strategic planning methods that often applies when developing marketing strategies. Alternative strategic options of the company will be created by formulating TOWS matrix analysis. The company is going to use SO Maxi-Maxi strategy applied the strengths to maximise the opportunities, and ST Maxi-Mini strategy applied the strengths to minimise the threats by the advice of the business expert.

### 4.4 Ansoff Growth Strategies

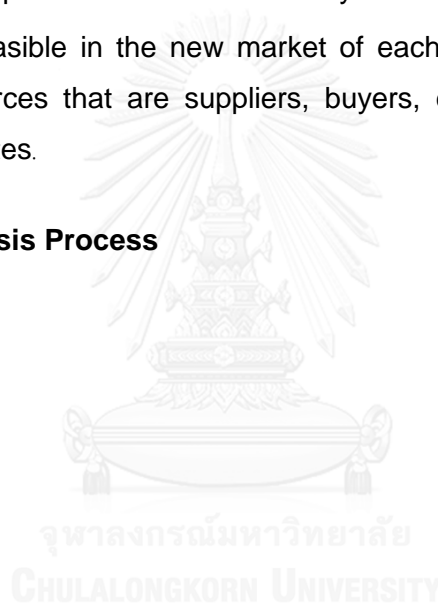
According to Ansoff (1957 and 1989), and Stone (2001), the Ansoff matrix generates 4 alternative strategic options of growth for a company which are market penetration,

product development, market extension, and diversification. However, the interesting strategic option for the company is diversification strategy because the interview with a business expert and it can raise profitability through higher sales volumes from new services or products in new markets (Bowen and Wiersema, 2005). Furthermore, applying diversification will enrich profitability, sales volume, and generate market power (Ansoff, 1965 and Penrose, 1959).

#### **4.5 Five Forces Analysis**

Et al Porter (2008), Hill and Jones (2013), Porter's five forces analysis model can be used to analyse competition within the industry efficiently. The 5 forces analysis is going to evaluate feasible in the new market of each strategic option. This model composes of five forces that are suppliers, buyers, established competitors, new entrants and substitutes.

#### **4.6 Marketing Analysis Process**



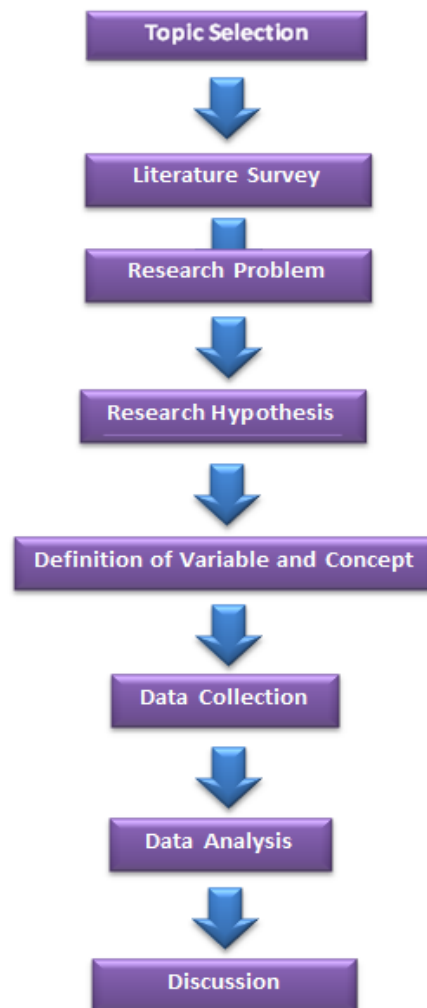


Figure 21: Marketing analysis process

According to Cant, Strydom and Jooste (2009), lamratanakul (2014) and Ruenrom (2015), market analysis process should be applied by the scientific method. Scientific method must have absolute procedures and systematic. Therefore, the procedure to do marketing analysis is set as follows:

1.) Topic Selection is the primary step of a researcher to know the topic of analysing and how it important.

2.) Literature Survey is the step to collect data to check this topic or its related has anyone done it before and what is the conclusion. This step is to prevent researcher to do duplicate topic unwittingly.

3.) Research Problem is the step of a researcher to set what is the main cause and background of the problem and resolve it. If the problem is not resolved, what will be the impact? To do the analysis, the clear research problem must be set in terms of question or affirmative sentence.



4.) Research Hypothesis is the step of a researcher to use his or her ability and experience to predict the answer to the research problem in advance. This hypothesis is separated into two categories shown as follows:

4.1) Statistical Hypothesis is written by using parameters relate with research hypothesis. Statistical hypothesis can divide into two types shown as follows:

4.1.1) Null Hypothesis ( $H_0$ ) is set with unbiased. When it would like to reject, the null hypothesis always must reject first and then conclude with another hypothesis.

4.1.2) Alternative Hypothesis ( $H_1$ ) is the hypothesis that always opposite with Null Hypothesis. When applying with Alternative Hypothesis, it must apply with Null Hypothesis.

4.2) Research Hypothesis is agreeable with objective or research problem and leads to pattern and result of analysis.

5.) Definition of Variable and Concept is the procedure of a researcher to define or set important factor scope in order to know the detail of variable research precisely and reliably.

6.) Data Collection is the step to collect data. This step is very complicated to collect reliable data completely. The content of this step is shown as follows:

6.1) Research Population is all of the units that a researcher focuses on the analysis.

6.2) Sampling is the population unit that a researcher selects as representative of all population.

6.3) Variable is the characteristic of many different factors that a researcher focuses on the study.

6.4) Sampling Frame is the detail of location for the research population that researcher would like to study.

6.5) Data is the document or evidence that is able to support the analysis procedure. It can be divided into 2 categories.

6.5.1) Primary Data is collected from the direct sources and nobody collects it before. The data are collected by questionnaire, interview, investigation and test.

6.5.2) Secondary Data is the complete data that somebody collected before. The researcher can be able to collect this data from some documents and textbooks.

6.6) Research Instruments is the tools to collect data such as questionnaire, interview, and investigation.

7.) Data Analysis is after the process of collecting and monitoring data. This procedure is analysing data by using statistic instruments. Later on, a researcher will interpret the data and write it in form of research report.

8.) The Discussion is the last step to discuss the result of the analysis that the researcher focuses on the study and then follow the implementation.

#### **4.7 Payback Period**

Payback period (Kinney and Raiborn, 2009) is a method to measure the time that is required for cash inflows of a project to equal an original investment. A pack back will be completed when a company has recouped to its investment. When the cash flows or annuity of the project are the same as each period, the payback period formula is described as follows:

$$\text{Payback period} = \text{Investment} \div \text{Annuity}$$

Payback can measure a risk of a project by considering the timing of cash flows by assume that longer time which it takes for recovering the original investment, the more risk for the project since the more time for uncertain in the future. Moreover, a longer payback period can slower returned capital for reinvestment other projects. Therefore, a faster payback period, a lower risk and a more rapid that can be invested in another project.

#### **4.8 Risk Management**

According to Wikstrand (2015), There are three key processes to manage the risk of the project. First, risk identification step will apply Fishbone or Ishikawa Diagram (Ishikawa, 1990) which is a useful method for representing relationships and identifying potential risks. Next step is risk analysis which assesses the identified risks from the previous step. One of the powerful risk analysis methods is the probability-impact table or risk matrix (Olson and Wu, 2015) which obviously describes the relationship between the events' probability level and the threats' impact level. Finally, risk control is included mitigation plans. The risks can be controlled and responded by avoidance, transfer, reducing and acceptance (Walton and Bellhouse, 2012).

#### 4.9 Ethical Approval

For the research method, the ethical approval is not requested in this research. In this work, the company had approved the data, table and figure for using for academic purpose only.



## 4.10 Research Schedule

No.	Activity	2015					2016											
		Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.			
1.	Collect, organize and structure the data																	
2.	Study the company's strengths and weaknesses, and the opportunities and threats existing in the market environment																	
3.	Develop visions and missions that capitalize on strengths for the company and create strategic alternatives																	
4.	Analyse the alternative and do market analysis, depth interviews and surveys to understand the market																	
5.	Strategic alternative selection																	
6.	Develop the marketing strategies																	
7.	Outline a plan in order to implement the strategies																	
8.	Implement the strategies																	
9.	Market analysis, depth interviews and surveys to understand the market after the implementation																	
10.	Evaluate and review the results from the strategies																	
11.	Finalize and conclude the thesis																	
12.	Thesis completion																	

Table 7: Research Schedule

## CHAPTER 5

### DISCUSSION

#### 5.1 Creating Strategic Growth Options

To create the strategic alternatives, TOWS matrix and Ansoff matrix has been applied as follows:

##### 5.1.1 TOWS Matrix

Internal Factors	Internal Strengths (S)
External Factors	<ul style="list-style-type: none"> <li>- S1: Long-time experience company</li> <li>- S2: Low price from producers directly</li> <li>- S3: One-stop service, various food product and various service</li> <li>- S4: Freezing storage</li> </ul>
<p>External Opportunities (O)</p> <ul style="list-style-type: none"> <li>- O1: Lower oil price so lower delivery cost</li> <li>- O2: Online society</li> <li>- O3: Thailand government promotes tourism</li> <li>- O4: Travel lifestyle</li> <li>- O5: Many transportation companies provide service at a reasonable price</li> </ul>	<p><b>SO: Maxi-Maxi Strategies</b></p> <ul style="list-style-type: none"> <li>• S1O2: Use long time experience of the company to promote the shop in online society</li> <li>• S2O1: Price of products sell by the company will have a low price because the company has purchasing power to control the price from the supplier as well as not pass a middle man and low delivery cost.</li> <li>• S1O3: Due to some special festivals in Thailand, the company can support food service to customers, and the demand from the hotel's restaurant.</li> <li>• <b>S3O4</b>: The extending of one-stop service to provide new <b>instant food</b> since it can support traveller customers to easily carry this portable food and conveniently eat it without warming.</li> </ul>

Table 8: Maxi-Maxi strategies in TOWS matrix analysis

<p>Internal Factors</p> <p>External Factors</p>	<p>Internal Strengths (S)</p> <ul style="list-style-type: none"> <li>- S1: Long-time experience company</li> <li>- S2: Low price from producers directly</li> <li>- S3: One-stop service, various food product and various service</li> <li>- S4: Freezing storage</li> </ul>
<p>External Threats (T)</p> <ul style="list-style-type: none"> <li>- T1: Fresh food competitors nonstop expanding</li> <li>- T2: Increasing baseline labour wage</li> <li>- T3: Terrorism</li> </ul>	<p><b>ST: Maxi-Mini Strategies</b></p> <ul style="list-style-type: none"> <li>• <b>S4T1:</b> Although the number of fresh food competitors and their ability becomes a major factor can directly impact on the business operation of the company, the company has freezing storage that can extend their service to provide new <b>frozen food</b> product.</li> <li>• <b>S2T2:</b> The rise of baseline labour wage also be one of the factors that impact on the cost of production of the company. However, the company can get low-cost raw material since the company buy directly from the strong relationship producer. The product price of the company will be at a competitive price.</li> <li>• <b>S3T3:</b> If terrorism happens, it can cause a high negative effect to the company because of the major business customers of the company, especially hotel customers which are in the tourism sector, locate in the business or tourism centre of Bangkok that vulnerable from attacking. Therefore, the company can extend their one-stop service to other sectors that have less vulnerable from the attacking which is food retailing sector by providing <b>freshly cooked food</b> because local people need food every day.</li> </ul>

Table 9: Maxi-Mini strategies in TOWS matrix analysis

<p style="text-align: center;">Internal Factors</p> <p style="text-align: center;">External Factors</p>	<p style="text-align: center;">Internal Weaknesses (W)</p> <ul style="list-style-type: none"> <li>- W1: Limited communication channel</li> <li>- W2: Limited human resource in delivery department</li> <li>- W3: Limited information access channel</li> </ul>
<p>External Opportunities (O)</p> <ul style="list-style-type: none"> <li>- O1: Lower oil price so lower delivery cost</li> <li>- O2: Online society</li> <li>- O3: Thailand government promotes tourism</li> <li>- O4: Travel lifestyle</li> <li>- O5: Many transportation companies provide service at a reasonable price</li> </ul>	<p>WO: Mini-Maxi Strategies</p> <ul style="list-style-type: none"> <li>• W1O2: Although the reputation of the company still accepted among a small group of consumers by word of mouth, the number of competitors that plays a role in the food service business seems to increase all the time. The company can increase recognition of customers by using online communication channels, such as website, social media, or mobile application to communicate with target customers.</li> <li>• W2O5: The limitation of delivery service is one of the factor impacts on food service of the company. The company can use the service of a transportation company to support delivery service.</li> <li>• W3O2: As the company does not have its own website or Facebook, it is one of the limitations of the company's information access channel that cannot support people easily to contact to the company. So, the company can develop its own website and Facebook in order to provide more channels for the customer to search for the company's information.</li> </ul>

Table 10: Mini-Maxi strategies in TOWS matrix analysis

Internal Factors External Factors	Internal Weaknesses (W) <ul style="list-style-type: none"> <li>- W1: Limited communication channel</li> <li>- W2: Limited human resource in delivery department</li> <li>- W3: Limited information access channel</li> </ul>
External Threats (T) <ul style="list-style-type: none"> <li>- T1: Fresh food competitors nonstop expanding</li> <li>- T2: Increasing baseline labour wage</li> <li>- T3: Terrorism</li> </ul>	WT: Mini-Mini Strategies <ul style="list-style-type: none"> <li>• W2T1: Since the company has a limited human resource in the delivery position, the company should apply delivery service management to bring the most effectiveness of the limited resource for increasing delivery area throughout Bangkok.</li> </ul>

Table 11: Mini-Mini strategies in TOWS matrix analysis

### 5.1.2 Ansoff Matrix





	Existing products	New products
Existing markets		
New markets		

Table 12: Ansoff matrix

From the table, it can be explained that this model will analyse market and product to develop four categories of strategy as follows:



1.) *Market Penetration*: This types, the company will consider the new market communication, which can support people pay more attention to the products and services provided by the company. The development of communication channels will be done according to the market strategy and new product development that the company would like to apply to the new target market and target customer. Moreover, the company plans to create company's website in order to provide information about the company and its business to support people knows more about business, products, and services provided by the company. Not only developing the website, but the company also pay attention to use the most famous social media as Facebook as a new communication channel that can reach a large number of people every day. Besides, the company also plans to operate a direct sale for supporting new or nearly opening hotel, restaurant, and school in order to increase the number of customers monthly, as well as to release the products in inventory, especially, fresh products.

2.) *Product development*: The development in this section will focus on how the company can develop a new product, which can use the products that the company has already stored in the storages or also be in the product lines of the company. Also, the company will find the new product in order to sell in the store which can encourage people to purchase foods or products from the enterprise. It can be explained that the company aims to develop a new product by serving new products to the customer, such as other poultry such as goose, partridge, quail egg as from some customers requested in the interview, beverage, and fresh food menu set for cooking e.g. suki, barbeque set. This is because the company would like to use the products and sale by the company developed into the new product line, which can help the company can increase income monthly. More importantly, the company would like to provide more variety of products to support the change of customer behaviour in society, which likely to change all the time according to economic and social trend.

3.) *Market development*: In this process, the company focuses on the way to present new service into both existing and new customers. The company concentrated on the services that provided by the corporation and suffering to the limitation, which can directly impact on the business growth of the company. So, for the market development, the company will focus on the delivery service improvement

that expands the delivery routes throughout Bangkok to support people who prefer to buy food through a delivery service. The firm should present the products and services by using the new communication channels, such as website, and Facebook, so, awareness of customers towards goods and services by the company will be increased.

4.) **Diversification**: In this strategy, the company aims to use the remaining products in order to develop the new products and sell it to the new target customer. It can be explained that the corporation will focus on the existing products and sale by the company to develop into the new products for selling to the customers who recognised or never known about the enterprise before. The company is mainly in midstream of food service business but also be a partnership in the pork farm which is upstream so the company aims to provide downstream which is provide **ready to eat food** to the consumer directly. However, there is three type of ready to eat food which are frozen food, instant food or open a new restaurant where sell freshly cooked food product to the customers who prefer to eat the food product which more conveniently.

### 5.1.3 Available Strategic Growth Options

The strategic option which selected from Ansoff matrix by the interview among management group of the company and business expert is diversification because the company has enough resource for taking a risk to get a high range of profit. From the interview among management group of the enterprise and business expert, SO strategy (Maxi-Maxi) and ST strategy (Maxi-Mini) in TOWS matrix are selected because it applies the strength of the company to take advantage of an opportunity and avoid threats. Therefore, the strategies that are diversification and come from strength (Maxi-Maxi or Maxi-Mini) are S3O4 instant food, S4T1 frozen food, S3T3 freshly cooked food.

Establishing ready to eat food products and services is one of the best choices to operate the business in Thailand. This is because most of Thai consumers buy food commodities by considering convenience, reliable and reasonable prices. Although the economic and political of Thailand still unstable and are not in good factors to support business operation in Thailand, the retail food industry still plays a major role

in Thai society for a long time. However, there is three main type of ready to eat food which are frozen food, instant food and fresh cooking meal. Therefore, it confirms to come up with three alternatives that have to be supported by the same amount of company's budget about 10 million baht. The three strategic options are establishing a new instant food product line (S3O4), establishing a new frozen food product line (S4T1), and establishes a new restaurant for providing freshly cooked food product (S3T3).

## 5.2 Assessing the Strategic Growth Options

### 5.2.1 Option 1: The Company Establishes a New Instant Food Product Line

#### SWOT Analysis

SWOT analysis method is applied to evaluate the business both inside and outside perspective which evaluates the internal business' strengths and weaknesses as well as opportunities and threats existing in the external atmosphere. The SWOT analysis for establishing new instant food product line of the company is shown as follows:

Strength	Strong relationship with many suppliers such as pork farms, chicken farms, vegetable farms, fruit farms and dried food producers
	Various food products both fresh and dried food such as meats, vegetables, fruits, cereal, bakery, Thai dessert, fruit drink, and seasoning.
	An existing employee can cook Thai and Chinese food in various menu
Weakness	Does not have machine and equipment to make instant food
	Does not have knowledge background and human resource for making instant food product
	Does not have enough space to support the production line
Opportunity	Government supports start-up business
	Live rush life style that people need everything fast and convenience including food meal such as instant food that just open the package then it readies to eat
Threat	Many competitors
	Hard to follow government process to get the FDA approved (Newsrer.fda.moph.go.th, 2016)

Table 13: SWOT analysis for option 1

The SWOT analysis shows the potential of this alternative project for the company through both internal capabilities and external issues of the company. The information given by the previous SWOT analysis is applied to create TOWS matrix and its strategies for this option as follows:

### TOWS Matrix

TOWS matrix		Opportunities (O)	Threats (T)		
				O1: Government supports start-up business	T1: Many competitors
				O2: Live rush lifestyle	T2: Difficult to follow government process
Strengths (S)	S1: Strong relationship with many food suppliers that can give low price	S1S2S3O2: producing instant Thai and Chinese food in various menu from low-cost ingredient	S3T1: seeking for new menu that the competitors do not produce before		
	S2: Various fresh and dried food products				
	S3: An existing employee can cook Thai and Chinese food in various menu				
Weaknesses (W)	W1: Does not machine and equipment to make instant food	W1W2W3O1: request financial support from the government to purchasing or rent the machine, equipment, space as well as advise government expert	W1W2W3T2: hiding other company to produce the instant food product for the company		
	W2: Does not have knowledge background and human resource for making instant food product				
	W3: Does not have enough space to support the production line				

Table 14: TOWs matrix for option 1

### Segmentation

Group of people who consume instant food.

### Target Market

The company should emphasise on the medium to high purchasing power's consumers who are business owners, students, employees, and travellers because these people would like convenience for carrying and having food while they travel.

Therefore, the instant food which is a portable food with long lifetime that does not need cold storage and just opens its package without warming then this food is ready to eat easily is the answer for these people.

### Competitive Forces Analysis

The analysis of competitive forces of this instant food option can be explained as follows:

#### 1) Threat of new entries: medium

Producing an instant food product is one of the businesses that had to support by specialised knowledge, and take many resources of finance and time. However, it is one of the food types that is becoming more popular nowadays. Therefore, the number of a new entrepreneur who would like to do the instant food business seems to be medium.

#### 2) Bargaining power of suppliers: low

The company has the high bargaining power of suppliers because the company also plays a major role in fresh food and grocery products in the market. Since the company has the strong relationship with the fresh food suppliers and the company buys the huge amount of fresh product from the supplier, the company has high purchasing power to buy the fresh product which is a raw material to produce the instant food product. Therefore, bargaining power of suppliers is low.

#### 3) Bargaining power of buyers: high

As there are a lot of instant food producers in the market, the customers quite have many choices to buy. So, the bargaining power of buyer is high.

#### 4) Competitive rivalry: high

There are a lot of instant food suppliers existed in the market located in the same area of the company. Therefore, the competitive rivalry is high.

#### 5) Threat of substitute products: medium

The instant food product has a threat of substitute products in a medium level because the main product of this business is a ready-to-eat instant product which can be replaced by other ready to food such as frozen food and freshly cooked food at the restaurant. However, for people who want to bring food to anywhere without a refrigerator, the instant food is an only choice.

### 5.2.2 Option 2: The Company Establishes a New Frozen Food Product Line

#### SWOT Analysis

To evaluate the business in its internal strengths and weaknesses together with opportunities and threats existing in the market, SWOT analysis is the chosen method. The SWOT analysis for establishing new frozen food product line of the company is shown as follows:

Strength	Strong relationship with many suppliers such as pork farms, chicken farms, vegetable farms, fruit farms and dried food producers
	Various food products both fresh and dried food such as meats, vegetables, fruits, cereal, bakery, Thai dessert, fruit drink, and seasoning.
	An existing employee can cook Thai and Chinese food in various menu
	The company has freezing storage
Weakness	The company does not have machine and equipment to make frozen food
	The company does not have knowledge background and human resource for making frozen food product
	The company does not have enough space to support the production line
Opportunity	Government supports start-up business
	Live rush lifestyle that people need everything fast and convenience including food meal such as frozen food that takes a few minutes to warm it before eating
Threat	Many competitors exist in the market
	Difficult to follow government process to get the FDA approved (Newsrer.fda.moph.go.th, 2016)

Table 15: SWOT analysis for option 2

The SWOT analysis demonstrates the potential of option project for the company by analysing both internal capabilities and external perspective of the business. By

applying the information from the previous SWOT analysis, TOWS matrix and its strategies for this alternative can be created as follows:

TOWS Matrix

TOWS matrix		Opportunities (O)	Threats (T)	
			O1: Government supports start-up business	T1: Many competitors
			O2: Live rush lifestyle	T2: Difficult to follow in government process
Strengths (S)	S1: Strong relationship with many food suppliers that can give low price	S1S2S3S4O2: produce frozen Thai and Chinese food from low-cost ingredient in various menu and store in the freezing storage	S3T1: seeking for the new menu that the competitors have not been ever producing	
	S2: Various fresh and dried food products			
	S3: An existing employee can cook Thai and Chinese food in various menu			
	S4: Has freezing storage			
Weaknesses (W)	W1: Does not machine and equipment to make frozen food	W1W2W3O1: request financial support from the government to buy or rent the machine, equipment, and space as well as advise government expert	W1W2W3T2: hiding other company to produce the frozen product for the company	
	W2: Does not have knowledge background and human resource for making frozen food product			
	W3: Does not have enough space to support the production line			

Table 16: TOWS matrix for option 2

Segmentation

Group of people who consume frozen food.

Target Market

Emphasis on consumers who have medium to high purchasing power which are business owners, students, employees, and people who live far from the restaurant since the frozen food can be hoarded for a long time. However, it needs refrigerator and warming before eating.

### Competitive Forces Analysis

The analysis of competitive forces for providing a new frozen food can be explained as follows:

1) Threat of new entries: medium

Launching a frozen food product is one of the businesses that had to support by specialised knowledge, and take much financial resource and time. However, it is one of the food types that has been more popular. Therefore, the number of new entrepreneurs who would like to do the frozen food business seems to be medium.

2) Bargaining power of suppliers: low

The company has a high bargaining power of vendors because the company also plays a major role in fresh food and grocery products in the market. Since the company has the strong relationship with fresh food supplier and the company purchases hung amount of fresh product from the vendor, the company has high purchasing power to buy the fresh product which is a raw material to produce the frozen food product. Therefore, bargaining power of suppliers is low.

3) Bargaining power of buyers: high

As there are quite a lot of frozen food providers located near customer's living area, the customers have a lot of choices to buy frozen food conveniently. So, the bargaining power of buyer is high.

4) Competitive rivalry: high

The store of each competitor mostly locates in the relatively separated area which seems to be quite less competitive but the competitors existed in the market are big business that settles in the business and trusted by customers for a long time. Hence, the competitive rivalry is high.

5) Threat of substitute products: medium

The threat of substitute products is medium because the main product of this business is ready-to-eat frozen product which can be substituted by other ready to food such as instant food and freshly cooked food at the restaurant. However, the food that can keep more than two weeks but can preserve taste is only frozen food.



### 5.2.3 Option 3: The Company Establishes a New Restaurant to Provide Freshly Cooked Food

#### SWOT Analysis

To evaluate the business in both internal and external, SWOT analysis is appropriate because it is a method that can assess internal strengths and weaknesses among opportunities and threats existing in the market. The SWOT analysis for establishing new restaurant to provide freshly cooked food product of the company is shown as follows:

Strength	Strong relationship with many suppliers such as pork farms, chicken farms, vegetable farms, fruit farms and dried food producers that can give low price
	Various food products both fresh and dried food such as meats, vegetables, fruits, cereal, bakery, Thai dessert, fruit drink, and seasoning.
	An existing employee can cook Thai and Chinese food in various menu
Weakness	Does not have enough equipment for opening a restaurant
	Limited space to support opening a restaurant
Opportunity	Live rush lifestyle that people need everything fast and convenience including food meal such as Thai a la carte that just places curry over rice then it readies to eat
	Cost of restaurant equipment is not high
	Many transportation companies provide service at a reasonable price
Threat	There are many competitors open their restaurant in the evening
	Less number of people around the present shop
	Limited people know the company

Table 17: SWOT analysis for option 3

The previous SWOT analysis demonstrates the alternative project potential for the company in both internal ability and external viewpoint of the company. By applying the information of previous SWOT analysis, potential strategies for this option can be created through TOWS matrix as follows:

### TOWS Matrix

TOWS matrix		Opportunities (O)	Threats (T)
		O1: Live rush lifestyle that people need everything fast and convenience including food meal	T1: Many competitors open their restaurant in the evening
		O2: Low cost of restaurant equipment	T3: Less number of people around the present shop
		O3: A large commercial building at business area is selling	T2: Limited people know the company
Strengths (S)	S1: Strong relationship with many food suppliers that can give low price	S1S2S3O1: serve various fresh cooking Thai and Chinese food in various menus at competitive price	S3T1T2T3: open the Thai a la carte restaurant at the new location where many people live from morning to afternoon, and advertise the store
	S2: Various fresh and dried food products		
	S3: An existing employee can cook Thai and Chinese food in various menus		
Weaknesses (W)	W1: Does not have enough equipment for opening a restaurant	W1O2: purchasing more equipment at reasonable price W2O3: purchasing the building to increase space for the new restaurant	W1T1T2T3: buying well-known restaurant franchise
	W2: Limited space to support opening a restaurant		

Table 18: TOWS matrix for option 3

### Segmentation

Group of people who consume freshly cooked food.

### Target Market

Emphasis on consumers who have medium purchasing power which are students, employees, and business owners.

### Competitive Forces Analysis

The analysis of competitive forces for the freshly cooked food is explained as follows;

1) Threat of new entries: high

Launching a restaurant is one of the businesses that had a large number of entrepreneurs who operated the business in the restaurant industry. It means that the number of competitors that play a vital role in restaurant business in Thailand is high, while the number of new entrepreneurs who would like to do the restaurant business seems to increase continuously.

2) Bargaining power of suppliers: low

The company has a high bargaining power of suppliers because the company also plays an important role in fresh food and grocery products in the market. So, the new product development will be controlled the quality, especially, the price control more effectively. Besides, some of the products are hard to control the price, such as fresh products, the company has the high purchasing power to store those products in the company's inventory in order to control the price of the product to be stable and can help the company can manage the profit properly.

3) Bargaining power of buyers: medium

As the location selected for establishing the restaurant will be in the social area, where also had a big company located in, there are a lot of restaurants opened in this area. So, the bargaining power of buyer is high because the customers have a lot of choices to buy food every day. However, the company can sell at the lower price since the restaurant has the company to supply at low price product.

4) Competitive rivalry: high

There are a lot of restaurants nowadays. The companies that play a role in the competitive rivalry will be the company that plays a role in fresh food and grocery products as well. For instance, Makro Food Service, the company both sell fresh food and grocery product, as well as provide ready-to-eat freshly cooked food service for the customers who would like to eat in the restaurant. So, it can be said that the competitive rivalry of the company is high.

5) Threat of substitute products: medium

The threat of substitute products is decided to be medium since the main product of this business is the ready-to-eat product. However, there are other ready to food such as frozen and instant food that can substitute ready-to-eat freshly cooked food

to eat at the restaurant. However, if the customers want to eat food that freshly cooks daily, the food from the restaurant is the answer.

### **5.3 Market Analysis**

Understanding behaviours and requirement of customers are the topics which are importance and necessary. In this subject, it will focus on the study of consumers' opinions and behaviours to find out that what is the most suitable strategic growth option.

There are some related researches. For example, Walker (Walker, 1996) said that Thai people had mostly ever eaten Central Thai food compared to other Thai regions, and other countries. Kantamaturapoj (Kantamaturapoj, 2012) said also that every Thai consumers' group ate Thai food at most when compared to fast food or western food. However, they did not compare Thai entrée over rice or Thai a la carte, and made by order food as well as the data was collected a long time ago. National Statistical Office of Thailand (The 2013 Survey on Food Consumption Behaviour, 2013) said that meat, followed by fruit and vegetable got the highest frequency of food consumption. More than half of people did not eat canned foods such as frozen food but the researcher noted that they were becoming popular. Nevertheless, this research did not compare other ready to eat food types such as freshly cooked food, and instant food. They also said that before purchasing food, the first thing that people think is flavour, followed by hygiene. However, their research did not cover all marketing factors in 7Ps. In addition, the past research did not emphasise on people in Bangkok which are the focus group of the company.

To fulfil the gap in the past researches, the study will compare marketing factors that influence purchasing of food in Bangkok. The information from analysing the data is going to be applied in creating or improving the marketing strategies of the company for effective support to consumers' requirement and make a concordance of the market situation. The researcher has specified the regulation for this research in the following topics.

### 5.3.1 Purpose

The marketing research had been arranged to fulfil the purposes as follows:

- 1) To recognise the needs of customers and potential buyers to create effective marketing strategies.
- 2) To find out what will be the most suitable strategic growth option.
- 3) To raise accuracy and precision level in market communication.

### 5.3.2 Objective

This marketing research has the objective as follows:

- 1) To study consumption behaviour, opinion and marketing factors influencing food consumers within Bangkok by focusing on people who live or work near the current store's area and in the interesting areas for opening the new store. Therefore, the questionnaire will be distributed by hand to people who live and work in the areas.
- 2) To find out what ready to eat food type that the people like the most, where to sell, and what meal that people like to have ready to eat food.
- 3) To collect opinions of customers about ABC store, new services, and a new campaign.

### 5.3.3 Research Scope

The consumer research purpose to study consumption behaviours, opinion and comments about ABC store including its potential service, and demographic characteristics within Bangkok area.

#### Population

The interested population for this research is both male and female consumer groups that work, live, or have activities in Bangkok. This boundary size is selected for two reasons. First, it will promote local sales in Bangkok where the store of the company

locates in. The logistic burdens both cost and time such as travel cost, delivery charges, travel time, and delivery time will not have to pay much. Therefore, receiving return customers' opportunity will be high. Next, since the furthest positions in Bangkok are not too far from the store, the company has an ability to deliver.

There are three steps for estimating population in the area by the following method:

- a. In considering the target population size, the people who live, have activities, and work in the area which is the population size by migration will be the interested population size. To find the size of population by immigration within the area in the present, the first step is to find the percentage of Bangkok population by habitant which compared to Bangkok population by migration. The Bangkok population by habitant is the number of people registered live in Bangkok but not include the people who migrate to Bangkok. As stated by National Statistical Office (Service.nso.go.th, 2016), the number of Bangkok population by habitant in 2015 is 5,696,409 people. The number of Bangkok population by migration in 2015 is 6,351,200 people (Service.nso.go.th, 2016). Following is the formula to calculate the percentage of Bangkok population by habitant.
- b. The population growth rate can be calculated from comparing between Bangkok population size by habitant in 2015 and Bangkok population size by habitant in 2014 as shown the following formula:

$$\text{Bangkok growth rate}\% = \frac{\text{Population size in 2015} - \text{Population size in 2014}}{\text{Population size in 2014}} \times 100$$

According to National Statistical Office (Service.nso.go.th, 2016), the number of Bangkok population by habitant in 2014 is 5,692,284 people that increased to 5,696,409 people in 2015. Hence, the Bangkok growth rate can be calculated based on the previous formula as follows:

$$\begin{aligned} \text{Bangkok growth rate}\% &= \frac{5,696,409 - 5,692,284}{5,692,284} \times 100 \\ &= 0.0724\% \end{aligned}$$

Therefore, the Bangkok growth rate is 0.0724 percent.

- c. By assuming that the Bangkok population's growth rate by migration is similar to the Bangkok population's growth rate by habitant and the growth of Bangkok population is uniform distribution. The Bangkok population size by migration in 2016 can be calculated from the following formula:

Bangkok population size by migration in 2016

$$\begin{aligned}
 &= \frac{\text{Bangkok population size by migration in 2015}}{100} \times (100 + \text{Bangkok growth rate}) \\
 &= \frac{6,351,200}{100} \times (100 + 0.0724) \\
 &= 6,355,798.27 \text{ persons}
 \end{aligned}$$

Therefore, the population size in Bangkok by migration is about 6,355,798.27 persons in the present.

### Samples

Food consumers in Bangkok area had been randomly interviewed with the survey method of convenience sampling since the exploration is the research type and the size of the population is relatively small. According to Yamane, T (1967), the sample size can be calculated from a simplified formula. A 95 percent of confidence level and  $\pm 5$  percent of precision level are assumed for this equation.

$$n = \frac{N}{1 + N(e)^2}$$

Where n is for the sample size, N is for the population size, and e is the level of precision which is 0.05. The sample is calculated by applying above formula as follows:

$$n = \frac{6,355,798.27}{1 + (34,109.82)(.05)^2}$$

$$n = \frac{6,355,798.27}{15,890.4957}$$

$$n = 400 \text{ persons}$$

Therefore, the sample sizes is 400 samples.

### **5.3.4 Variable**

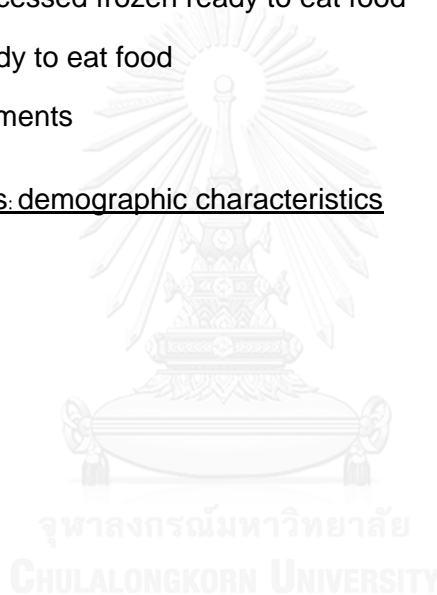
For this research, the variables are described as follow:

Dependent Variable: purchasing behaviour

- 1) Source of fresh food purchasing and consumption frequency
- 2) Marketing factor related to fresh food purchasing decision
- 3) Opinion for type of ready to eat food
- 4) Opinion for food menu
- 5) Opinion for meal time
- 6) Frequently purchasing channel
- 7) Opinion for ABC store
- 8) Consumption behaviour for ABC store
- 9) Opinion for membership
- 10) Opinion for processed frozen ready to eat food
- 11) Opinion for ready to eat food
- 12) Additional comments

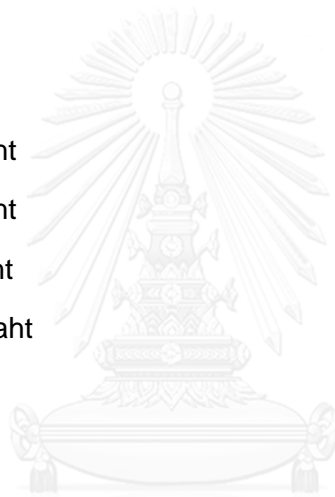
Independent variables: demographic characteristics

- 1) Gender
  - Female
  - Male
- 2) Age
  - ≤20 years
  - 21-30 years
  - 31-40 years
  - 41-50 years
  - >50 years
- 3) Marital status
  - Single
  - Married without a child
  - Married with a child
  - Other...
- 4) Number of household member
  - Alone
  - 2-3 people





- 4-5 people
  - >5 people
- 5) Occupation
- House Wife
  - Student
  - Government officer or State enterprise employee
  - Private Employee
  - Business owner
  - Other...
- 6) Monthly Income
- ≤ 10,000 Baht
  - 10,001-30,000 Baht
  - 30,001-50,000 Baht
  - 50,001-70,000 Baht
  - 70,001-100,000 Baht
  - > 100,000 Baht



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### 5.3.5 Tools

The tool for this research is a group of the questionnaire. The questionnaire has been approved about content validity, construct validity, and reliability by the thesis's advisor for making the questionnaire complete and cover all the objective.

There are three parts of the questionnaire.

#### Part 1: Purchasing behaviours

In this part, it asks about behaviours which include places, frequency, and marketing factors related to fresh food and ready to eat food products' purchasing. There are 6 close-ended response questions as follows:

1) Source of food purchasing and consumption frequency for fresh food and ready to eat food. The measurement scale is ordinal scale and a multichotomous question has been applied.

2) The importance of various marketing factors that influence the decision of fresh food product purchasing. The marketing factors in the case of products which consumers realise the importance can be categorised into 7P's of the marketing mix as follows:

- a. Product: quality, variety, packaging, the variety of services such as warm, boil, steam, fry, and quality of the butchery service such as cut and slice.
- b. Price: the price of products.
- c. Place: location of the store, various ordering channel.
- d. Promotion: sale promotion such as giving a discount, various public relations such as via social media, and website.
- e. People: customer service
- f. Process: delivery service
- g. Physical evidence: atmosphere and cleanness of the store.

This question will be measured by interval scale with the scoring principle of Likert scale in 3 levels from 1 to 3 while 1 is the not importance and 3 is very importance. A multichotomous question has been applied.

3) Opinion for the type of food that respondents like the most among freshly cooked food, frozen food, and instant food. The ordinal scale is a measurement scale and a multichotomous question is applied.

4) Opinion for food menu that is the most favourite menu for respondents among Thai a la carte food, made by order food, Chinese dim sam, Chinese noodle, fast food, Japanese food, Korean food, steak, buffet, and full course. The measurement scale is ordinal scale and this question is a multichotomous question.

5) Opinion for meal time that respondents are likely to have a ready-to-eat meal. The multichotomous question is applied and the measurement scale is ordinal scale.

6) Purchasing channels that respondents regularly place an order. For example, at the store, via phone call, fax, email, Line application, Facebook,

and the store's website, online market place. The measurement scale is nominal. This question is a multichotomous question.

## Part 2: Opinions, Perceptions and Behaviours of the ABC store

This part includes 12 close-ended response questions, and 1 open-ended response question as follows:

1) Does the respondent know the ABC store? The measurement scale is nominal and dichotomous question has been applied.

2) For the interviewee who knows the ABC store, how did the interviewee know the ABC store? The measurement scale is nominal. A multichotomous question has been applied.

3) For the interviewee who knows the ABC store, have the interviewee ever purchased a product from the ABC store? The measurement scale is nominal and dichotomous question has been applied.

4) For the interviewee who knows the ABC store but never purchase a product from the ABC store, why the interviewee does not buy a product from the ABC store? The measurement scale is nominal. A multichotomous question has been applied.

5) For the interviewee who has purchased ABC store's products, the respondent is asked about their purchasing frequency of purchased ABC store's products. The measurement scale is ordinal and the multichotomous question has been applied.

6) What is the type of ABC's products that the interviewee has purchased? A multichotomous question is applied. The measurement scale is nominal.

7) Other purchasing channels of the ABC store that the interviewee know. The measurement scale is nominal and the multichotomous question has been applied.

8) Satisfaction of the interviewee on various factors of the ABC store. This question that is measured by interval scale with the 3 levels of Likert scale from 1 to 3 while 1 is unsatisfaction and 3 is very satisfied. A multichotomous question is applied.

9) Overall satisfaction for the company. This question that is measured by interval scale which has the 3 levels of Likert scale from 1 to 3 while 1 is unsatisfaction and 3 is very satisfied. A multichotomous question has been applied.

10) The response of the interviewee if the ABC store provides frozen food. A multichotomous question is applied and the measurement scale is nominal scale.

11) The response of the interviewee if the ABC store provides instant food. A multichotomous question is applied and the measurement scale is nominal scale.

12) The response of the interviewee if the ABC store provides freshly cooked food such as Thai a la carte in entrée over rice menu. A multichotomous question is applied and the measurement scale is nominal scale.

13) Additional comments. An open-ended question has been applied.

### Part 3: General information of respondents

This part asks about demography or general information of respondents included 4 close-ended response questions and 2 open-ended questions.

1) Gender- A dichotomous question has been applied. The measurement scale is nominal scale.

2) Age- A multichotomous question has been applied. The measurement scale is nominal scale.

3) Marital status- A multichotomous open-ended question is applied. The measurement scale is nominal scale.

4) The number of household member- A multichotomous question has been applied. The measurement scale is nominal scale.

5) Occupation- A multichotomous open-ended question has been applied. The measurement scale is nominal scale.

6) Monthly Income- A multichotomous question is applied. The measurement scale is nominal scale.

### **5.3.6 Data Analysis**

The questionnaires, which survey opinions, behaviours, and marketing factors influencing purchasing of food products and the company's products, have been collected and verified the correctness. The answers to closed-end questions will be scoring and coding for making data into the number that computer can understand. Then, the result is going to evaluate in SPSS program (Statistical Package for the Social Sciences) of IBM SPSS Statistics (2016) by followed the analysis step of

Vanichbuncha (2016). Next, the statistical analysis table will be created for the data translation and report the result. The statistics that apply for analysing the questionnaires are both descriptive and inferential statistics. For descriptive statistics, it will compose of charts, tables, and numerical measures. The inferential statistics include the hypothesis testing. Both statistics will describe the characteristic and relationship of the collected data.

### 5.3.7 Result

#### I. Demographic factor

<b>Gender</b>		
	Frequency	Percentage
Male	177	44.25
Female	223	55.75
<b>Age</b>		
	Frequency	Percentage
20 years old or lower	16	4.0
21-30 years old	107	26.75
31-40 years old	130	32.5
41-50 years old	76	19.0
51 years old and above	71	17.75
<b>Status</b>		
	Frequency	Percentage
Single	145	36.25
Married but not having kids	91	22.75
Married and have kids	164	41.0
<b>Family members</b>		
	Frequency	Percentage
Alone	47	11.75
2-3 persons	189	47.25
4-5 persons	139	34.75
More than 5 persons	25	6.25
<b>Occupation</b>		
	Frequency	Percentage
Student	67	16.75
Government officer/ State enterprise employee	68	17.0
Private employee	190	47.5
Business owner	52	13.0
Housewife	21	5.25
Others	2	0.5

Monthly income		
	Frequency	Percentage
10,000 Baht or lower	37	9.25
10,001-30,000 Baht	106	26.5
30,001-50,000 Baht	129	32.25
50,001-70,000 Baht	70	17.5
70,000-100,000 Baht	34	8.5
100,001 or higher	24	6.0

Table 19: Demographic data

From the table shown that most of the respondents were 400 persons, most of them or 223 persons (55.75%) were female, while 177 persons (44.25%) were male. Besides, most of them were 130 persons (32.5%) had age between 31-40 years old, followed by 107 persons (26.75%) had age between 21-30 years old. There were 76 persons (19.0%) had the age between 41-50 years old, while 71 persons (17.75%) had the age 51 years old and above. Lastly, there were 16 persons (4%) had age 20-year-old or lower. In terms of status shown that most of them were 164 persons (41%) get married and have kids, followed by 145 persons (36.25%) and 91 persons (22.75%), who single and married but not have children, respectively. Moreover, regarding family members, most of the respondents were 189 persons (47.25%) had family members between 2-3 persons, followed by 139 persons (34.75%) had family members between 4-5 persons, while 47 persons (11.75%) living alone. Focusing on the factor in terms of occupation, most of them were 190 persons (47.5%) who are the private employee, followed by 68 persons (17%) who selected Government officer/ State enterprise employee as their current occupation, while there are 67 persons (16.75%) who are the student, followed by 52 persons (13%) who are the business owner. There were 21 persons (5.25%) who are the housewife. Lastly, there were 2 persons (0.5%) selected others. Finally, regarding monthly income, most of the respondents were 129 persons (32.25%) had a monthly income between 30,001-50,000 baht, followed by 106 persons (26.5%) had a monthly income between 10,001-30,000 baht. There were 70 persons (17.5%) who had a monthly income between 50,001-70,000 baht, while the number of respondents who had monthly income 10,000 baht or lower was 37 persons (9.25%). There were 34 persons (8.5%) who had a monthly income between 70,000-100,000 baht, and lastly, there were 24 persons (6%) had monthly income 100,001 or higher.

## II. Consumer behaviour towards food products consumption

### 1) Frequency that consumers make a purchase

In this part, there are 8 entrepreneurs which sell food products and have a high reputation among Thai consumers selected as a case study to make a choice for respondents to answer the question. The 8 entrepreneurs are a Fresh food market, Flea market, Supermarket, CP Freshmart, Macro Food Service, Seven eleven, and food producers. The results of analysis can be shown as the following figures.

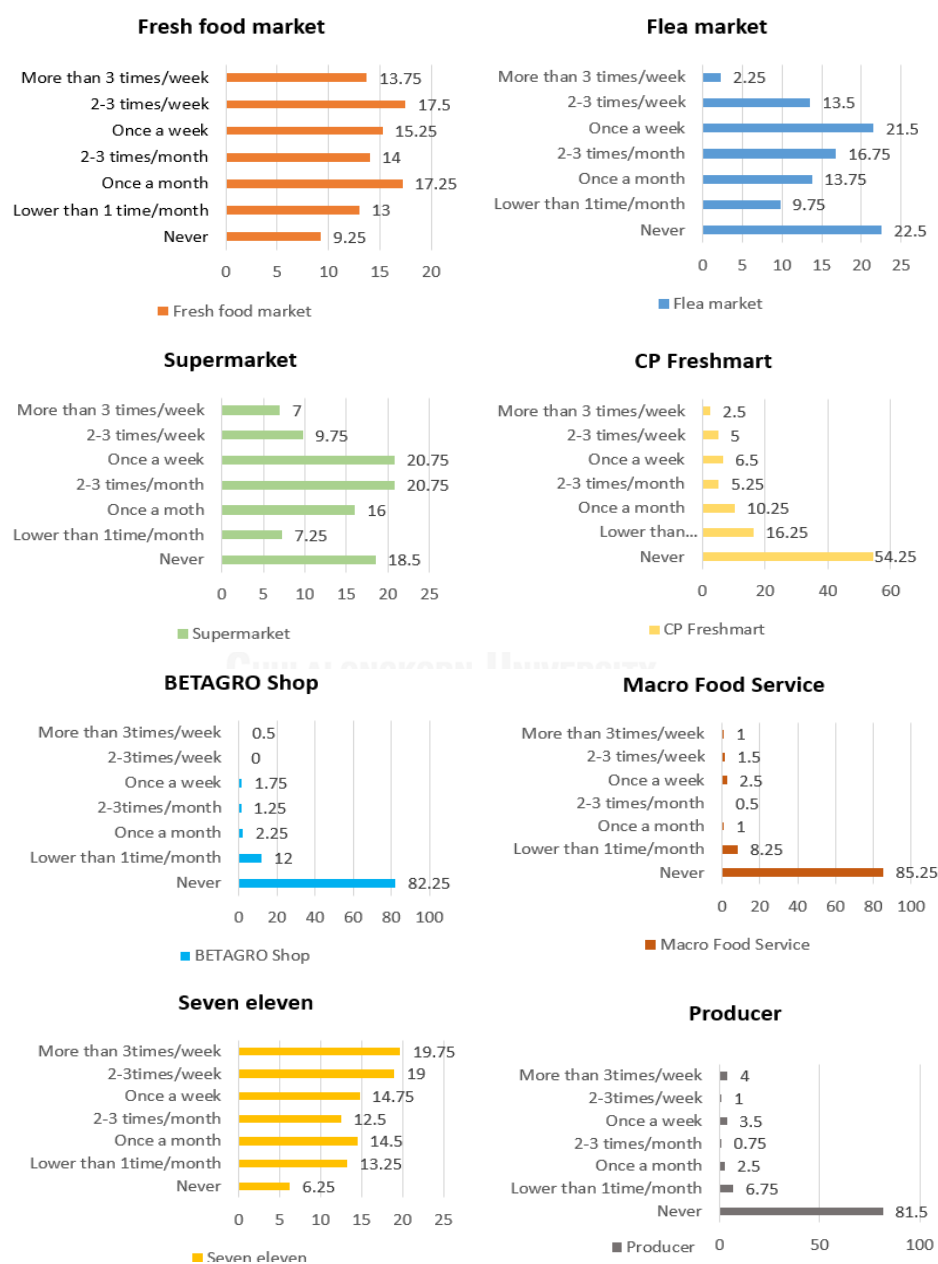


Figure 22: Frequency that consumers make a purchase

From the figures, it can be summarised that, in terms of the purchase behaviour of consumers towards food buying more than 3 times per week, there were 79 persons (19.75%) who buy food from seven eleven store, while there are 55 persons (13.75%) who purchased food products from fresh food market, followed by 28 persons (7%) who went to Supermarket to buy fresh food product more than 3 times/week. There were 16 persons (4%) who selected to buy food products direct from the producers, while there were 10 persons (2.5%) who selected to buy fresh food products from CP Freshmart. Besides, there were 9 persons (2.25%) who went to a flea market to buy food products, while there were 4 persons (1%) and 2 persons (0.5%) who went to Macro Food Service, and BETAGRO Shop to buy food products more than 3 times per week, respectively. The result also shows that convenience ready to eat food store like seven-eleven shop got the most popular which may imply that people nowadays favour food convenience like ready to eat food product.

## 2) The factor influencing food products buying behaviour

In this part, the 3 levels of an agreement will be used for measuring the level of agreement towards the importance of each factor. The result of data analysis can be explained as the following table;

Factor	Level of important			— $\bar{X}$	Meaning
	Very Important	Moderately important	Not important		
Quality of products	340 (85%)	58 (14.5%)	2 (0.5%)	2.85	Very Important
Variety of products	195 (48.75%)	186 (46.5%)	19 (4.75%)	2.44	Very Important
Quality of packages	121 (30.25%)	220 (55%)	59 (14.75%)	2.16	Moderately Important
Price	275 (68.75%)	117 (29.25%)	8 (2%)	2.67	Very Important
Promotion	162 (40.5%)	187 (46.75%)	51 (12.75%)	2.28	Moderately Important
Location of the shops	181 (45.25%)	201 (50.25%)	18 (4.5%)	2.41	Very Important
Physical evidence	164 (41%)	222 (55.5%)	14 (3.5%)	2.38	Very Important
Variety of services	123 (30.75%)	209 (52.25%)	68 (17%)	2.14	Moderately Important
Quality of butchery service	93 (23.25%)	216 (54%)	91 (22.75%)	2.00	Moderately Important



Variety of advertising methods e.g. online channel	105 (26.25%)	217 (54.25%)	78 (19.5%)	2.07	Moderately Important
Delivery service	174 (43.5%)	168 (42%)	58 (14.5%)	2.29	Moderately Important
Quality of service staff	188 (47%)	191 (47.75%)	21 (5.25%)	2.42	Very Important
Variety of ordering channels e.g. online ordering	90 (22.5%)	248 (62%)	62 (15.5%)	2.07	Very Important
<b>Total</b>				<b>2.32</b>	<b>Moderately Important</b>

Table 20: The factor influencing food products buying behaviour

Note that the meaning comes from 1.000-1.667 is not important, 1.668-2.334 is moderately important, and 2.335-3.000 is very important.

From the previous table, it shows that the most important factor influencing consumer buying behaviour towards fresh food products is the quality of products. It follows by the price of products, variety of products, quality of service staff, location of the shops, physical evidence which related to store decoration, delivery service, promotion provided, quality of packages, variety of services, variety of advertising methods, variety of ordering channels, and quality of butchery service, respectively. The factor that had the highest score is the quality of the product, followed by price and variety of products. This means the company should pay more attention to the way to develop the product in order to meet the need and satisfaction of target customers.

### 3) Favorite type of ready to eat food

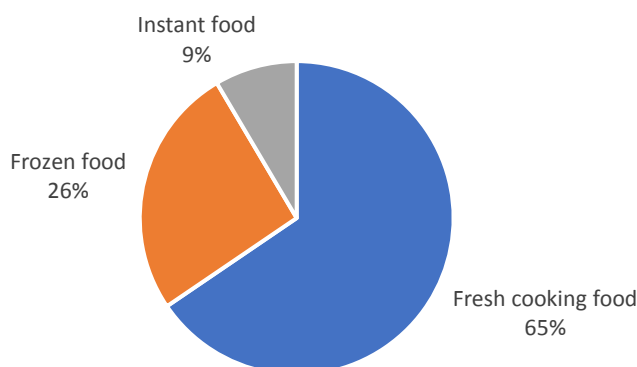


Figure 23: Favorite type of ready to eat food

From the figure, it shows that the most favourite ready to eat food that selected by large number of respondents is freshly cooked food which was 262 persons (65.5%), followed by 104 persons (26%) who like frozen food, and lastly there are 34 persons (8.5%) who chose the instant food as their favourite ready to eat food's type.

#### 4) The most favourite menu

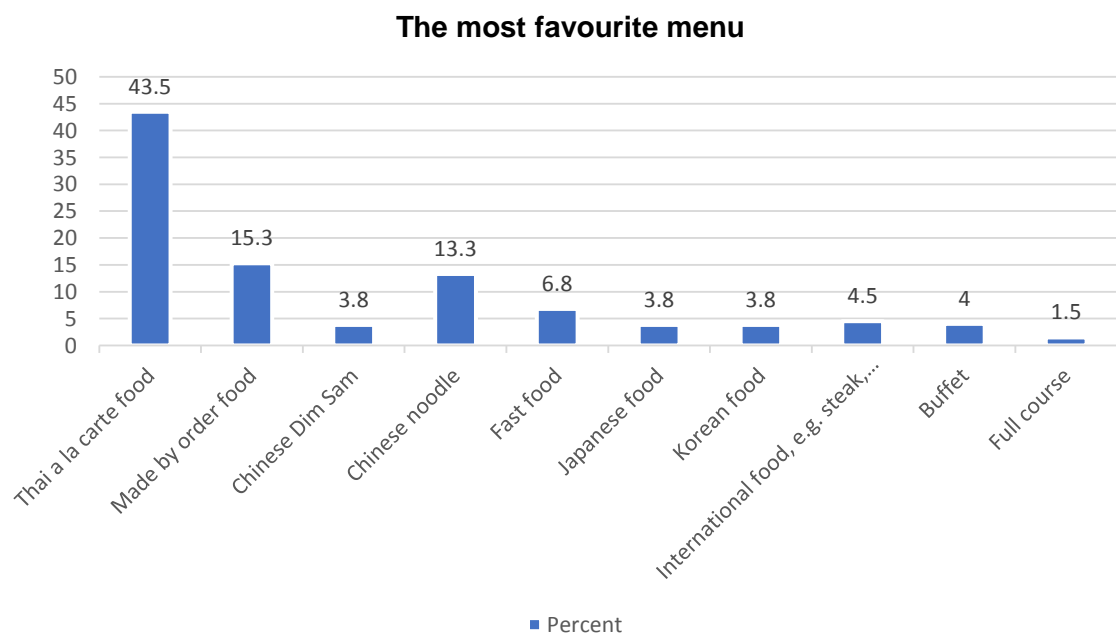


Figure 24: The most favourite menu

From the previous figure, Thai a la carte food or entrée over rice got the most popular menu explicitly, which were 174 persons (43.5%). Next, there are 61 persons (15.3%) chose made by order food as their favourite menu, followed by 53 persons (13.3%) who selected Chinese noodle menu. There are 27 (6.8%) persons who answered fast food, while there are 18 persons (4.5%) who like international food such as steak and spaghetti. There are 16 persons who chose the buffet, while there are 15 persons (3.8%) who like Chinese dim sam which equal to Japanese food (3.8%) and Korea food (3.8%). Lastly, there are 6 persons (1.5%) selected full course as their favourite menu.

### 5) Favourite meal time for ready to eat food

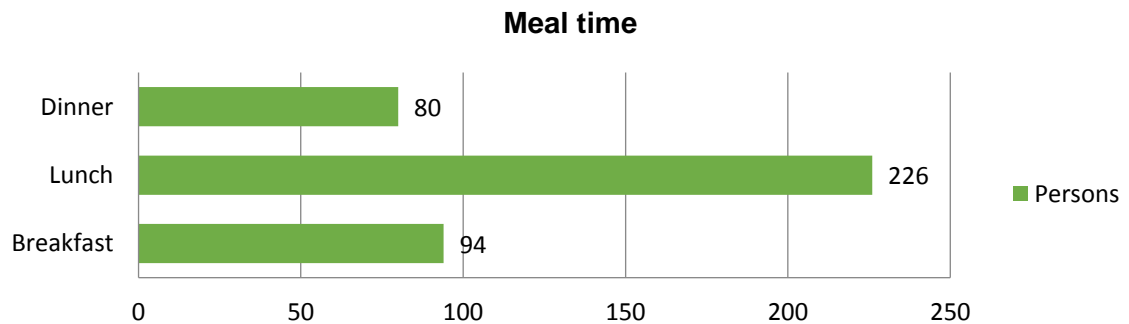


Figure 25: Favourite meal time for ready to eat food

From the figure, it shows that the meal time of ready to eat food which is favoured by a large number of respondents is lunch, which was 226 persons (56.5%), followed by 94 persons (23.5%) like breakfast as a meal time for ready to eat food. There were 80 persons (20%) who favour having a ready-to-eat meal at dinner.

### 6) Communication channels that the customers frequently used

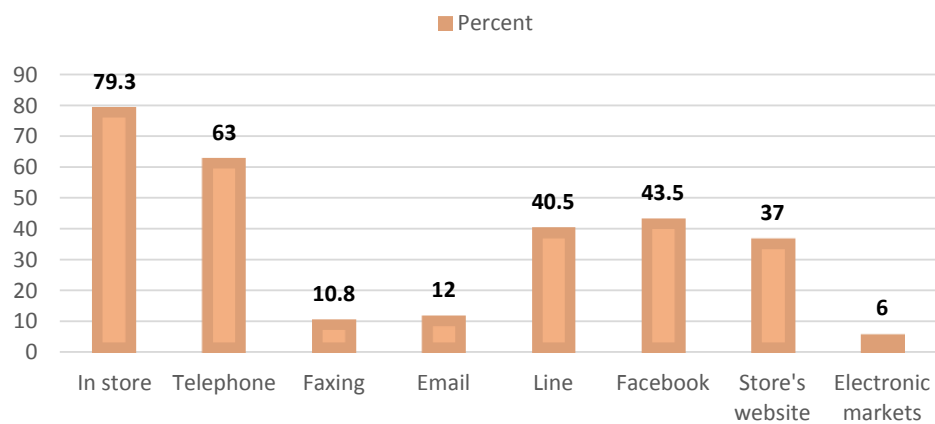


Figure 26: Communication channels that the customers frequently used

From the previous figure, it shows that the most important communication channel that used by a large number of respondents is in store, which was 317 persons (79.3%), followed by 252 persons (63%) used a telephone as a communication channel to contact the store. There were 174 persons (43.5%) who contacted with the store through Facebook, while there were 162 persons (40.5%) contacted with the store by using a chatting application as Line. There were 148 persons (37%) who accessed store's website to contact the store, while some customers who contacted by sending an email to the store were 48 persons (12%). There were 43 persons

(10.8%) who directly faxing to the store to make contact, and lastly, there were 24 persons (6%) who contacted with the store through electronic markets that had a high reputation in Thailand, such as Lazada or Weloveshopping.

#### 7) Store recognition

The respondents were asked about the recognition that they had about the name of brand's ABC shop. The result of data analysis can be shown in the following figure;

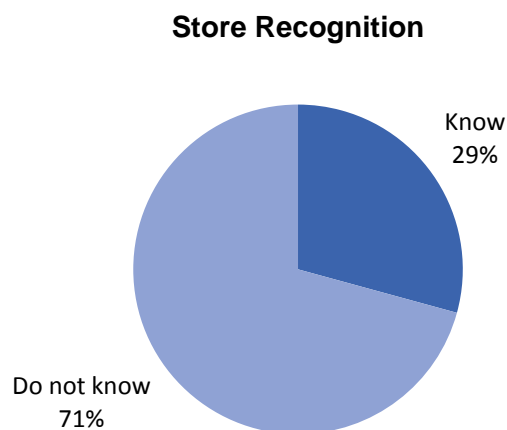


Figure 27: Store recognition

From the above figure, it shows that there were 283 persons (70.75%) who never known about ABC shop, while there were 117 persons (29.25%) who recognised about ABC shop. From the result, more than 70 percentage of samples did not even recognise the store's name. It shows that the brand awareness level was low which the cause of this problem can be lacking marketing activities for many years.

However, the following part will be shown the result of data analysis that collected from the respondents who recognised about ABC shop. So, the number of respondents who participated in the following two parts were 117 persons.

### 8) Channel of recognition

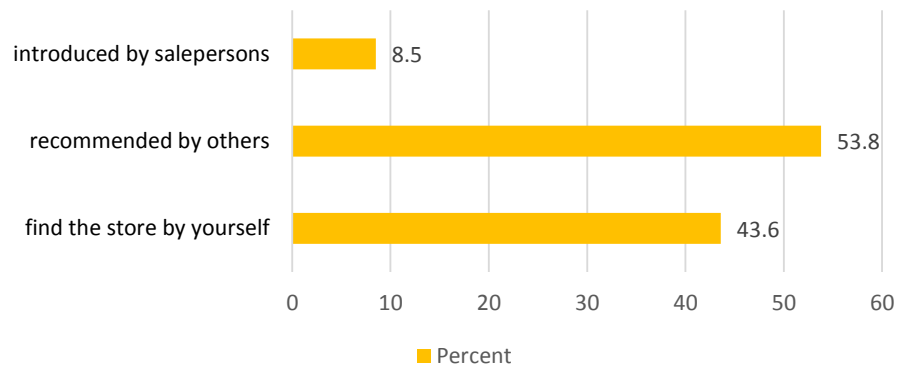


Figure 28: Channel of recognition

From the previous figure, it displays that most of the respondents agreed that the most important channel influencing recognition of the customers was recommended by others, there were 63 persons (53.8%) selected this channel, followed by 51 persons (43.6%) who selected find or see the store by yourself. Lastly, there were 10 persons (8.5%) who know about the store, which introduced by sale person.

### 9) Buying experience

This part is analysed by using data collection from the respondents, who was asked that, have you ever purchased products from ABC store? The result of data analysis can be shown in the following figure.

#### Buying Experience

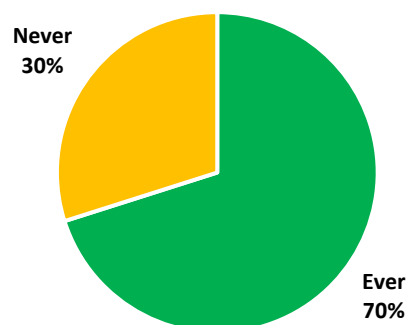


Figure 29: Buying experience

From the above figure, it shows that most of the respondents were 82 persons (70.1%) ever made purchase products from ABC shop, while there were 35 persons (29.9%) who never made purchase products from the shop.

However, the following five sections will be shown that data collection, which collected from the 82 persons (70.1%) who ever made purchase products from ABC store.

#### 10) Purchase frequency to buy products from ABC shop

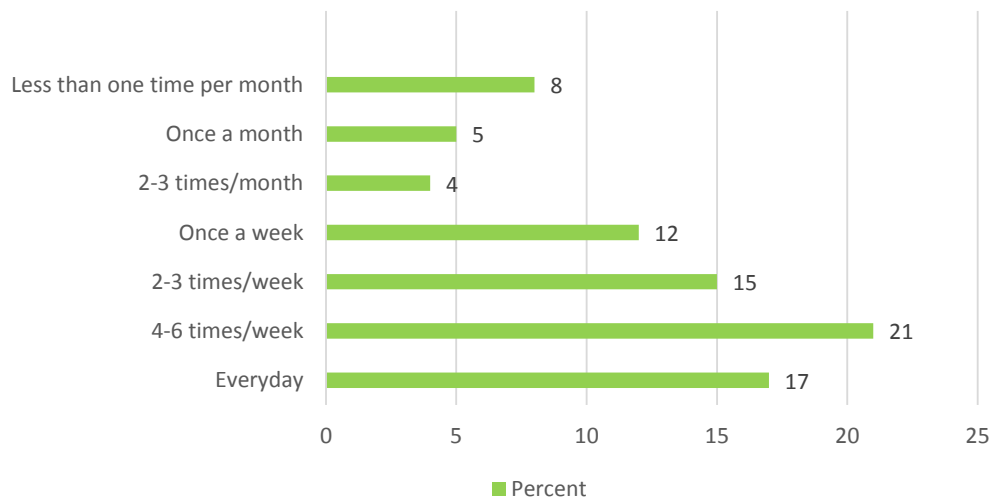


Figure 30: Purchase frequency to buy products from ABC shop

The above figure shows that most of the respondents were 21 persons (25.6%) purchased products from ABC shop 4-6 times per week, followed by 17 persons (20.7%) who bought a product from the shop every day. Besides, there were 15 persons (18.3%) who purchased products from the shop 2-3 times per week, while the number of customers who purchased products from the shop once a week was 12 persons (14.6%). Also, there were 8 persons (9.8%) who purchased products from the store less than one time per month, while there were 5 persons (6.1%) who purchased products from the store once a month. Lastly, there were 4 persons (4.9%) who purchased products from the store 2-3 times per month.

### 11) Types of product that they always buy from ABC shop

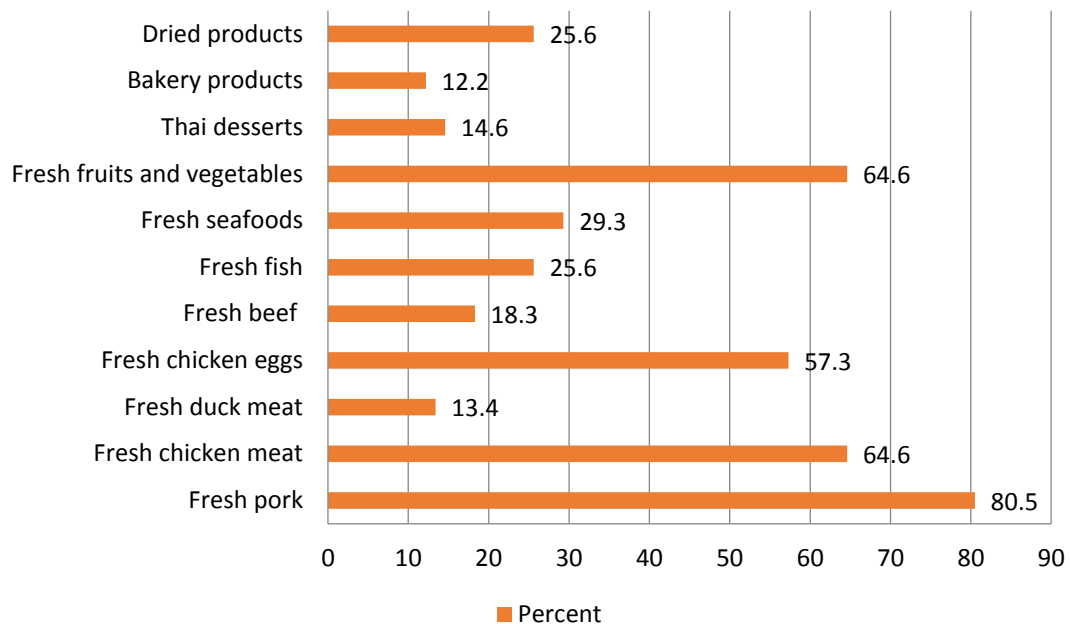


Figure 31: Types of product that they always buy from ABC shop

From the above figure, it displays that most of the respondents were 66 persons (80.5%) always purchase fresh pork from ABC shop, followed by 53 persons (64.6%) who always purchase fresh chicken meat from the shop. Besides, there were 53 persons (64.6%) who always purchase fresh fruits and vegetables from the shop, while the number of respondents who always purchase fresh chicken eggs from the shop was 47 persons (57.3%). Moreover, there were 24 persons (29.3%) who always went to the shop to buy fresh seafood products, while the number of people who always to buy fresh fish from the shop is 21 persons (25.6%). At the same time, there were 21 persons (25.6%) who always buy dried products from the shop, while the number of people who always buy fresh beef from the shop was 15 persons (18.3%). Thai desserts also be one of the products that interested by the customers, from the survey shown that, there were 12 persons (14.6%) who always buy Thai desserts from the ABC shop, while 11 persons (13.4%) and 10 persons (12.2%) who always go to the shop in order to buy fresh duck meat and bakery products, respectively.

## 12) Communication channels recognition

Other than contact with the store by accessing through the store location, there were four channels that ABC shop provided for their customers to contact the shop. So, this part is presented the recognition of customer regarding the communication channels that they've known or every used. The results of data analysis can be shown as follows:

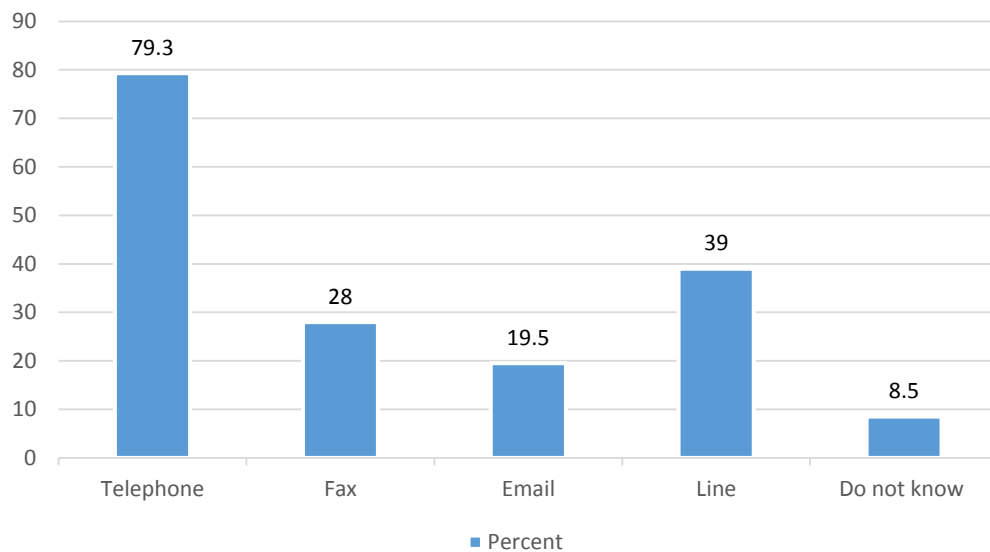


Figure 32: Communication channels recognition

From the figure shown that the most popular communication channel known by the respondents is the telephone. There were 65 persons (79.3%) recognised this channel, followed by the channel as the online chatting application by using Line application as a channel to communication with the store, the survey showed that there were 32 persons (39%) recognised this channel. There were 23 persons (28%) who knew that they could contact the store by sending a fax, while there were 16 persons (19.5%) known that, they can communicate with the store by sending an email. Lastly, there were 7 persons (8.5%) answered that, other than contacting with the store by accessing through the store location, they do not know other communication channels that can help them easily to contact with the shop.



13) The level of satisfaction of the customers towards products and services of ABC shop

Factor	Level of satisfaction			— $\bar{X}$	Meaning
	Strongly satisfied	Moderately satisfied	Unsatisfied		
Quality of products	72 (87.8%)	10 (12.2%)	0	2.88	Strongly satisfied
Variety of products	44 (53.7%)	34 (41.5%)	4 (4.9%)	2.49	Strongly satisfied
Quality of packages	7 (8.5%)	55 (67.1%)	20 (24.4%)	1.84	Moderately satisfied
Price	41 (50%)	39 (47.6%)	2 (2.4%)	2.48	Strongly satisfied
Promotion	13 (15.9%)	50 (61%)	19 (23.2%)	1.93	Moderately satisfied
Location of the shops	37 (45.1%)	39 (47.6%)	6 (7.3%)	2.38	Strongly satisfied
Physical evidence	8 (9.8%)	44 (53.7%)	30 (36.6%)	1.73	Moderately satisfied
Variety of services	11 (13.4%)	61 (74.4%)	10 (12.2%)	2.01	Moderately satisfied
Quality of butchery service	9 (11%)	58 (70.7%)	15 (18.3%)	1.93	Moderately satisfied
Variety of advertising methods e.g. online channel	7 (8.5)	19 (23.2)	56 (68.3)	1.40	Unsatisfied
Delivery service	31 (37.8%)	45 (54.9%)	6 (7.3%)	2.30	Moderately satisfied
Quality of service staff	21 (25.6%)	50 (61%)	11 (13.4%)	2.12	Moderately satisfied
Variety of ordering channels e.g. online ordering	8 (9.8%)	28 (34.1%)	46 (56.1%)	1.54	Unsatisfied
<b>Total</b>				<b>2.08</b>	<b>Moderately satisfied</b>

Table 21: Satisfaction of the customers towards products and services of ABC shop

Note that the meaning comes from 1.000-1.667 is unsatisfied, 1.668-2.334 is moderately satisfied, and 2.335-3.000 is strongly satisfied.

From the previous table, it shows that the most important factor that mostly satisfied by respondents is the quality of products, while the factor that had the lowest satisfaction of the interviewees were the variety of advertising and variety of ordering

channel, followed by physical evidence, which is a factor related to the quality of store decoration. In general, the store decoration also related to the hygiene and cleanness of the store. So, these might be the factors influencing people do not satisfy with the physical evidence of the shop.

#### 14) The reason that customers do not buy product from ABC shop

According to Figure 29, buying experience shows that there were 35 persons who do not have any experience with the ABC shop. So, the number of respondents who participated to this part will be those who do not have the experience.

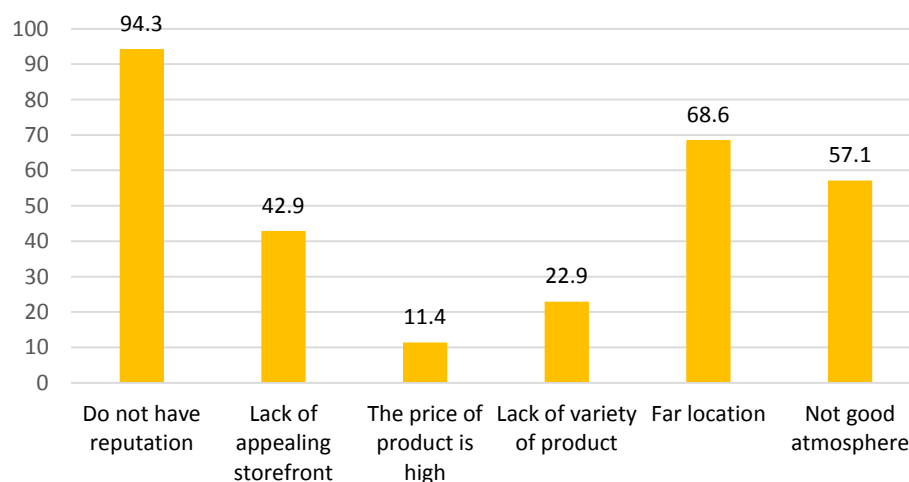


Figure 33: The reason that customers do not buy product from ABC shop

The result shows that the shop should strongly pay attention to the way to develop strategic planning for raising brand awareness and brand reputation among the target customer. This is because the most important influencing people do not have the experience with the shop is “the shop do not have reputation”. There were up to 33 people (94.3%) agreed with this point, followed by 24 people (68.6%) agreed that the shop’s location is far from their living or working area. There are 20 people (57.1%) agreed that the shop has not good atmosphere while there are 15 persons (42.9%) agreed that, the shop is lacking to manage the appeal of the storefront. There were 8 persons (22.9%) agreed that they do not want to participate in the shop because of the lack of variety of products factor, while the number of respondents who accepted that, the price of products sale in the shop is higher than other shops were 4 persons (11.4%).

However, the last two part will be shown the level of interested of the respondents if ABC shop would like to add more products and service in the store. There were 396 respondents participated in these parts.

15) Level of interested if ABC shop produce ready-to-eat frozen food as the new products in the store

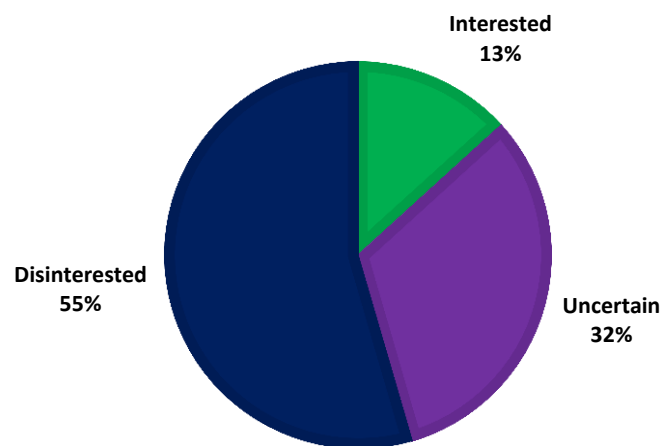


Figure 34: Level of interested of the respondents if ABC shop produces ready-to-eat frozen food as new product in the store

From the above figure, it shows that if ABC shop produces more products or services such as ready-to-eat frozen food, most of the respondents were 218 people (54.5%) not interested to buy those products from the shop, followed by 129 people (32.25%) who uncertain to buy those products, while there were 53 persons (13.25%) who disinterested to buy those products.

16) Level of interested of the respondents if ABC shop produce ready-to-eat food like instant food as the new products in the store

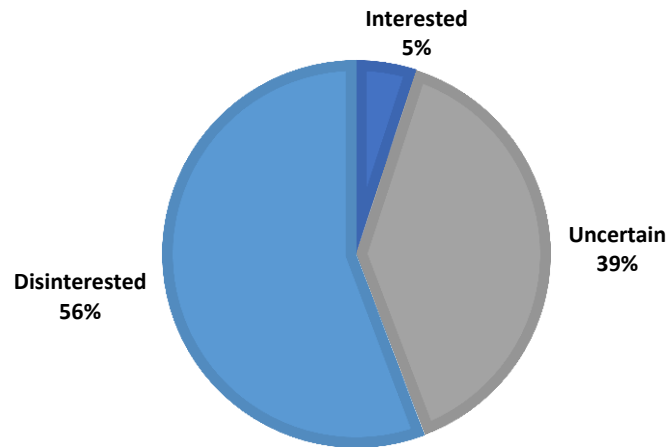


Figure 35: Level of interested of the respondents if ABC shop produces ready-to-eat instant food as new product in the store

The previous figure shows that if ABC shop produces ready-to-eat instant food product, most of the respondents were 223 people (55.75%) not interested to buy those products from the shop, followed by 157 people (39.25%) who uncertain to buy those products, while there were 20 persons (5%) who disinterested to purchase those products.

17) Level of interested if ABC shop produce freshly cooked food in the shop

This is the last question that asked the respondents about if ABC shop adds more service like freshly cooked food service for those who would like to sit and eat ready-to-eat freshly cooked food in the store. The result shows that there were 250 people (62.5%) interested in this service, followed by 143 people (35.75%) who uncertainly interested this service, while there were 7 persons (1.75%) disinterested to this service. The following figure shows the result of data collection of this part:

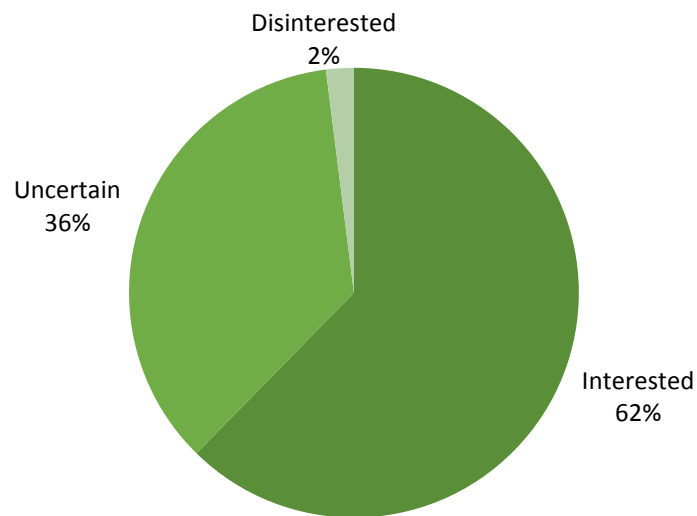


Figure 36: Level of interested of the respondents if ABC shop added new service in the shop like freshly cooked food

Some respondents suggest that the company should have their restaurant to provide ready to eat food, provide good promotion, and delivery products on time. The company should listen to customers' need and improve their services.

### 5.3.8 Strategic Growth Option Selection

Since there are three choices for providing ready to eat food which are establishing a new frozen food product line, establishing a new instant food product line, and establishing a new restaurant to provide freshly cooked food, the survey had been collect to find out what is the most suitable alternative. The following is the selection step.

1.

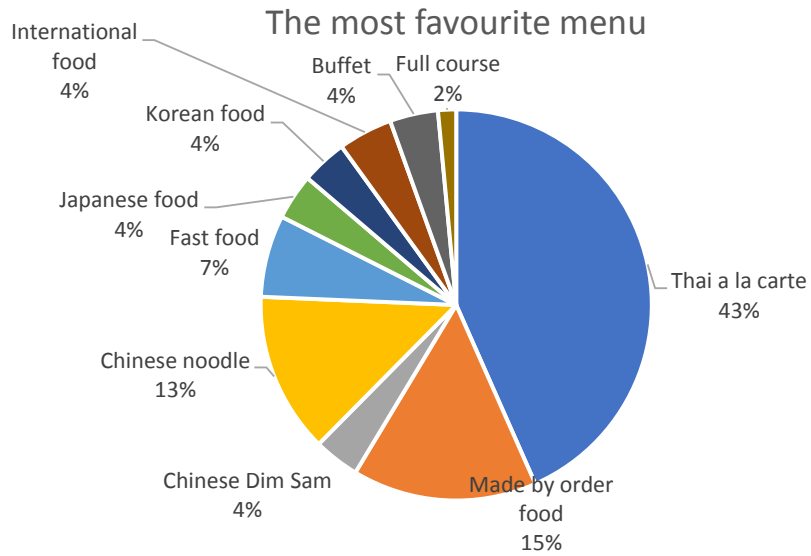
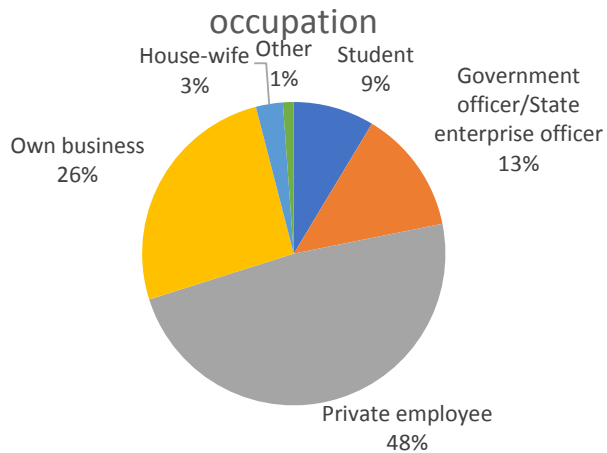


Figure 37: Proportion of the most favourite menu

From the previous figure, it shows that the most favourite menu is Thai a la carte or entrée over rice which was 174 persons (43.5%). Therefore, these 174 persons are the interesting group.

People who favour Thai la carte menu in each



2.

Figure 38: People who favour Thai la carte menu

As shown in above figure, from 174 persons, the group that has the most favourite menu in Thai la carte is the business people group which composed of 84 private or office employees (48.3%) and 45 business owners (25.9%), in total is 129 persons. Therefore, this business people group composed of private employee and business owner will be the target group.

3.

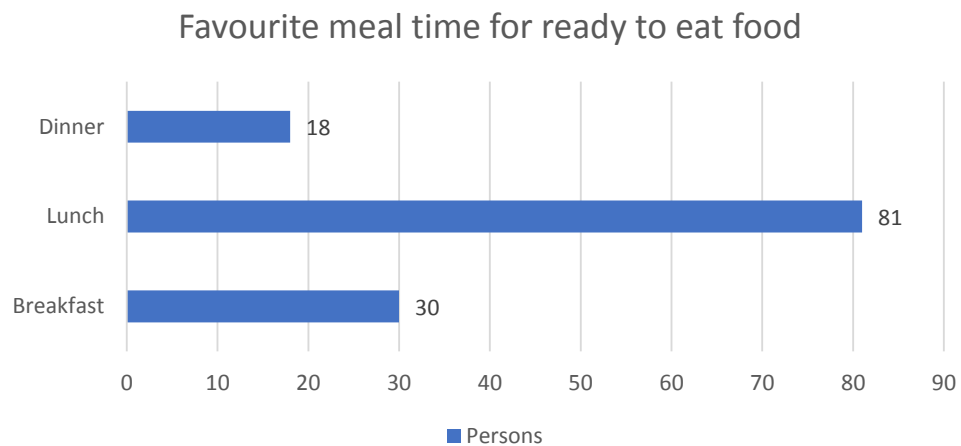


Figure 39: Favourite meal time for ready to eat food

As shown in the previous figure, from the target group which is 129 persons, the favourite meal time for ready to eat food which is chosen by 81 persons (63.8%) is lunch time, followed by 30 persons (23.3%) who favour breakfast time. Lastly, group is 18 persons (12.9%) who selected dinner time as the most favourite meal time for their ready to eat food.

4. To test the difference in the proportion of people who choose breakfast, lunch, or dinner as their favourite meal time from the target group that includes private employees and business owners who choose Thai a la carte as their favourite menu (129 persons), Chi-square test (Levine and Stephan, 2010) had been applied. A 95 percent of confidence level and + 5 percent of significance level are assumed. The hypotheses and its testing step are shown as follows:

$H_0$ : Proportion of people in the target group who select breakfast, lunch, or dinner is not different.

$H_1$ : Proportion of people in the target group who select breakfast, lunch, or dinner is different.

The Chi-square test result by SPSS program is shown in the following table.

	Observed N	Chi-Square	Sig (P-value)
Breakfast	30	52.047	.000
Lunch	81		
Dinner	18		
Total	129		

Table 22: Chi-square test result of meal time by SPSS program

From the previous result table,  $\chi^2$  is 52.047 and P – Value = 0.0 which  $0.0 < 0.05$ . Hence,  $H_0$  is rejected. The test confirms that proportion of people in the target group who select breakfast, lunch, or dinner is different significantly. The highest proportion is lunch meal that is favoured by 81 persons, followed by 30 persons who selected breakfast meal. Lastly, there are 18 persons who chose dinner as their favourite meal time for ready to eat food. Therefore, the company should provide food in lunch time and breakfast time.

5. For testing the difference in proportion of people among who favour freshly cooked food, frozen food, and instant food from the target group that include private employees and business owners who choose Thai a la carte as their favourite menu (129 persons), Chi-square test (Levine and Stephan, 2010) was applied with following hypotheses:

$H_0$ : Proportion of people in the target group who favour freshly cooked food, frozen food, or instant food is not different.

$H_1$ : Proportion of people in the target group who favour freshly cooked food, frozen food, or instant food is different.

The Chi-square test result by SPSS program is shown in the following table.

	Observed N	Chi-Square	Sig.
Fresh cook	94	92.140	.000
Frozen	23		
Instant food	12		
Total	129		

Table 23: Chi-square test result of ready to eat food type by SPSS program



From the previous result table,  $\chi^2$  is 92.140 and P – Value is 0.0 that  $0.0 < 0.05$ . Hence,  $H_0$  is rejected. The test confirms that proportion of people in the target group who favour freshly cooked food, frozen food, or instant food is different significantly. The highest proportion is freshly cooked food that is favoured by 94 persons, followed by 23 persons who selected frozen food. Lastly, there are 12 persons who chose instant food as their favourite food type of ready to eat food. Therefore, the company should provide freshly cooked food for support the need of the target group.

Since the result in many steps described in the previous part, the third alternative is the most suitable alternative that the company should provide freshly cooked food. The freshly cooked food should provide in Thai a la carte menu by establishing a restaurant located in a business area which private employees and business owners live in. The reason is they are the majority that like Thai a la carte menu, and open the restaurant in the morning and afternoon as the business people group or the target group favours.

### **5.3.9 Comparison of Expectation and Satisfaction**

To analyse deeply on each factor to find out area for improvement, comparing between satisfaction level and expectation level of the customer on each of thirteen factors is needed. Therefore, it comes up with the question that “is the satisfaction level in each marketing factor of the company as shown in Table 21 is higher than the customers’ requirement or expectation that they gave through the important level as shown in Table 20”. A 95 percent of confidence level and  $\pm 5$  percent of significance level are assumed. The appropriate hypothesis testing for this question is paired t-test (Levine and Stephan, 2010) as follows:

1.  $H_0$ : Satisfaction level is not greater than expectation level in the product quality factor  
 $H_1$ : Satisfaction level is greater than expectation level in the product quality factor

The result of paired T-test by SPSS program is shown as follows:

## Paired Samples Statistics

		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P-value)
Pair 1: product quality	Satisfaction1	2.88	82	.329	-0.726	0.235	$1 - \frac{(\text{Sig.2-tailed})}{2}$ = 0.765
	Expectation1	2.91	82	.281			

Significance level=0.05

Table 24: Paired T-test of product quality

Since t is a negative value and the difference is in one direction but the program gives Sig. 2-tailed,  $1 - \frac{(\text{Sig.2-tailed})}{2}$  formula is applied to find Sig. 1-tailed (P-value).

T is -0.726 and P is 0.765 which is higher than 0.05. This confirms that the  $H_0$  should be accepted. Satisfaction level is not significantly greater than expectation level in product quality factor.

2.  $H_0$ : Satisfaction level is not greater than expectation level in the product variety factor

$H_1$ : Satisfaction level is greater than expectation level in the product variety factor

The result of paired T-test by SPSS program is shown as follows:

## Paired Samples Statistics

		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P-value)
Pair 2: product variety	Satisfaction2	2.49	82	.593	-0.395	0.694	$1 - \frac{(\text{Sig.2-tailed})}{2}$ = 0.653
	Expectation2	2.59	82	.571			

Significance level=0.05

Table 25: Paired T-test of product variety

T is -.395 and P is 0.653 which is higher than 0.05. This confirms that the  $H_0$  should be accepted. Satisfaction level is not significantly greater than expectation level in product variety factor.

3.  $H_0$ : Satisfaction level is not greater than expectation level in the product packaging factor

$H_1$ : Satisfaction level is greater than expectation level in the product packaging factor

The result of T-test by SPSS program is shown as follows:

		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P)
Pair 3: product packaging	Satisfaction3	1.84	82	.555	-2.780	0.007	$1 - \frac{(\text{Sig. 2-tailed})}{2}$ = 0.9965
	Expectation3	2.09	82	.592			

Significance level=0.05

Table 26: Paired T-test of product packaging

T is -2.780 and P is 0.9965 which is higher than 0.05. This confirms that the  $H_0$  should be accepted. Satisfaction level is not significantly greater than expectation level in the product packaging factor.

4.  $H_0$ : Satisfaction level is not greater than expectation level in the price factor
- $H_1$ : Satisfaction level is greater than expectation level in the price factor

The result of paired T-test by SPSS program is shown as follows:

		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P-value)
Pair 4: price	Satisfaction4	2.48	82	.549	-2.959	0.004	$1 - \frac{(\text{Sig. 2-tailed})}{2}$ = 0.998
	Expectation4	2.72	82	.504			

Significance level=0.05

Table 27: Paired T-test of price

T is -2.959 and P is 0.998 which is higher than 0.05. This confirms that the  $H_0$  should be accepted. Satisfaction level is not significantly greater than expectation level in the price factor.

5.  $H_0$ : Satisfaction level is not greater than expectation level in the promotion factor

$H_1$ : Satisfaction level is greater than expectation level in the promotion factor

The result of paired T-test by SPSS program is shown as follows:

		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P-value)
Pair 5: promotion	Satisfaction5	1.93	82	.624	-	0.019	$1 - \frac{(\text{Sig.2-tailed})}{2}$ = 0.9905
	Expectation5	2.17	82	.625	2.391		

Significance level=0.05

Table 28: Paired T-test of promotion

T is -2.391 and P is 0.9905 which is higher than 0.05. This confirms that the  $H_0$  should be accepted. Satisfaction level is not significantly greater than the important level in the expectation factor.

6.  $H_0$ : Satisfaction level is not greater than expectation level in the shop location factor

$H_1$ : Satisfaction level is greater than expectation level in the shop location factor

The result of paired T-test by SPSS program is shown as follows:

		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P-value)
Pair 6: location	Satisfaction6	2.39	82	.621	-2.072	0.041	$1 - \frac{(\text{Sig.2-tailed})}{2}$ = 0.9795
	Expectation6	2.57	82	.567			

Significance level=0.05

Table 29: Paired T-test of location

T is -2.072 and P is 0.9795 which is higher than 0.05. This confirms that the  $H_0$  should be accepted. Satisfaction level is not significantly greater than expectation level in the shop location factor.

7.  $H_0$ : Satisfaction level is not greater than expectation level in the physical evidence factor

$H_1$ : Satisfaction level is greater than expectation level in the physical evidence factor

The result of paired T-test by SPSS program is shown as follows:

## Paired Samples Statistics

		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P)
Pair 7: physical evidence	Satisfaction7	1.73	82	.629	-	0.000	$1 - \frac{(\text{Sig. 2-tailed})}{2}$ = 1
	Expectation7	2.27	82	.522	5.627		

Significance level=0.05

Table 30: Paired T-test of physical evidence

T is -5.627 and P is 1 which is higher than 0.05. This confirms that the  $H_0$  should be accepted. Satisfaction level is not significantly greater than expectation level in product physical evidence factor.

8.  $H_0$ : Satisfaction level is not greater than expectation level in the service variety factor

$H_1$ : Satisfaction level is greater than expectation level in the service variety factor

The result of paired T-test by SPSS program is shown as follows:

## Paired Samples Statistics

		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P-value)
Pair 8: service variety	Satisfaction8	2.01	82	.509	-	0.167	$1 - \frac{(\text{Sig. 2-tailed})}{2}$ = 0.9165
	Expectation8	2.13	82	.624	1.395		

Significance level=0.05

Table 31: Paired T-test of service variety

T is -1.395 and P is 0.9165 which is higher than 0.05. This confirms that the  $H_0$  should be accepted. Satisfaction level is not significantly greater than expectation level in the service variety factor.

9.  $H_0$ : Satisfaction level is not greater than expectation level in the quality of butchery service factor

$H_1$ : Satisfaction level is greater than expectation level in the quality of butchery service factor

The result of paired T-test by SPSS program is shown as follows:

Paired Samples Statistics

		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P-value)
Pair 9: butchery service	Satisfaction9	1.93	82	.539	-	0.300	$1 - \frac{(\text{Sig. 2-tailed})}{2}$ = 0.85
	Expectation9	2.01	82	.619	1.044		

Significance level=0.05

Table 32: Paired T-test of butchery service

T is -1.044 and P is 0.85 which is higher than 0.05. This confirms that the  $H_0$  should be accepted. Satisfaction level is not significantly greater than expectation level in the quality of butchery service factor.

10.  $H_0$ : Satisfaction level is not greater than expectation level in the advertising method variety factor

$H_1$ : Satisfaction level is greater than expectation level in the advertising method variety factor

The result of paired T-test by SPSS program is shown as follows:

Paired Samples Statistics

		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P-value)
Pair 10: advertising method variety	Satisfaction10	1.40	82	.645	-	0.000	$1 - \frac{(\text{Sig. 2-tailed})}{2}$ = 1
	Expectation10	1.89	82	.685	4.735		

Significance level=0.05

Table 33: Paired T-test of advertising method variety

T is -4.735 and P is 1 which is higher than 0.05. This confirms that the  $H_0$  should be accepted. Satisfaction level is not significantly greater than expectation level in the advertising method variety factor.

11.  $H_0$ : Satisfaction level is not greater than expectation level in the delivery service factor

factor

$H_1$ : Satisfaction level is greater than expectation level in the delivery service factor

factor

The result of paired T-test by SPSS program is shown as follows:

		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P)
Pair 11: delivery service	Satisfaction11	2.3	82	.602	-	0.296	$1 - \frac{(\text{Sig.2-tailed})}{2}$ = 0.852
	Expectation11	2.4	82	.645	1.051		

Significance level=0.05

Table 34: Paired T-test of delivery service

T is -1.051 and P is 0.852 which is higher than 0.05. This confirms that the  $H_0$  should be accepted. Satisfaction level is not significantly greater than expectation level in the delivery service factor.

12.  $H_0$ : Satisfaction level is not greater than expectation level in the quality of service staff factor

$H_1$ : Satisfaction level is greater than expectation level in the quality of service staff factor

The result of paired T-test by SPSS program is shown as follows:

		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P-value)
Pair 12: quality of service staff	Satisfaction12	2.12	82	.616	-	0.589	$1 - \frac{(\text{Sig.2-tailed})}{2}$ = 0.7055
	Expectation12	2.17	82	.584	0.541		

Significance level=0.05

Table 35: Paired T-test of quality of service staff

T is -0.541 and P is 0.7055 which is higher than 0.05. This confirms that the  $H_0$  should be accepted. Satisfaction level is not significantly greater than expectation level in the quality of service staff factor.

13.  $H_0$ : Satisfaction level is not greater than expectation level in the ordering channel variety factor

$H_1$ : Satisfaction level is greater than expectation level in the ordering channel variety factor

The result of paired T-test by SPSS program is shown as follows:

		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P-value)
Pair 13: ordering channel variety	Satisfaction13	1.54	82	.670	-	.000	$1 - \frac{(\text{Sig. 2-tailed})}{2}$ = 1
	Expectation13	1.94	82	.595	3.986		

Significance level=0.05

Table 36: Paired T-test of ordering channel variety

T is -3.986 and P is 1 which is higher than 0.05. This confirms that the  $H_0$  should be accepted. Satisfaction level is not greater than expectation level significantly in the variety of ordering channels factor.

In conclusion, the answer to this question is the data does not suggest that the satisfaction of customers in each factor do have a higher level when compared with an expectation of customers in the factor.



## **5.4 Marketing Strategies**

### **5.4.1 Short-term Strategies (0-1 year)**

The company will open a new restaurant providing Thai a la carte menu with fresh cooking. The new restaurant will locate in the business area that has a lot of people passing through that street. The reason is the result of the survey describes that Thai a la carte menu is the most favourite menu of most people, and those people are from business group included private employees and business owners, and they favour freshly cooked food the most. The location of the new restaurant is located in front of Amarin Tower- the tower which has a large number of officers and people who work in the tower and others nearby. The name of the restaurant is Thai Cuisine a La Carte, which is the name that encourages people to know about products and services that the company would like to present. The target customer of this business aims to find the new customer who never had any experiences in goods or services of ABC store. So, the product, which in this market strategy is to provide ready-to-eat food on freshly cooked food in many Thai a la carte menu as a new product provided by the store in order to apply strength and gain opportunity as well as encourage people to pay more attention to the brand of store. The store started to apply the new strategy since June and July in order to measure customer perception towards product and service offered by the new store. The ready-to-eat food, nowadays, sells from 5 a.m. until 1 p.m. this is because, in that area, there are a lot of stalls and restaurants always open in the evening. So, the company considered that, if the company setting time for the restaurant to be opened in the morning, the company can have more market opportunity from those who would like to purchase food, or looking for the opening restaurant in order to buy or eat breakfast and lunch. In the restaurant, there are 6 tables provided for customers who would like to eat at the restaurant. A variety of products sale also considered by the company, while the number of employee in a chef position will be increased in order to support the new business operation and to provide a better service for customers who purchased products from the restaurant which operated by the company. There are 10 types of food sale every day, while the food will be changed according to the fresh food which leftovers from the business customer, such as hotel, restaurant, and school, to cook and sell in the restaurant. The food will be sold out every day. The restaurant does not have the policy to use leftovers food to be re-cooked and resale. The company

aims to increase margin by providing a variety of service in order to support customers as well as provide various beverage choices for drinking in the restaurant and take away. Other than, provide ready-to-eat freshly cooked food in the restaurant, the delivery service also provided for supporting people who prefer the delivery service. And lastly, to increase market opportunity for the company, the company also provided food service for banquets. The food will be delivery as a ready-to-eat box with biodegradable packaging or food plastic packaging according to customer requirement in order to encourage customers to get even more comfortable and safety.

Moreover, the company also considers using digital marketing to develop communication channels of the company by creating the company's Facebook and website to support people more comfortably to access product or service of the company, or to provide more communication channels for those who would like to contact the company. The company developed this strategy from the survey, which showed that most of the people prefer to contact and communicate with the store by using online channel, which is one of consumer behaviour that should be understood and considered by all companies in Thailand. So, creating company's Facebook and website can be one of the good opportunities for the company to increase awareness and perception of the customers.

The survey shows that most people like Thai a la carte menu and most of them are the business working group which composes of private employees and business owners as shown in Figure 38. These people would like to have this meal in breakfast and lunch significantly as described in Table 22 and the people who like Thai a la carte menu have different proportion in various ready to eat food's type which favour freshly cooked food the most. Therefore, the company will establish freshly cooked food restaurant providing Thai a la carte menu in the morning and afternoon in the business working area. Hence, the company choose Arun Amari area which surrounded by the office building that many business people work in. So, the main interested customers' group for this new restaurant is business working group contained private employees and business owners who work around the store. The company should apply strategies to meet their need which is the main target group. In addition, the company aims to expand their fresh food wholesale customer group to new established hotels, restaurants, and schools. Because there are fewer

competitors and not have a stronger relationship with a food supplier, there are still have an opportunity for growth. Therefore, this group will be a secondary target group.

Since the limit of the project time, marketing factors are categorised for the different level of attention by the following method.

The t-test result of thirteen marketing factors from Table 24 to 36, the satisfaction level is significantly lower than the expectation level of customers in every marketing factors of the company. However, the factors that get T less than minus 2 and do not get strongly satisfied from customers are packaging, promotion, physical evidence, the variety of advertising methods, and the variety of ordering channels. These five factors are critical factors that need to pay the highest attention for improvement. The second most important group is the group of factors that get T less than minus 2 or get average satisfaction less than 2 which is less than half of the satisfaction level. The second group that need the high attention to improve contains price, location, and quality of butchery service factor. The most two factors that influent the customers to purchase food products are the quality of products and variety of products so the company also pay attention to improve these two factors. For the rest factors, the company also considers to improve but in a less attention which is the variety of services, delivery service, and quality of service staffs since the satisfaction level of these factors is also significantly lower than the expectation level of customers. Therefore, the level of attention from highest to lowest can be sum up as follows:

Attention Level	Marketing Factor	Responsibility	Investment
Highest attention : $T < -2$ and not get strongly satisfied (average satisfaction $< 2.335$ )	packaging, promotion, physical evidence, variety of advertising methods, variety of ordering channels	Owner	Investment in tangible asset
High attention : $T < -2$ or average satisfaction level $< 2$	price, location, quality of butchery service	Head staff	Investment to improve training process

Attention Level	Marketing Factor	Responsibility	Investment
Low attention : the top most influent factor	quality of product, variety of products	Staff	Expense in the policy of products and process diversification
Lowest attention	variety of service, delivery service, quality of service staffs	Staff	Non-investment, only policy and operational tactic

Table 37: Attention Level

From the previous table, the highest attention is the responsibility of the owner, the head staff, and the staff, and investment in the tangible asset, improving training process, expense in the policy of products and process diversification including operation tactic. For high attention, the responsibility is the head staff and the staff. The investment is to improve training process and expenses in the policy of products and process diversification including operational tactic. The responsibility of the low attention is the staff which has an expense in the policy of products and process diversification including operational tactic. Last but not least, the lowest attention is responsible for the staff and has no investment which has the policy and operational tactic.

To summarise the new marketing strategies, the 7Ps Marketing Mix has been applied which composes of Product, Price, Place, Promotion, People, Process, and Physical evidence (Masterson and Pickton (2014), and Marketing and the 7Ps (2015)). Since July and July have no special event that affects the food purchasing, the marketing plan will be implemented and evaluated the result of these two months. The new marketing model of the company for the two months from June to July 2016 will be categorised in each of 7Ps strategic marketing mix as follows:

## **P1: Product**

For the first P, product strategy is divided into five relevance strategies as follows:

### 1) Package of product

Since the null hypothesis which is the product packaging's satisfaction is significantly not greater than the product packaging's expectation by the customers as shown in Table 26 as well as they commented that they are afraid of toxin from foam and feel unsafe with foam packaging, the company will develop product packaging by changing from using foam box to food plastic box and biodegradable box.

### 2) Quality of butchery service

The company also provides butchery services that customers can customise as they want, such as slicing 35x35x2mm of a pork leg for making them ready to cook. As shown in Table 32, the null hypothesis is accepted which means that the satisfaction level is not significantly greater than expectation level in the quality of butchery service factor. From the interview, some customers commented that shape or size was not exact as they would like. Therefore, the company aims to rise the quality of this service by showing an example cut piece to the customer to confirm the correctness of size and shape before service.

### 3) Quality of product

The company realises that the most factor that influences food purchasing behaviour is product quality factor since it got the highest score from the survey as shown in Table 20 and the paired T-test of product quality in Table 24, the null hypothesis is accepted which means that the satisfaction was still not meet the customer the expectation in product quality factor. From the interview, some customers said that meat came with bone too much and the meat was pervious. The root cause of the first comment came from the old bone and meat separator did not effectively separate between bone and meat. Hence, the company will change from ineffective bone and meat separator to the new effective bone and meat separator machine. For the second comment, the root cause was the company stock fresh meat in a refrigerator over 48 hours. Therefore, the company is going to change from stocking the product 2 days to stock not over 24 hours for fresh food products included Thai dessert products and bakery products.

#### 4) Variety of product

The survey result also shows that the second most influencing the customer is the product variety as shown in Table 20 as well as from the hypothesis testing in paired T-test, the null hypothesis is accepted which means that satisfaction level is significantly not greater than the expectation level on product variety factor as described in Table 25. Hence, the company will change from providing only raw food such as fresh and dried food to providing more food product category like ready to eat freshly cooked food.

#### 5) Variety of service

There are various services of the company such as boiling, steaming, warming, filleting, slicing, cutting, frying, and mincing. Because in Table 31, the null hypothesis is accepted that is satisfaction level is significantly not greater than the expectation level in the service variety factor, the company will introduce new service like cooking and made to order food lunch box or banquets as many customers have ever requested in the interview.

### **P2: Price**

As the null hypothesis which is the satisfaction level is not greater than the expectation level on price is accepted as shown in Table 27, there is an area for improvement in the price factor. Since the store sales the food product that is a basic element of human live, the customer concern the reasonable price with quality. The price of the products relies on retail price based on the department of internal trade under the ministry of commerce (Dit.go.th, 2015). For the wholesale price, the company will reduce the price from up to 15% to up to 20% of the retail central price. The Thai a la carte or Entrée over rice for the restaurant will be sold in the competitive reasonable price.

### **P3: Place**

#### 1) Ordering channels

The paired t-test in Table 36 shows that the null hypothesis is accepted which means that the variety of ordering channels' satisfaction level is not significantly greater than the expectation level of customers, the company has to improve this factor. There are some customers comment that traditional channels such as telephone, and fax are

not frequently used, or sometime the channels do not provide enough convenience. Hence, the company will change from providing only traditional channels to adding popular online channels such as website and Facebook.

## 2) Location

Establishing a new branch for being retail and whole sale food service and for opening a restaurant to service Entrée over rice menu (Thai a la carte food). From Table 29, the paired T-test result shows that the null hypothesis is accepted. The satisfaction level is not significantly greater than expectation level in the shop location factor. Some customers commented that the shop was far from their home or working area. Moreover, the target customer from the new restaurant is business workers included private employees and business owners as well as the current store did not have car parking. Therefore, the company will change from the current location to the new location that is in community area and has car parking.

## 3) New business place

The firm still has a small number of business customers since the company has ever focused on the existed business place that established many years ago, which has lots of competitors for the auction. Therefore, the company will change from inducing the products at existing business places to new establishing business places which no or few competitors.

## **P4: Promotion**

### 1) Sales promotion

As the hypothesis testing of paired t-test on sales promotion in Table 28 shows that the null hypothesis should be accepted, the satisfaction level is not significantly greater than Important level in the expectation factor. Some customers comment that the old promotion which discount 5 Baht per kilogram when buy more than 30 kilograms is unfair when purchasing the expensive product. Therefore, the company will change from discount from 5 Baht per kilogram to 5% of the total price when the customer buys meat at least 30 kilograms, and change from from 3 Baht per kilogram to 3% of the total price when the customer buys entrails at least 10 kilograms. Moreover, offering free delivery within Bangkok when the customer purchases at least 10 kilograms or lunch box at least 30 boxes.

## 2) Public relations

Since the paired t-test in Table 33 shows that the null hypothesis is accepted which means that the customers' satisfaction level is not significantly greater than the expectation level of customers in the variety of advertising methods factor, the company has to improve this factor. Some customers comment that natural word of mouth method is inconsistency, which can provide not enough information, and slow to reach the customers. To increase the variety of advertising methods, the company chooses digital marketing application for promoting the new products and services. Since Figure 26 in the survey shows that the popular communication channels which the customers use frequently are Facebook followed by the website by excepting the traditional channel like in-store and telephone as well as Line that the company already has. Therefore, the company will change from natural word of mouth to popular online methods such website and Facebook page.

### **P5: People**

As the result of hypothesis testing in Table 35, the null hypothesis is accepted. The satisfaction level of customers in the quality of service staff factor is not significantly greater than expectation level. The service staffs such as sale persons of the company play an important role as the company's representatives facing the customers. There are some comments from the interviewees that some staffs of the company lack of product and service knowledge and service mind. Therefore, the company will change from unwell-trained staffs to well-trained staff about products and service including service mind.

### **P6: Process**

To retain the existing customers, and attract new customers, the process of the company should create customers' impress through services that are convenient, correct, and fast.

1) Restaurant and retail process: create the process for the new restaurant and the retail.

2) Wholesales and delivery service process: from Table 34, the paired t-test of delivery service describes that the null hypothesis is accepted which means the satisfaction level of the delivery service factor is not significantly greater than the expectation of customers. There are some comments from customers in the interview



which are the company has no standard process for delivery service that sometimes make the company cannot deliver the product on the time or the location that they want. The company has found the root cause of this problem and find out that there is no official delivery service process and full capacity of delivery service for some period. Therefore, the company will change from non-standard process to the standard process.

### **P7: Physical evidence**

From Table 30, the null hypothesis is accepted which means that the customers' satisfaction level in product physical evidence factor is not significantly greater than the expectation of the customers. The physical evidence factor is related to atmosphere included the cleanness of the store. Some customers comment in the interview that the old branch look so old and they prefer modern architecture style. Also, the modern architecture is one of the most popular styles nowadays (Esmonde, 2014). Therefore, the new branch which will be a retail/wholesale store, and a new restaurant at the commercial building in Bangkok Noi district in the inner city of Bangkok will have modern style atmosphere which the modern architecture's fundamentals are simple and clean (Little, 2014). Therefore, the company will change from clutter to modern architecture with five senses included sight, taste, smell, hearing, touch, as well as apply 5S composed sort, set in order, shine, standardise, and sustain.

After that from August 2016, an old branch of traditional retail and wholesale store on two commercial building in Phra Nakhon district, inner city of Bangkok, is going to be renovated because nowadays it looks old, not modern which cannot attractive new customer as the customers' satisfaction of physical evidence which related to atmosphere and cleanness of the store is significantly low in the survey and they also commented on the interview. The company also plans to be a member of Wongnai application, the most popular application for finding and reviewing a restaurant in Thailand. In addition, there are some new products added for increasing sale of the restaurant, such as sausages, ham, Chinese Dim Sam in order to provide more products for customers. The market strategy for direct sale will put more emphasise on introducing products and services to the new hotels, restaurants, school, and other banquet halls to increase market opportunity for the company. Moreover, the company plans to create Line official account which increases convenience and have

many specific functions for supporting business. Therefore, the strategy in 1 year can be summarised as follows:

- Renovate the old branch
- Keep updating on the website and Facebook.
- Increase market channels, such as customers can order products through Instagram, and Line official account.
- Increase market awareness, such as being a member of Wongnai application.
- Increase market opportunities, such as direct selling to new wholesales customer groups such as new hotels, restaurants, school, and other banquet halls
- Introduce fresh food menu set e.g. suki, barbeque on requested of a customer.

#### 5.4.2 Marketing Planning

Plan	June				July			
Apply all 7Ps marketing mix strategies such as provide online communication channels, online advertising and selling beverage	←							→
Selling Thai a la carte food from 5 p.m. until 1 a.m. at the new restaurant every day	←							→
Provide delivery service for the restaurant		←						→
Contacting with the new hotels, restaurant, and schools, in order to the number of customers.		←						→

Table 38: Marketing planning for June and July

From the previous table, it shows that the company started to use online communication channels in order to provide more convenient for customers who would like to contact the company. So, there is a promotion offered for those who participated in the online communication channel of the company in order to raise awareness and recognition of customers. Moreover, the company also aims to increase the number of customer for the restaurant by contacting to the new hotels, restaurants, or schools to increase the sale. The food sale in the restaurant also

increased. From the table shown that, after the restaurant has been opened for one week, the company aims to add more ingredients, such as goose meat, quail meat, and beverage in order to increase the variety of products sale in the restaurant. And lastly, during the restaurant has been launched, the old brand will be renovated in order to set as the second branch of the restaurant in the future.

#### **5.4.3 Development Team**

The development team of the project are; General manager, Head staff, 1 full-time staffs, and the author (author also being an IT consultant).

### **5.5 Implementing Marketing Plan**

The implementing marketing plan can be explained as follows:

#### **5.5.1 7Ps Marketing Mix Implementation**

The new marketing model for the short-term plan is implemented by based on the 7Ps marketing mix and the level of attention in Table 37 as follows:

##### **P1: Product**

For the first P, product strategy is divided into five relevance strategies as follows:

##### 1) Package of product

The company will develop product packaging by changing from using foam box to food plastic box, and biodegradable box that resist to heat from freshly cooked food and environmental-friendly. Brand, shape, and size of food plastic box and biodegradable box will be selected by the company's owner by concerning to quality and cost of them.

##### 2) Quality of butchery service

The company will increase the quality of butchery service by showing an example cut piece to customer for checking that it is the same size and shape as the customer want before service. This service improvement is under the responsibility of the head staff.

### 3) Quality of product

The company will change from ineffective bone and meat separator machine to the new effective bone and meat separator machine. The company is going to change from stocking the product 2 days to stock not over 24 hours for fresh food products included Thai dessert products and bakery products. Moreover, the company will launch freshness guarantee to make more confident for customers. If the product is not meet customers' freshness expectation, the company will change the product with free delivery charge or refund. To return a product and receive a refund, the customer needs to show the receipt and return the fresh product within one day by based on the discretion of freshness expert of the company. These will be under the responsibility of the staffs.

### 4) Variety of product

The company will change from providing only raw food such as fresh and dried food to providing more food product category like ready to eat freshly cooked food. This job will be responsible for the staff such as finding out interesting food choices. Increasing the number of products will rise the number of food choices to attract more customers; for example, goose, partridge, quail egg, and freshly cooked food products provided in many Thai a la carte menu such as entrée over rice that will introduce in this marketing plan about 50 menus. Moreover, in this plan will introduce beverage menu from zero items to more than 10 products. These will make the number of goods of the company from about 400 to over 460 products which will rise sales revenue of the company. Therefore, the company provides various food that covers nearly all food product type as follows:

- Fresh Food: pork, chicken, duck, beef, fish, seafood, fruits and vegetables
- Processed food or dried food: cereal, seasoning, jam, cheese, butter, flour, rice, dried fruits, etc.
- Thai dessert: Bualoy, Foi Tong, Jelly, Khanom Chun, Lod Chong, etc.
- Bakery: Banana Cake, Breadstick, Brioche, Bread, Croissant, etc.
- Introduce new ready to eat food by providing freshly cooked food in many Thai a la carte menu such as Entrée over rice.
- Introduce new various beverage. Please see the product list in Appendix F.

#### 5) Variety of service

There are various services of the company; for example, boil, steam, warm, fillet, slice, cut, fry, and mince. To increase the variety of service satisfaction, the company will introduce new service like cooking and made to order food lunch box or banquets when a customer orders more than 20 boxes that a customer can order various Thai a la carte menu as he or she requests. This task is under the responsibility of the staff.

### **P2: Price**

The price of the products relies on retail price from the central government price of the department of internal trade under the ministry of commerce (Dit.go.th, 2015). For the wholesale price, the company will reduce from up to 15% to 20% of the central retail price to attract more customers and more satisfy. The Thai a la carte or Entrée over rice of the restaurant will sell at the reasonable competitive price. After the survey of the other nearby restaurants by the head staff of the company, it found that the brand name restaurants sale about 50 to 60 Baht, but the street food stalls sell around 25 to 30 Baht for one option of entrée over rice. Therefore, the restaurant of the company will sales one option of entrée over rice at 35 Baht. For two options of entrée over rice, a brand name restaurant sales 65 Baht but the company sales 40 Baht.

### **P3: Place**

#### 1) Ordering channels

The company will change from providing only traditional channels to adding popular online channels such as website and Facebook. This job is under the control of the owner. The increasing of the variety of ordering channels will rise the opportunity for purchasing the product from the company. The company will add popular online channels such as website and Facebook to increase variety of ordering channels. Also, since in the survey, people recognise existing channels not much, the company will also inform and promote existing communication channels which are telephone, Email, and Line application channels to customers through staffs, Facebook, and website of the company. This will raise the existing communication channels' recognition which will make more convenience to communicate with the enterprise.

## 2) Location

The new location should be in a community area and has car parking. After the survey of the head staff and the meeting of management level. The new location for the new branch will be located in the business area of Bangkok in Bangkok Noi district on Arun Amari road which has many people who pass through the street and has car parking. The company is going to paint the building in a bright colour that is obviously seen by passing. This location is convenient for customers to visit before going to their office in the morning and have lunch near their office in the afternoon. Moreover, the company will mark the location of the shop in Google map (Google Maps, 2016) for customers finding the shop easily.

## 3) New business place

The company is going to introduce the products and services to new establishing business places because it has few competitors or weak relationship with suppliers. The new business places that the company will sell directly by sales persons are new hotels, new restaurants, and new schools since these are the wholesaler business customer's type that the firm has ever dealt with, and has much experience. This strategy will acquire market opportunity for increasing the number of business wholesaler customers for the enterprise.

## **P4: Promotion**

### 1) Sales promotion

To improve customer satisfaction and increase sales, the company will give a discount of 5% when a customer buys meat at least 30 kilograms. For entrails, the company will discount 3% when a customer buys at least 10 kilograms. If a customer purchases fresh products at least 10 kilograms, the company offers free delivery within Bangkok. When a customer buys freshly cooked food or entrée over rice lunch box at least 30 boxes, the company will provide free delivery within Bangkok. This task is under the control of the owner.

### 2) Public relations

To increase the variety of advertising methods, the company chooses digital marketing applications for promoting the new products and services which this job is also under the control of the owner. The popular applications are Facebook and website.

➤ Facebook

The company is going to create a Facebook fan page for who interesting in the company to press “Like” to follow the company information and updating. This page will be updated every 2 weeks. This application will provide convenience and closeness to both the company and customers to communicate immediately through wall and message. In addition, the company will run Facebook Ads to increase awareness of potential clients, especially who are near the store.

➤ Website

Website is a direct public relation channel to target customers through [www.ABC.com](http://www.ABC.com) of the ABC company. The website will provide information about existing and new products and services of the company as well as company’s information such as background, location, and contact. The website will be a two-language website both Thai and English to increase selling opportunity.

Moreover, these Facebook and website will increase the variety of advertising methods which will rise opportunity to reach more potential customers.

### **P5: People**

To get new customers and maintain existing clients, increasing the quality of service staff is important. The staffs have responsibility for this program. The company will train the employees as follows:

- Product and service information: the staffs have to know every product and service for advising and answer the customer correctly.
- Service mind: The employees will be trained to have service mind because this will make the staffs to answer every question clearly with smile, and ready to help the customers by wholehearted.

### **P6: Process**

Retaining the existing customers as well as attracting new customers, the process of the company will create impress through services that are convenient, correct, and fast to customers as follows:

- 1) Restaurant and retail process

The following figure will describe the flow of the new restaurant and retail process.

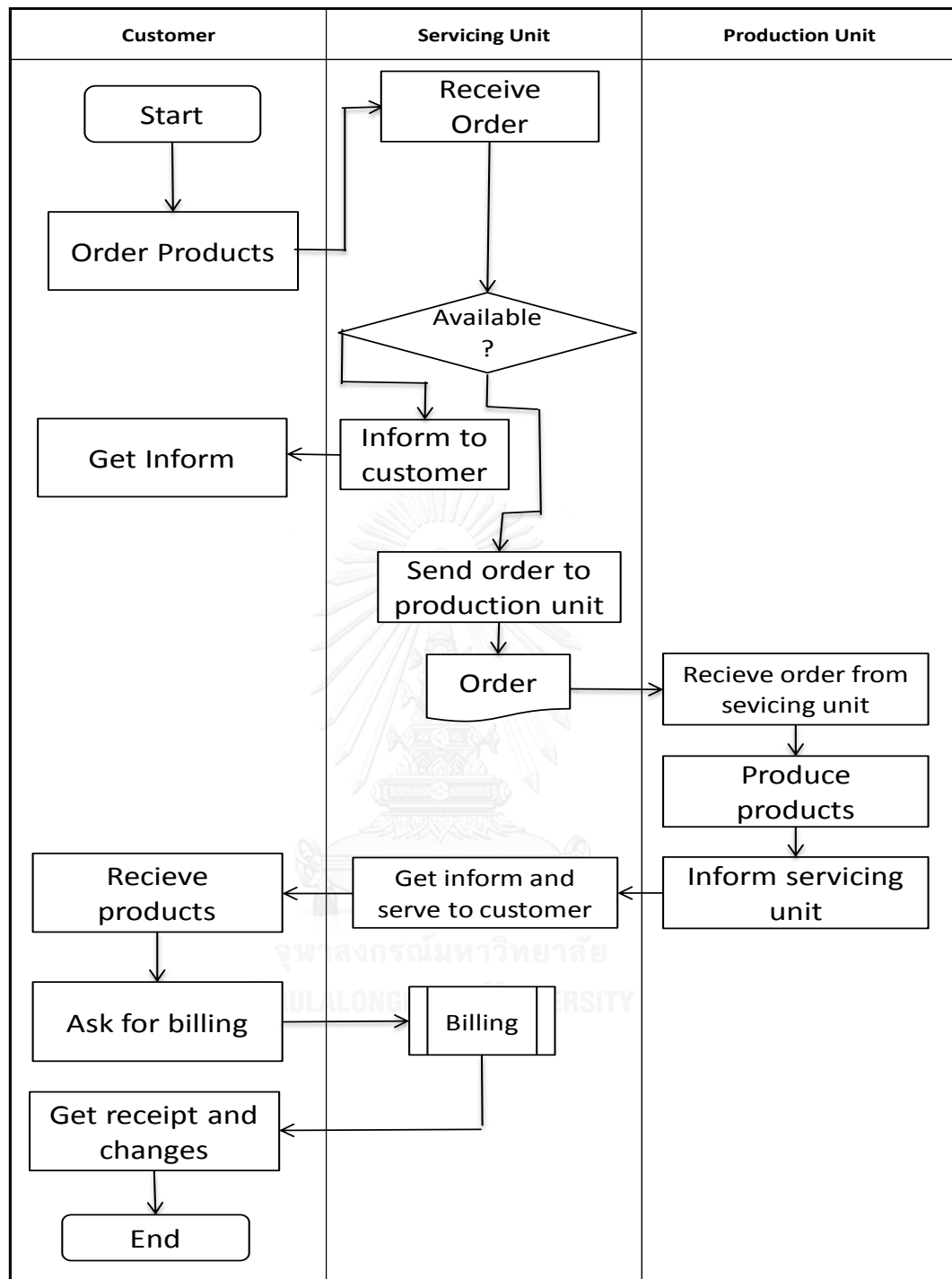


Figure 40: Restaurant and retail process

## 2) Wholesales and delivery service process

To standardise and increase capability of delivery service, the company plan to set up official standard process, and apply delivery service management by focusing arranging the delivery timetable and route to bring out higher effective in this limited



resource. However, the company plan to recruit new delivery staff, if the project gets a positive respond. In addition, the company also considers the quality of the delivery product such as a lunch box should be deliver to customers within 30 to 45 minutes to keep the freshness, warmness, and taste of the foods. This is the responsibility of the staff. The process for wholesales and delivery service is shown as follows:

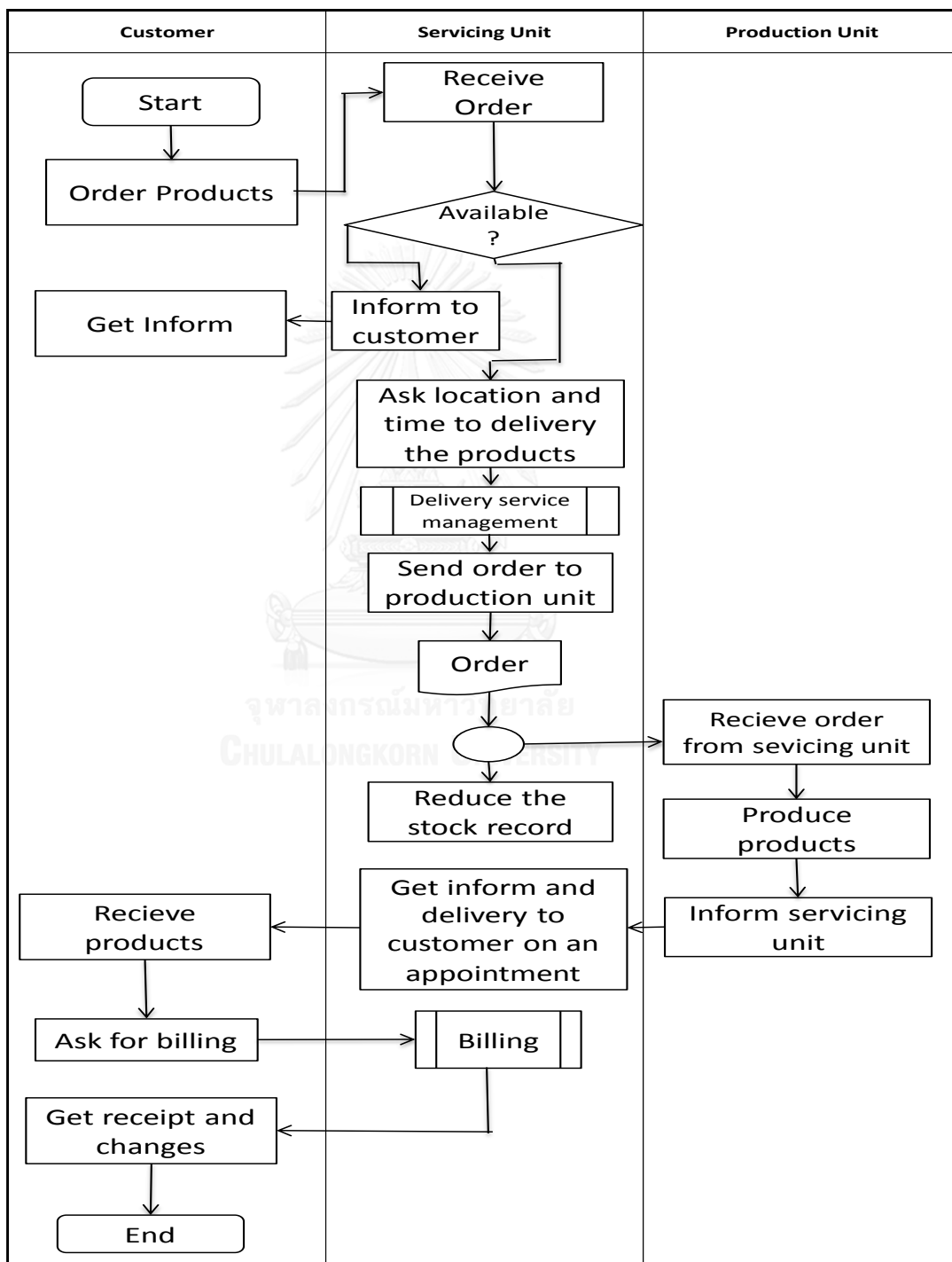


Figure 41: Wholesales and delivery service process

### **P7: Physical evidence**

The new branch will have modern style atmosphere which the modern architecture's fundamentals are simple and clean (Little, 2014). This branch is going to be retail and wholesale store as well as opened for the new restaurant at the new commercial building of the company. The task is the responsibility of the owner. The atmosphere in the restaurant can be divided into five senses as follow:

- Sight: modern interior decoration, clean, convenience, and enough lighting for seeing products clearly within the store and from outside of the store. Painting a bright colour tone on the front of the shop will attract passing people's see the shop obviously.
- Taste: delicious freshly cooked food in various Thai a la carte menu such as entrée over rice that produces by local Thai people
- Smell: the smell of freshly cooked food will attract people pass through the street and customers within the shop to order that food.
- Hearing: turn on the music with less loud that make customers feel comfortable but has modernity.
- Touch: table, chair, spoon, fork, and plate that are the example that the clients in the restaurant touch. Those objects should have cleanness to make people feel clean and safety.

The company is also going to apply 5S for organising the workplace and working practices (Hirano, 1995). S1-3 are related to items and place management, and S4-5 are related to people management as follows:

- S1 Seiri: organisation or sorting the items from clutter by exploring, dividing, wiping out items that do not require the work
- S2 Seiton: orderliness or arranging the items in an efficient manner for convenience and safety which composed 4 steps: identify necessary items, categorise, systematically store, and put frequently use item near otherwise put them far.
- S3 Seiso: cleanliness or sweeping the tools, machines, equipment, and area as well as check and maintenance with 4 steps: specify responsible area, wipe out the origin of dirtiness, clean, and dust off.
- S4 Seiketsu: standardised cleanup to ensure the first three stages (S1-3) become common ways of working.

- S5 Shitsuke: discipline or sustain by ensuring that the organisation continually improve with the previous stages (S1-4) together with continuing housekeeping, and maintain conduct audits.

According to Lean Manufacturing Tools (2016), 5S should develop to be part of the culture and responsibility of everyone in the company.

### 5.5.2 Production and Operation Objectives

- Control the quality of products by concerning about the standard and quality control of ingredients selection. The ingredients selected should reach the standard quality which widely accepted by the global standard, such as quality of meats, vegetables, fruits, as well as other ingredients which no additives or any substance that damage the health of consumers.
- Create a working system, including arranging the cooking table to manage cooking timetable more effectively, and to provide the product to meet the need of customers.
- Developing a productivity service to reduce the cost and can provide the highest performance of management.
- Considering the way to manage organisational resource more effectively by focusing on the development of the standard of ingredients distribution, purchasing system, inventory management, as well as the way to manage the human resource, which can support the company can gain the highest benefits from business operation.
- Conducting the research to understand about consumer's attitude towards products or services provided by the company. The feedback and recommendation from the customer will be used for information to develop the market strategy in the future.

### 5.5.3 Inventory Management

A staff accountant is a person who makes a purchasing order when the ingredients that need to use in the restaurant is not left or almost left, while the plan of production will be decided by using the result of the meeting that will be arranged in every week. The advantage of ABC store is the company is both an ingredient supplier and the owner of the restaurant, that means the ingredients that used in the restaurant mostly come from the existing products which sale by the ABC company, which can help the restaurant easily to control the cost of production and the cost of inventory

management. However, the cost of production in the restaurant must be included the cost of distribution, which came from the cost ingredients delivered from the old branch to the new restaurant.

#### **5.5.4 Delivery Service Management**

The delivery service for ABC restaurant is planned by focusing on the ability of the store to deliver product to the customers timely, while the food ordered by the customers should be delivered in freshness or the quality should be as same as the food that sale in the restaurant. In the restaurant, the staff should arrange the delivery timetable for manage the products and deliver queues for delivery staff, by focusing on the adequacy of product for delivering, and estimate the delivery routes to facilitate the delivery staff to deliver products on time. The product, especially, a la carte food should be delivered to the customers within 30-45 minutes to keep the freshness and the taste of the foods.

#### **5.5.5 Leftover Products Management**

The food sale in the restaurant should be sold out every day because the company does not have the policy to use the leftover products to recook and resale again. So, the ingredients, especially, fresh products, such as meats, vegetables, fruits, should be ordered daily, as well as should be delivered to the restaurant before 1 a.m. to support the cooker can cook the food to sell on time. the data about ingredient ordered to the restaurant daily should be storage into the computer in order to update to the database that can help the company knows how many raw ingredients are used daily.

#### **5.5.6 Customer Relations Management**

The company also focuses on the way to manage the relationship between the store and the customer who had experienced in the ABC restaurant. Customers can provide their feedback or recommendation through the company's website or social media, or other communication channels that they preferred to use. Also, the promotion and new product will be advertised through the social media space in order to raise the awareness of customer towards products or services offered by the

company. At the same time, the cooperation customer, such as hotels, restaurants, or school also can provide the feedback or special requirement to the company in order to finding the strategic planning or products in order to providing to those who would like to order a new product for a specific requirement, such as ordering the food for school party, etc.

The following are the example of the company's website and Facebook.

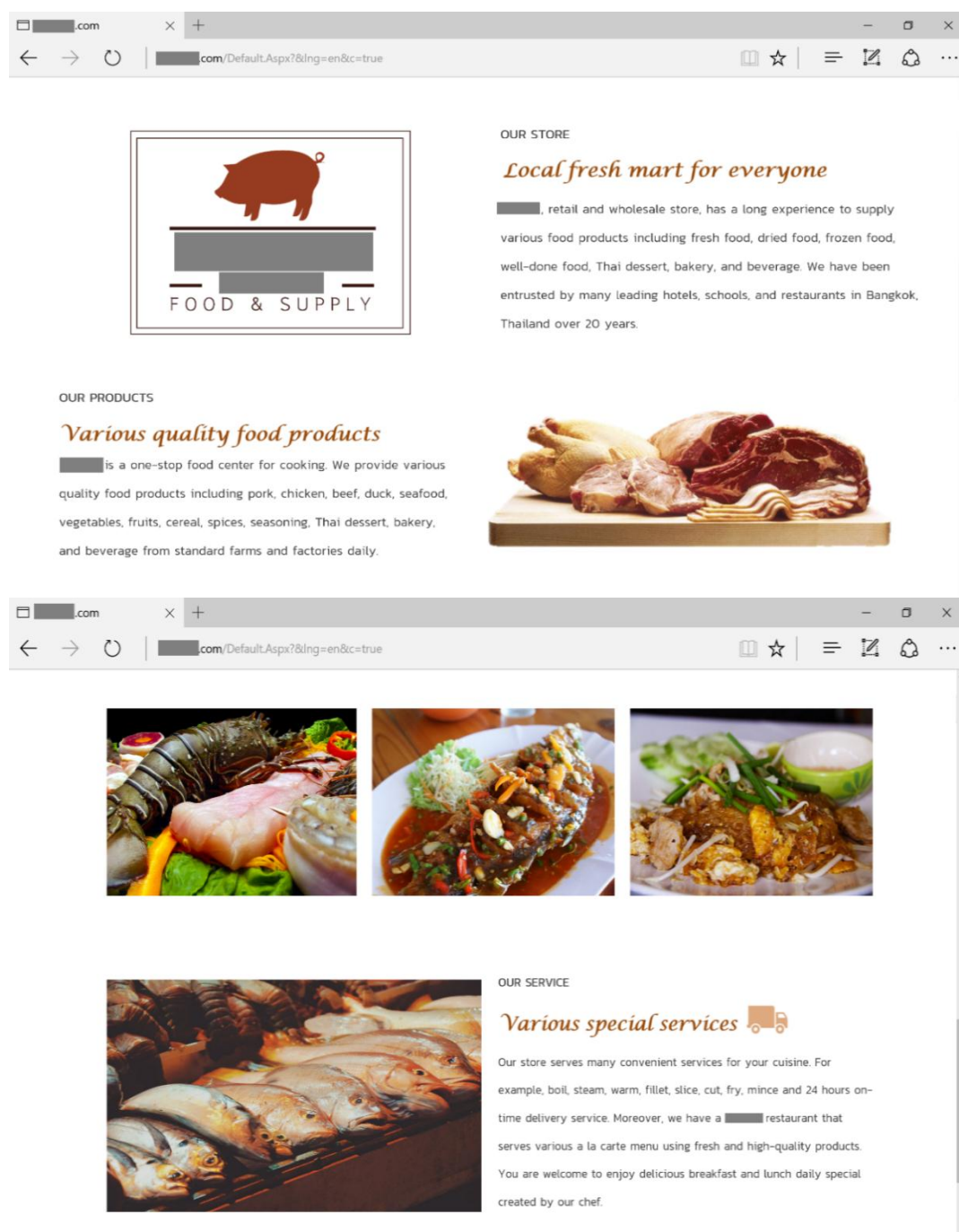


Figure 42: Example of the company's website

For more information, please see Appendix B.

The image displays two screenshots of a Facebook page for a business named "Delivery" located in Bangkok, Thailand. The page features a cover photo of fresh seafood and a profile picture of a storefront. The navigation tabs include Home, About, Photos, Reviews, and Videos. The page has a 5.0-star rating and is marked as "Always Open".

**Left Screenshot:**

- Header: Home, About, Photos, Reviews, Videos
- Business Name: Delivery
- Location: Ethnic Grocery Store • Bangkok, Thailand
- Rating: 5.0 stars, Always Open
- Post: "ปัจจุบันร้านของเรามีบริการอาหารพร้อมรับประทาน อาหารไทยจานเดียว ข้าวราดแกง ที่ปรุงจากวัตถุดิบสดใหม่ทุกวัน โดยร้านอาหารของเราเปิดตั้งแต่ตี5ถึงบ่ายโมง นอกจากนั้นเรายังรับทำข้าวกล่องและบริการจัดส่งถึงที่ สนใจสอบถามโทร. [redacted]"

**Right Screenshot:**

- Header: Home, About, Photos, Reviews, Videos
- Contact Info: Tel: [redacted], Fax: [redacted], Email: [redacted]@hotmail.com
- Address: [redacted] Bangkok, Thailand, TH
- Post: "เนื้อหมูส่วนไหนทำอะไรอร่อย? - "สันในเนื้อหมู" สันใน เป็นส่วนที่นุ่มมากที่สุด เหมาะกับการทำอาหารประเภททอดหรือย่าง - "สันนอก" มีความนุ่มปานกลาง และเป็นก้อนใหญ่ เหมาะกับอาหารที่ต้องหั่นหมูเป็นชิ้นใหญ่ๆ - "เนื้อสะโพก" มีความนุ่มปานกลาง เหมาะกับอาหารประเภทผัดหรือทอด - "หมูสามชั้น" เป็นส่วนที่มีหนัง เนื้อ และไขมันสลับกัน เป็นชิ้นๆ เหมาะกับการนำมาต้มหรือตุ๋นให้เปื่อย รวมทั้งทอดทั้งชิ้นเป็นหมูกรอบ - นอกจากนี้ยังมีชาหมูที่เหมาะกับการนำมาทำข้าวขาหมู ชาหมูเยอรมัน ชาหมูพะโล้ ชาหมูทอด ต้มยำชาหมู และ ซีโรงหมูที่เหมาะกับย่าง ต้ม ผัด ทอด อบ และอีกหลากหลายเมนู สอบถาม โทร. [redacted] หรือ Email: [redacted]@hotmail.com ข้อมูล : smartsme"

Figure 43: Example of the company's Facebook page

For more information, please see Appendix C.

### **5.5.7 Research and Development**

The research, regarding consumer attitude towards products sale in the restaurant, as well as customer perception towards service provided by the restaurant, will be done in order to use the information for developing a new strategic planning in the future. At the same time, the company also considers the information about consumer behaviour towards decision making and behavioural on food and drink consumption. So, it can be said that the customer satisfaction research will be conducted in every 6 months, also the information regarding the factor affecting decision making and customer behaviour will be conducted in every 6 months in order to develop new products to the restaurant.

## **5.6 Measurements and Results**

### **5.6.1 Marketing Analysis After Implementing the New Marketing Model**

In this chapter, it will focus on the study of consumers' opinions and behaviours including marketing factors that influence purchasing of food products and choosing restaurants in Bangkok. The information from analysing the data is going to be evaluated the effectiveness of the marketing strategies of the company to respond to consumers' requirement and make a concordance of the market situation. The researcher has specified the regulation for this research in the following topics:

#### Purpose

The marketing analysis has been arranged to fulfil the purposes as follows:

- 1) To recognise the needs of customers and potential buyers to increase effectiveness of the current marketing strategies and create new effective marketing strategies in the future.
- 2) To evaluate the effectiveness of the new marketing strategies.

#### Objective

This marketing analysis has the objective as follows:

- 1) To study consumption behaviour and marketing factors that influence consumers in purchasing food such as food including

choosing restaurants within Bangkok by focusing on people who live or work near the current and new store's area. Therefore, the questionnaire will be distributed by hand to people who live and work in the areas.

- 2) To collect opinions of customers about ABC store.

## Research Scope

### *Population*

The interested population for this research is both male and female consumer groups that work, live, or have activities in Bangkok. This boundary size is selected for two reasons. First, it will promote local sales in Bangkok that the logistic burdens both cost and time such as travel cost, delivery charges, travel time, and delivery time will not have to pay much. Therefore, receiving return customers' opportunity will be high. Next, since the furthest positions in Bangkok are not too far from the store, the company has the ability to deliver.

There are three steps for estimating population in the area by the following method:

- a. For considering the target population size, the people who live, have activities, and work in the area which is population size by migration will be the interested population size. To find the size of population by immigration within the area in the present, the first step is to find the percentage of Bangkok population by habitant which compared to Bangkok population by migration. The Bangkok population by habitant is the number of people registered live in Bangkok but not include the people who migrate to Bangkok. As stated by National Statistical Office (Service.nso.go.th, 2016), the number of Bangkok population by habitant in 2015 is 5,696,409 people. The number of Bangkok population by migration in 2015 is 6,351,200 people (Service.nso.go.th, 2016). Following is the formula to calculate the percentage of Bangkok population by habitant.
- b. The population growth rate can be calculated from comparing between Bangkok population size by habitant in 2015 and Bangkok population size by habitant in 2014 as shown the following formula:



$$\text{Bangkok growth rate}\% = \frac{\text{Population size in 2015} - \text{Population size in 2014}}{\text{Population size in 2014}} \times 100$$

According to National Statistical Office (Service.nso.go.th, 2016), the number of Bangkok population by habitant in 2014 is 5,692,284 people that increased to 5,696,409 people in 2015. Hence, the Bangkok growth rate can be calculated based on the previous formula as follows:

$$\begin{aligned} \text{Bangkok growth rate}\% &= \frac{5,696,409 - 5,692,284}{5,692,284} \times 100 \\ &= 0.0724\% \end{aligned}$$

Therefore, the Bangkok growth rate is 0.0724 percent.

- c. By assuming that the Bangkok population's growth rate by migration is similar to the Bangkok population's growth rate by habitant and the growth of Bangkok population is uniform distribution. The Bangkok population size by migration in 2016 can be calculated from the following formula:

Bangkok population size by migration in 2016

$$\begin{aligned} &= \frac{\text{Bangkok population size by migration in 2015}}{100} \times (100 + \text{Bangkok growth rate}) \\ &= \frac{6,351,200}{100} \times (100 + 0.0724) \\ &= 6,355,798.27 \text{ persons} \end{aligned}$$

Therefore, the population size in Bangkok by migration is about 6,355,798.27 persons in the present.

### Samples

Food consumers in Bangkok area had been randomly interviewed. The survey method is convenience sampling because the exploration is the research type and the size of the population is relatively small. According to Yamane, T (1967), the sample size can be calculated from a simplified formula. A 95 percent of confidence level and  $\pm 5$  percent of precision level are assumed for this equation.

$$n = \frac{N}{1 + N(e)^2}$$

Where  $n$  is the sample size, while  $N$  is the population size, and  $e$  is the level of precision which is 0.05. The sample is calculated by applying above formula as follows:

$$n = \frac{6,355,798.27}{1 + (6,355,798.27)(.05)^2}$$

$$n = \frac{6,355,798.27}{15,890.4957}$$

$$n = 400 \text{ persons}$$

Therefore, the sample sizes for after implementing strategies questionnaires should be 400 samples.

### Variable

For this research, the variables are described as follow:

- 1) *Dependent Variable: purchasing behaviour*
  - a. Source of food purchasing and consumption frequency
  - b. Marketing factor related to food purchasing decision
  - c. Time for ready to eat meal included morning, afternoon, and evening
  - d. Frequently purchasing channel
  - e. Frequently food menu for morning and afternoon meal
  - f. Suitable price for a meal
  - g. Opinion for ABC store
  - h. Consumption behaviour for ABC store
  - i. Opinion for processed frozen ready to eat food
  - j. Opinion for ready to eat food such as Thai a la carte
  - k. Additional comments
- 2) *Independent variables: demographic characteristics*
  - a. Gender
    - Female
    - Male
  - b. Age
    - ≤20 years
    - 21-30 years
    - 31-40 years
    - 41-50 years

- >50 years
- c. Marital status
  - Single
  - Married without a child
  - Married with a child
  - Other...
- d. Number of household member
  - Alone
  - 2-3 people
  - 4-5 people
  - >5 people
- e. Occupation
  - Student
  - Government officer or State enterprise employee
  - Private Employee
  - Business owner
  - House Wife
  - Other...
- f. Monthly Income
  - ≤ 10,000 Baht
  - 10,001-30,000 Baht
  - 30,001-50,000 Baht
  - 50,001-70,000 Baht
  - 70,001-100,000 Baht
  - > 100,000 Baht

### Tools

The tool for this research is questionnaires which are distributed by the researcher and distributed through online. The questionnaire has been approved about content validity, construct validity, and reliability by the thesis's advisor for making the questionnaire complete and cover all the objective.

There are three parts of the questionnaire.

*Part 1: Purchasing behaviours*

In this part, it asks about behaviours which include places, frequency, and marketing factors related to fresh food products' purchasing. There are 3 close-ended response questions and 2 open-ended response questions as follows:

1) The importance of various marketing factors that influence the decision of fresh food, or ready to eat food product purchasing. The marketing factors in the case of products which consumers realise the importance can be categorised into 7 P's marketing mix as follows:

- a. Product: quality, variety, packaging, the variety of services, quality of butchery service, and fresh guarantee.
- b. Price: the price of products.
- c. Place: location of the store, various ordering channel.
- d. Promotion: sale promotion such as giving a discount, various public relations such as via social media, and website.
- e. People: customer service
- f. Process: delivery service
- g. Physical evidence: taste, atmosphere and cleanness of the store.

This question will be measured by interval scale with the scoring principle of Likert scale in 3 levels from 1 to 3 while 1 is the not importance and 3 is the importance. A multichotomous question has been applied.

2) Time for having a ready-to-eat meal. The measurement scale is nominal. A multichotomous question is applied.

3) Food menu. The measurement scale is nominal. The open-ended multichotomous question is applied.

4) Suitable price for a meal. The measurement scale is nominal. A multichotomous question is applied.

5) Purchasing channels that respondents regularly place an order. For example, at the store, via phone call, fax, email, Line application, Facebook, and the store's website, online marketplace. The measurement scale is nominal. This question is open-ended multichotomous questions which the respondents can create choices of their own.

*Part 2: Opinions, Perceptions and Behaviours of the ABC store*

This part includes 9 close-ended response questions and 2 open-ended response questions as follows:

1) Does the respondent know the ABC store? The measurement scale is nominal. A dichotomous question has been applied.

2) For the interviewee who knows the ABC store, how did the interviewee know the ABC store? The measurement scale is nominal scale. A multichotomous question has been applied. This question is open-ended question since the respondents can create their own choice.

3) For the interviewee who knows the ABC store, has the interviewee ever purchased a product from the ABC store? The measurement scale is nominal scale and a dichotomous question is applied.

4) For the interviewee who has purchased ABC store's products, the respondent is asked about his or her purchasing frequency of ABC store's products. The measurement scale is ordinal and a multichotomous question has been applied.

5) What is a type of ABC's products that the interviewee has purchased? A multichotomous question is applied. This question is open-ended. The measurement scale is nominal scale.

6) Other ordering channels of the ABC store that the interviewee know. The measurement scale is nominal and the multichotomous question has been applied.

7) Satisfaction of the interviewee on various factors of the ABC store. This question is measured by interval scale with the 3 levels of Likert scale from 1 to 3 while 1 is unsatisfied and 3 is very satisfied. A multichotomous question is applied.

8) Satisfaction of the interviewee on new services like ready to eat food in Thai a la menu. A multichotomous question is applied. The scale of measured for this question is interval scale with the 3 levels from 1 to 3 while 1 is unsatisfied, and 3 is satisfied.

9) Overall satisfaction of the interviewee on the company. The scale of measured for this question is interval scale with the 3 levels from 1 to 3 while 1 is unsatisfied and 3 is satisfy. A multichotomous question is applied.

10) Additional comments. An open-ended question has been applied.

### *Part 3: General information of respondents*

This part asks about demography or general information of respondents included 4 close-ended response questions and 2 open-ended questions.

1) Gender- A dichotomous question has been applied. The measurement scale is nominal scale.

2) Age- A multichotomous question has been applied. The measurement scale is nominal scale.

3) Marital status- A multichotomous open-ended question is applied. The measurement scale is nominal scale.

4) The number of household member- A multichotomous question has been applied. The measurement scale is nominal scale.

5) Occupation- A multichotomous open-ended question has been applied. The measurement scale is nominal scale.

6) Monthly Income- A multichotomous question is applied. The measurement scale is nominal scale.

### Data Analysis

After the questionnaires that survey opinions, behaviours, and marketing factors influencing purchasing of the company's products have been collected, the questionnaires are verified the correctness. The answers to closed-end questions are going to be scoring and coding for creating data into the number which a computer can understand. After that, the result will be evaluated in SPSS (Statistical Package for the Social Sciences) program (IBM SPSS Statistics, 2016) by following the analysis step of Vanichbuncha (2016). Then, the statistical analysis table will be created to translate the data and report the result. The statistics that apply for analysing the questionnaires are both descriptive and inferential statistics. The descriptive statistics will compose of charts, tables, and numerical measures. The inferential statistics will include the hypothesis testing. Both statistics will describe the collected data's characteristic and relationship.

### Result

The survey was conducted after the company used the strategy in June to July 2016. The online communication channels, such as website and social media sites are used for raising awareness of the customers. The number of people who participated in the second survey was 400 people.

So, after used the strategy, there were 189 people (47.3%) recognised about ABC store, while there were 211 persons (52.7%) unrecognised about the store's name. consider the channels that customers used for communicating with the restaurant shown that, most of the customers were 130 people (68.8%) know the restaurant through Facebook, followed by 107 people (56.6%) knew the restaurant by themselves, such as directing go to the restaurant. There were 105 people (55.6%) acknowledge the company by the recommendation of a well-known person, such as family, friend, ect., while the number of people who knew the restaurant through the company's website was 75 people (15.6%). At the same time, there were 39 people (8.1%) who acknowledge with the restaurant by using Line mobile application, and 24 persons (5%) knew the restaurant by company's sale person. And lastly, the people who recognised about ABC store were 148 people (78%) ever purchased a product from ABC store, while 41 people (22%) never purchases a product from the store.

The following figure shows the analysis of customer recognition and communication channels used.

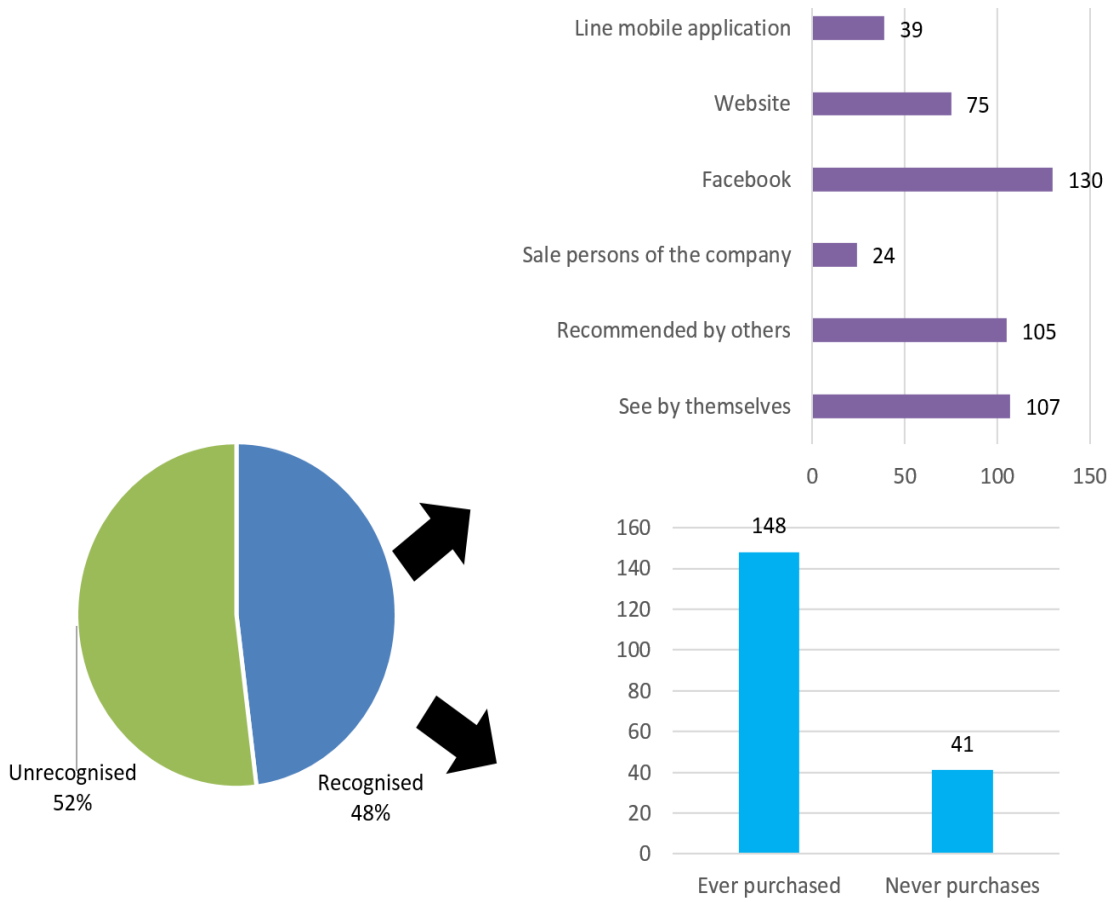


Figure 44: Customer recognition, communication channels used, and purchase experience



### Purchase frequency to buy products from ABC shop

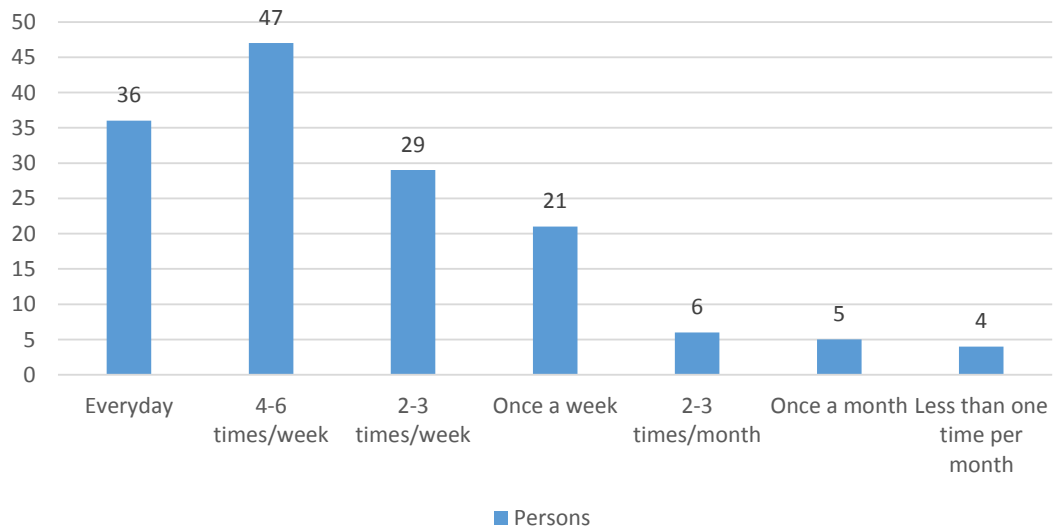


Figure 45: Purchase frequency to buy products from ABC shop after implementing the strategies

From the above figure, it shows that most of the respondents were 47 persons (31.8%) purchased products from ABC shop 4-6 times per week, followed by 36 persons (24.3%) who bought the product from the store every day. Besides, there were 29 persons (19.6%) who purchased products from the store 2-3 times per week, while the number of customers who purchased products from the shop once a week was 21 persons (14.2%). Also, there were 6 persons (4.1%) who purchased products from the store 2-3 times per month, while there were 5 persons (3.4%) who purchased products from the store once a month. Lastly, there were 4 persons (2.7%) who purchased products from the store less than one time per month.

### Types of product that they always buy from ABC shop

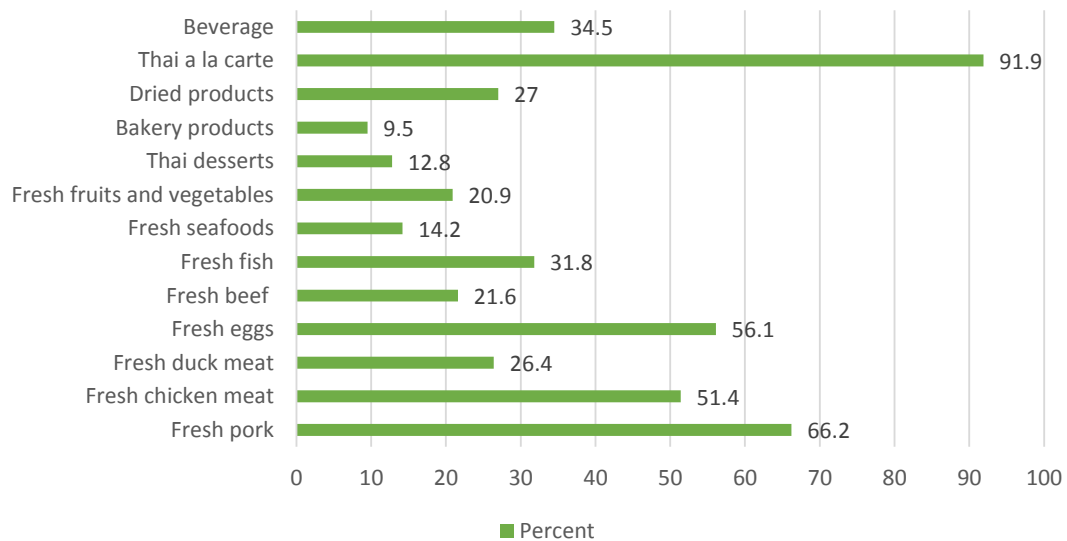


Figure 46: Types of product that they always buy from ABC shop after implementing the strategies

From the previous figure, it shows that most of the respondents were 136 persons (91.9%) always purchase Thai a la carte freshly cooked food which has been introduced according to the marketing strategy of the company. This means that this new product gets popular significantly. Next, there are 98 persons (66.2%) always purchase fresh pork from ABC shop, while 83 persons (56.1%) who always buy a fresh egg from the store. There are 76 persons (51.4%) who always purchase fresh chicken meat from the shop, followed by 51 individuals (34.5%) who always purchase the beverage that the shop introducing in this marketing strategy. This means that this new product type acquires appreciate as well. Besides, the number of people who always to buy fresh fish from the shop is 47 persons (31.8%). Furthermore, there were 40 persons (27.0%) who always buy dried products from the shop, while there are 39 persons (26.4%) who always purchase fresh duck from the shop. In addition, there are 32 persons (21.6%) who always purchase fresh beef from the shop, followed by 31 persons (20.9%) who always purchase fresh fruits and vegetables from the store. Moreover, there were 21 persons (14.2%) who always went to the shop to buy fresh seafood products. Thai desserts also be one of the products that interested by the customers, from the survey shown that, there were 19 persons (12.8%) who always buy Thai desserts from the ABC shop, while there are 14 persons (9.5%) who always go to the store in order to buy bakery products.

### Communication channels recognition

Other than contact with the store by accessing through the store location, there were four channels that ABC shop provided for their customers to contact the shop. Therefore, this part has presented the recognition of customer regarding the communication channels that they've known or every used. The results of data analysis can be shown as follows:

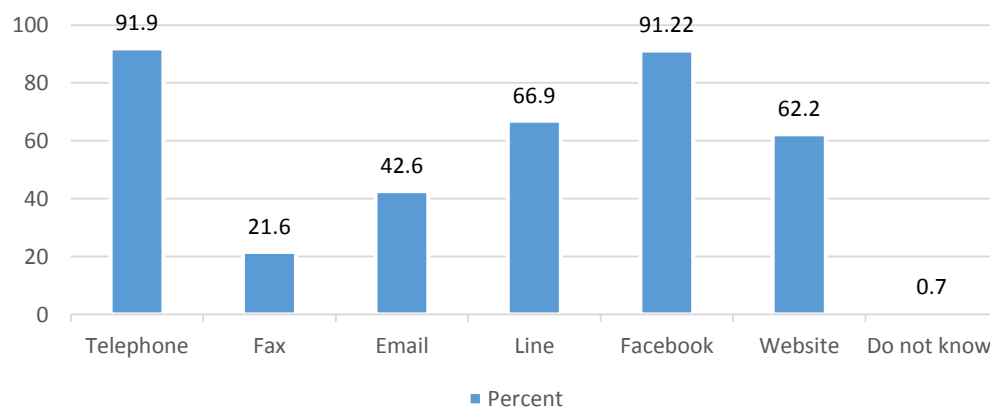


Figure 47: Communication channels recognition of the respondents after implementing the strategies

From the above figure, it shows that the most communication channel known by the customers is a telephone, there were 136 persons (91.9%) recognised this channel which is also promoted on the top on the company's Facebook fan page. For the new communication channel like Facebook application, there are 135 persons (91.22%) using this channel to communicate with the company. Next, online chatting application by using Line application as a channel to communication with the store, the survey shows that there were 99 persons (66.9%) recognised this channel. There were 92 persons (62.2%) who knew that they can contact the store by using the company's website which is also a new communication channel developing in this marketing plan. Moreover, there were 63 persons (42.6%) known that they can contact the store by sending an email. Lastly, there were 32 persons (21.6%) answered that they communicate with the company by sending a fax, other than contacting with the store by accessing through the store location, a person (0.7%) does not know other communication channels that can help them easily to contact with the company.

**Consider the level of satisfaction of the customers towards products and services of ABC shop**

Factor	Level of satisfaction			$\bar{X}$	Meaning
	Strongly satisfied	Moderately satisfied	Unsatisfied		
Quality of products	134 (90.5%)	14 (9.5%)	0	2.91	Strongly satisfied
Variety of products	108 (73%)	40 (27%)	0	2.73	Strongly satisfied
Taste	104 (70%)	44 (30%)	0	2.70	Strongly satisfied
Quality of packages	82 (55%)	64 (43%)	2 (2%)	2.54	Strongly satisfied
Price	100 (67.5%)	48 (32.5%)	0	2.68	Strongly satisfied
Promotion	79 (53.4)	69 (46.6%)	0	2.53	Strongly satisfied
Location of the shops	78 (52.8%)	65 (52.7%)	5 (3.4%)	2.49	Strongly satisfied
Physical evidence	68 (45.9%)	80 (54.1%)	0	2.46	Strongly satisfied
Variety of services	68 (45.9%)	77 (52%)	3 (2%)	2.44	Strongly satisfied
Quality of butchery service	73 (49.3%)	67 (45.9%)	8 (5.4)	2.44	Strongly satisfied
Variety of advertising methods	104 (70.3)	42 (28.4)	2 (1.4)	2.69	Strongly satisfied
Variety of ordering channels	114 (77.0)	33 (22.3)	1 (0.7)	2.76	Strongly satisfied
Delivery service	101 (68.2%)	43 (29.1%)	4 (2%)	2.66	Strongly satisfied
Quality of service staff	83 (56.1%)	65 (43.9%)	0	2.56	Strongly satisfied
Fresh warranty	99 (66.9%)	49 (33.1%)	0	2.67	Strongly satisfied
<b>Total</b>				<b>2.62</b>	<b>Strongly satisfied</b>

Table 39 : Satisfaction of the customers towards products and services of ABC shop after implementing the strategies

From the previous table, it shows that the customers are strongly satisfied in every marketing factor of the company which describe that the marketing strategies of the company are effective. The previous table can be analysed that, most of the customer were 134 persons (90.5%) satisfied with the quality of products provided by

the stores. From the average score, it is followed by the variety of ordering channels, the variety of products, taste, and variety of advertising methods respectively. To sum up, after applying the marketing strategies, every marketing factors of the company got strongly satisfied level which mean that the strategies are effective.

However, from the survey can be discussed that the customer satisfied with the quality of products which offered by the restaurant, it means that the company is getting high confidence level from the customers towards goods and services sale in the store. This is related to the marketing mix considered which indicated by the company that, the company aims to provide customers with high quality of products, while the product should be offered many types of food, the taste should be appropriate to the price, the packaging should support the environmentally friendly and easy to use, as well as the service of the staff should be a factor that can build satisfaction levels of the customers. The research showed that the client strongly considered to the freshness and quality of food that sale by the store, while the taste of product demonstrated that most of them satisfied with the taste of food that sale in the restaurant. Considering the packaging demonstrated that most of them satisfied with the package used or 82 persons, followed by 64 persons and 2 persons who moderate satisfied and low satisfied with the packaging used, respectively. Regarding the staff, it is a factor that should be developed by the company to build satisfaction among the customers. The research showed that most of them were 83 people satisfied with the service provided by the restaurant's staff, while up to 65 people moderate satisfied to the service of the staff. It can be said that the brand image and brand reputation of the company can be increased by using good service from the staff. This is because the staff is one of the people that directly relates to the level of satisfaction of customers towards experience to make a purchase in the store. Moreover, from the survey also showed that most of the customers accepted that, the communication channel is an important factor should be considered which are 125 persons from 148 persons. Therefore, it means that the company indicate the right strategy which focuses on the development of communication channels to support people more comfortable to contact the restaurant or with the company through online channels and other communication channels. Finally, after collected data from the people who had experienced in ready-to-eat freshly cooked food sold by the company in the restaurant. The research showed that most of them were 103 persons strongly satisfied with the ready-to-eat freshly cooked food products offered

by the firm, followed by 41 persons who moderate satisfied with those products offered by the company. And lastly, there were only 4 persons who has lowest satisfied with the ready-to-eat fresh cooking sale in the ABC store as shown in the following figure.

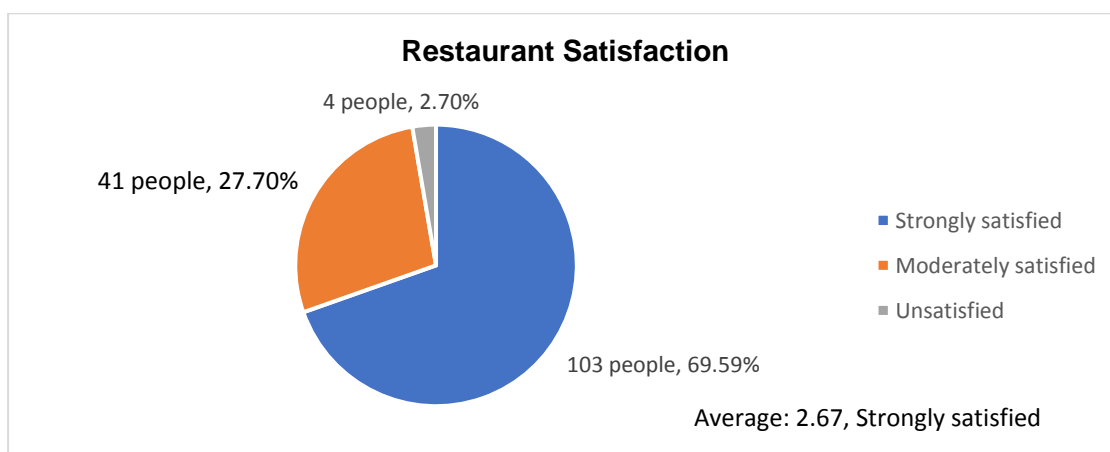


Figure 48: Restaurant satisfaction

From the analysis, it can be said that the strategic planning which is open a new restaurant by using the ingredients sold in the store, as well as creating new communication channels by using online channels are factors that can support company successful in a restaurant business in Thailand, while a good quality, taste, and level of satisfaction of customer are evidence which confirmed the standard and quality of products offered by the ABC store.

### **Comparison of expectation and satisfaction on each of 15 marketing factors**

To analyse deeply on each marketing factor, comparing between satisfaction level and expectation level of the customer on each of 15 factors will be done with the question that “is the satisfaction level in each marketing factor of the company, as shown in Table 39, higher than the customers’ expectation”. A 95 percent of confidence level and  $\pm 5$  percent of significance level are assumed. To answer this question, paired t-test (Levine and Stephan, 2010) is suitable to apply. The hypothesis testing of paired t-test is shown as follows:

1.  $H_0$ : Satisfaction level is not greater than expectation level in the product quality factor

$H_1$ : Satisfaction level is greater than expectation level in the product quality factor

The result of paired T-test by SPSS program is shown as follows:

		Paired Samples Statistics					
		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P-value)
Pair 1: product quality	Satisfaction1	2.91	148	.294	2.843	0.005	$\frac{(\text{Sig. 2-tailed})}{2}$ = 0.0025
	Expectation1	2.78	148	.502			

Significance level=0.05

Table 40: Paired T-test of product quality after implementing the strategies

Since t is a positive value and the difference is in one direction but the program gives Sig. 2-tailed,  $\frac{(\text{Sig. 2-tailed})}{2}$  formula is applied to find Sig. 1-tailed (P value).

T is 2.843 and P is 0.0025 which is lower than 0.05. This confirms that the  $H_0$  should be rejected. Satisfaction level is significantly greater than expectation level in product quality factor.

2.  $H_0$ : Satisfaction level is not greater than expectation level in the product variety factor

$H_1$ : Satisfaction level is greater than expectation level in the product variety factor

The result of paired T-test by SPSS program is shown as follows:

		Paired Samples Statistics					
		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P-value)
Pair 2: product variety	Satisfaction2	2.73	148	.446	4.718	0.000	$\frac{(\text{Sig. 2-tailed})}{2}$ = 0.000
	Expectation2	2.44	148	.620			

Significance level=0.05

Table 41: Paired T-test of product variety after implementing the strategies

T is 4.718 and P is 0.000 which is lower than 0.05. This confirms that the  $H_0$  should be rejected. Satisfaction level is significantly greater than expectation level in product variety factor.

3.  $H_0$ : Satisfaction level is not greater than expectation level in the product taste factor

$H_1$ : Satisfaction level is greater than expectation level in the product taste factor

The result of paired T-test by SPSS program is shown as follows:

		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P)
Pair 3: taste	Satisfaction3	2.70	148	.459	2.987	0.003	$\frac{(\text{Sig. 2 - tailed})}{2}$ = 0.0015
	Expectation3	2.54	148	.564			

Significance level=0.05

Table 42: Paired T-test of taste after implementing the strategies

T is 2.987 and P is 0.0015 which is lower than 0.05. This confirms that the  $H_0$  should be rejected. Satisfaction level is significantly greater than expectation level in the product taste factor.

4.  $H_0$ : Satisfaction level is not greater than expectation level in the product packaging factor

$H_1$ : Satisfaction level is greater than expectation level in the product packaging factor

The result of paired T-test by SPSS program is shown as follows:

		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P-value)
Pair 4: packaging	Satisfaction4	2.48	148	.529	3.566	0.000	$\frac{(\text{Sig. 2 - tailed})}{2}$ = 0.000
	Expectation4	2.72	148	.589			

Significance level=0.05

Table 43: Paired T-test of product packaging after implementing the strategies



T is 3.566 and P is 0.000 which is lower than 0.05. This confirms that the  $H_0$  should be rejected. Satisfaction level is significantly greater than expectation level in the product packaging factor.

5.  $H_0$ : Satisfaction level is not greater than expectation level in the price factor  
 $H_1$ : Satisfaction level is greater than expectation level in the price factor  
 The result of paired T-test by SPSS program is shown as follows:

		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P-value)
Pair 5: price	Satisfaction5	2.68	148	.470	2.452	0.015	$\frac{(\text{Sig. 2-tailed})}{2}$ = 0.0075
	Expectation5	2.52	148	.553			

Significance level=0.05

Table 44: Paired T-test of price after implementing the strategies

T is 2.452 and P is 0.0075 which is lower than 0.05. This confirms that the  $H_0$  should be rejected. Satisfaction level is significantly greater than expectation level in the price factor.

6.  $H_0$ : Satisfaction level is not greater than expectation level in the promotion factor  
 $H_1$ : Satisfaction level is greater than expectation level in the promotion factor  
 The result of paired T-test by SPSS program is shown as follows:

		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P-value)
Pair 6: promotion	Satisfaction6	2.53	148	.501	6.576	0.000	$\frac{1 - (\text{Sig. 2-tailed})}{2}$ = 0.000
	Expectation6	2.14	148	.509			

Significance level=0.05

Table 45: Paired T-test of promotion after implementing the strategies

T is 6.576 and P is 0.000 which is lower than 0.05. This confirms that the  $H_0$  should be rejected. Satisfaction level is significantly greater than the expectation level in the promotion factor.

7.  $H_0$ : Satisfaction level is not greater than expectation level in the shop location factor

$H_1$ : Satisfaction level is greater than expectation level in the shop location factor

The result of paired T-test by SPSS program is shown as follows:

		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P)
Pair 7: location	Satisfaction7	2.49	148	.565	5.567	0.000	(Sig. 2 – tailed) 2 = 0.000
	Expectation7	2.14	148	.504			

Significance level=0.05

Table 46: Paired T-test of location after implementing the strategies

T is 5.567 and P is 0.000 which is lower than 0.05. This confirms that the  $H_0$  should be rejected. Satisfaction level is significantly greater than the expectation level in shop location factor.

8.  $H_0$ : Satisfaction level is not greater than expectation level in the physical evidence factor

$H_1$ : Satisfaction level is greater than expectation level in the physical evidence factor

The result of paired T-test by SPSS program is shown as follows:

		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P-value)
Pair 8: physical evidence	Satisfaction8	2.46	148	.500	2.471	0.015	(Sig. 2 – tailed) 2 = 0.0075
	Expectation8	2.31	148	.545			

Significance level=0.05

Table 47: Paired T-test of physical evidence after implementing the strategies

T is 2.471 and P is 0.0075 which is lower than 0.05. This confirms that the  $H_0$  should be rejected. Satisfaction level is significantly greater than the expectation level in the physical evidence factor.

9.  $H_0$ : Satisfaction level is not greater than expectation level in the variety of services factor

$H_1$ : Satisfaction level is greater than expectation level in the variety of services

factor

The result of paired T-test by SPSS program is shown as follows:

		Paired Samples Statistics					
		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P-value)
Pair 10: service variety	Satisfaction10	2.44	148	.537	4.976	0.000	(Sig. 2 – tailed) 2 = 0.000
	Expectation10	2.11	148	.623			

Significance level=0.05

Table 48: Paired T-test of service variety after implementing the strategies

T is 4.976 and P is 0.000 which is lower than 0.05. This confirms that the  $H_0$  should be rejected. Satisfaction level is significantly greater than expectation level in the variety of services factor.

10.  $H_0$ : Satisfaction level is not greater than expectation level in the quality of butchery service factor

$H_1$ : Satisfaction level is greater than expectation level in the quality of butchery service factor

The result of paired T-test by SPSS program is shown as follows:

		Paired Samples Statistics					
		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P)
Pair 11: quality of butchery service	Satisfaction11	2.44	148	.049	6.764	0.000	(Sig. 2 – tailed) 2 = 0.000
	Expectation11	1.99	148	.042			

Significance level=0.05

Table 49: Paired T-test of butchery service quality after implementing the strategies

T is 6.764 and P is 0.000 which is lower than 0.05. This confirms that the  $H_0$  should be rejected. Satisfaction level is significantly greater than expectation level in the quality of butchery service factor.

11.  $H_0$ : Satisfaction level is not greater than expectation level in the variety of advertising methods factor

$H_1$ : Satisfaction level is greater than expectation level in the variety of advertising methods factor

The result of T-test by SPSS program is shown as follows:

		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P-value)
Pair 12: advertising method variety	Satisfaction12	2.69	148	.493	10.713	0.000	(Sig. 2 – tailed) 2 = 0.000
	Expectation12	2.03	148	.540			

Significance level=0.05

Table 50: Paired T-test of advertising method variety after implementing the strategies

T is 10.713 and P is 0.000 which is lower than 0.05. This confirms that the  $H_0$  should be rejected. Satisfaction level is significantly greater than expectation level in the variety of advertising methods factor.

12.  $H_0$ : Satisfaction level is not greater than expectation level in the variety of ordering channels factor

$H_1$ : Satisfaction level is greater than expectation level in the variety of ordering channels factor

The result of T-test by SPSS program is shown as follows:

		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P-value)
Pair 13: ordering channel variety	Satisfaction13	2.76	148	.442	10.203	.000	(Sig. 2 – tailed) 2 = 0.000
	Expectation13	2.13	148	.652			

Significance level=0.05

Table 51: Paired T-test of ordering channel variety after implementing the strategies

T is 10.203 and P is 0.000 which is lower than 0.05. This confirms that the  $H_0$  should be rejected. Satisfaction level is significantly greater than expectation level in the variety of ordering channels factor.

13.  $H_0$ : Satisfaction level is not greater than expectation level in the delivery service factor

$H_1$ : Satisfaction level is greater than expectation level in the delivery service factor

The result of T-test by SPSS program is shown as follows:

		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P-value)
Pair 14: delivery service	Satisfaction14	2.66	148	.531	8.746	0.000	$\frac{(\text{Sig. 2-tailed})}{2}$ = 0.000
	Expectation14	2.07	148	.596			

Significance level=0.05

Table 52: Paired T-test of delivery service after implementing the strategies

T is 8.746, and P is 0.000 which is lower than 0.05. This confirms that the  $H_0$  should be rejected. Satisfaction level is significantly greater than expectation level in the delivery service factor.

14.  $H_0$ : Satisfaction level is not greater than expectation level in the quality of service staff factor

$H_1$ : Satisfaction level is greater than expectation level in the quality of service staff factor

The result of paired T-test by SPSS program is shown as follows:

		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P-value)
Pair 15: quality of service staff	Satisfaction15	2.56	148	.498	4.437	0.000	$\frac{(\text{Sig. 2-tailed})}{2}$ = 0.000
	Expectation15	2.30	148	.565			

Significance level=0.05

Table 53: Paired T-test of quality of service staff after implementing the strategies

T is 4.437, and P is 0.000 which is lower than 0.05. This confirms that the  $H_0$  should be rejected. Satisfaction level is significantly greater than expectation level in the quality of service staff factor.

15.  $H_0$ : Satisfaction level is not greater than expectation level in the fresh warranty factor

$H_1$ : Satisfaction level is greater than expectation level in the fresh warranty factor

The result of T-test by SPSS program is shown as follows:

		Paired Samples Statistics					
		Mean	N	Std. Deviation	t	Sig. 2-tailed	Sig. 1-tailed (P-value)
Pair 16: fresh warranty	Satisfaction16	2.67	148	.472	6.160	0.000	(Sig. 2 – tailed) 2 = 0.000
	Expectation16	2.28	148	.607			

Significance level=0.05

Table 54: Paired T-test of fresh warranty after implementing the strategies

T is 6.160, and P is 0.000 which is lower than 0.05. This confirms that the  $H_0$  should be rejected. Satisfaction level is significantly greater than expectation level in the fresh warranty factor.

From the t-test result of 15 marketing factors, the satisfaction level is significantly greater than the expectation level of respondents in every marketing factors of the company. This result shows that the marketing strategy is successful in every marketing factor.

### **Comparison of restaurant satisfaction and the satisfaction from 15 marketing factors**

To measure the linear relationship between 2 variables in both degree and direction, the Pearson correlation is suitable (Gravetter and Wallnau, 2007). According to Rumsey (2016), The value of  $r$  (correlation coefficient) is between +1 and -1 at all times. The interpret table for correlation  $r$  values is shown as follows:

Correlation Coefficient (r) interpretation		
Exactly -1	negative	A perfect downhill linear relationship
-0.70		A strong downhill linear relationship
-0.50		A moderate downhill relationship
-0.30		A weak downhill linear relationship
0		No linear relationship
+0.30	positive	A weak uphill linear relationship
+0.50		A moderate uphill relationship
+0.70		A strong uphill linear relationship
Exactly +1		A perfect uphill linear relationship

Table 55: Correlation Coefficient (r) interpretation (Rumsey, 2016)

Therefore, Pearson Correlation is applied to test the relationship between restaurant satisfaction and the average satisfaction from 15 marketing factors. A 95 percent of confidence level and  $\pm 5$  percent of significance level are assumed. The hypothesis testing is shown as follows:

$H_0$ = Restaurant satisfaction and the satisfaction averaged from 15 factors are not related

$H_1$ = Restaurant satisfaction and the satisfaction averaged from 15 factors are related

The result of Pearson correlation by SPSS program is shown the following table.

		Correlation
		Satisfaction_restaurant
Satisfaction	Pearson Correlation	.702**
calculated from	Sig. (2-tailed)	0.000
15 factors	N	148

Table 56: Pearson correlation of restaurant satisfaction and averaged 15 marketing factors satisfaction

R is .702 and Sig. (2-tailed) is 0.000, which is lower than 0.05. Hence,  $H_0$  should be rejected. Hence, restaurant satisfaction and the satisfaction that averages from 15 factors are significantly related. Moreover, from the table 55, R is .702 which means

restaurant satisfaction and overall satisfaction are a strong relationship. This can show that the restaurant satisfaction effects on the satisfaction that averages from 15 factors.

### Comparison of restaurant satisfaction and overall satisfaction

To find out that the restaurant's satisfaction effects on overall satisfaction of the company or not, Pearson correlation will also be applied to analyse the relationship between restaurant satisfaction and overall satisfaction as follows:

$H_0$ = Restaurant satisfaction and overall satisfaction are not related

$H_1$ = Restaurant satisfaction and overall satisfaction are related

The result of Pearson correlation by SPSS program is shown the following table.

		Correlation
		Satisfaction_restaurant
Overall_satisfaction	Pearson	.780**
	Correlation	
	Sig. (2-tailed)	0.000
	N	148

Table 57: Pearson correlation of restaurant satisfaction and overall satisfaction

R is .780 and Sig. (2-tailed) is 0.000, which is less than 0.05. Hence,  $H_0$  should be rejected. Restaurant satisfaction and overall satisfaction are significantly related.

From the table 55, R is .780 that means restaurant satisfaction and overall satisfaction are a strong relationship. This can show that the restaurant satisfaction effect to the overall satisfaction which means that; for example, people who have strongly satisfied with restaurant normally have strongly satisfied on overall of the company.

### 5.6.2 Performance Evaluation

#### Sales Revenue

After the marketing plan and its strategies has been applied, the sale revenues indicated in June and July can be explained as follows:



THB:

Month	Pork	Chicken	Vegetables and fruits	Others
January 2016	2,311,605	650,820	120,115	22,437.50
February 2016	2,400,009	662,945	126,116	78,552.50
March 2016	2,285,200	628,030	105,990	75,181
April 2016	2,290,550	630,088	115,433	73,680
May 2016	2,312,804	631,177	118,665	78,112.50
June 2016	2,781,091	700,833	154,311	85,117
July 2016	2,860,124	721,245	162,933	96,020

Table 58: Sales revenue since January-July 2016 on each of product categories

From the results shown that, after the company applied strategy, all sale revenues of each product increased, which can be considered June and July. It explains that the income of each product is increase from the five months previously.

THB:

Month	Wholesale customer (B2B)			Retail customer (B2C)		Summation
	Hotels	Restaurants	Schools	Raw food store	Restaurant	
Jan. 16	2,486,715.00	403,293.50	112,964.00	102,005.00	-	3,104,977.50
Feb. 16	2,610,550.00	430,350.50	111,833.00	114,889.00	-	3,267,622.50
Mar. 16	2,478,809.00	413,973.00	100,812.00	100,807.00	-	3,094,401.00
Apr. 16	2,487,440.00	421,102.00	100,084.00	101,125.00	-	3,109,751.00
May 16	2,496,774.00	420,220.00	116,015.00	107,750.00	-	3,140,759.00
Jun. 16	2,515,302.50	435,870.00	255,153.50	115,014.00	400,012.00	3,721,352.00
Jul. 16	2,528,675.75	440,600.25	264,871.00	120,299.00	485,876.00	3,840,322.00
Avg. Jun & Jul	2,521,989.13	438,235.13	260,012.25	117,656.50	442,944.00	3,780,837.00
	3,220,236.50			560,600.50		

Table 59: Sales revenue since January-July 2016 on each of customer type

The results from both tables show that all sale revenues in each market segment increased after the company applied strategy which considered June and July. It shows that the income of each segment rise from the five months previously. The

established restaurant is being a third source of the income which can overcome old source of the income like schools and retail customers. The number of business customers (B2B) also increase in every segment. The number of hotel customers increases from 24 to 23 customers, the number of restaurant customers increases from 10 to 11 customers, and the number of school customers increases from 4 to 6 customers. The average sales revenue in June 2016 and July 2016 is 3,220,236.50 Baht for B2B and 560,600.50 for B2C.

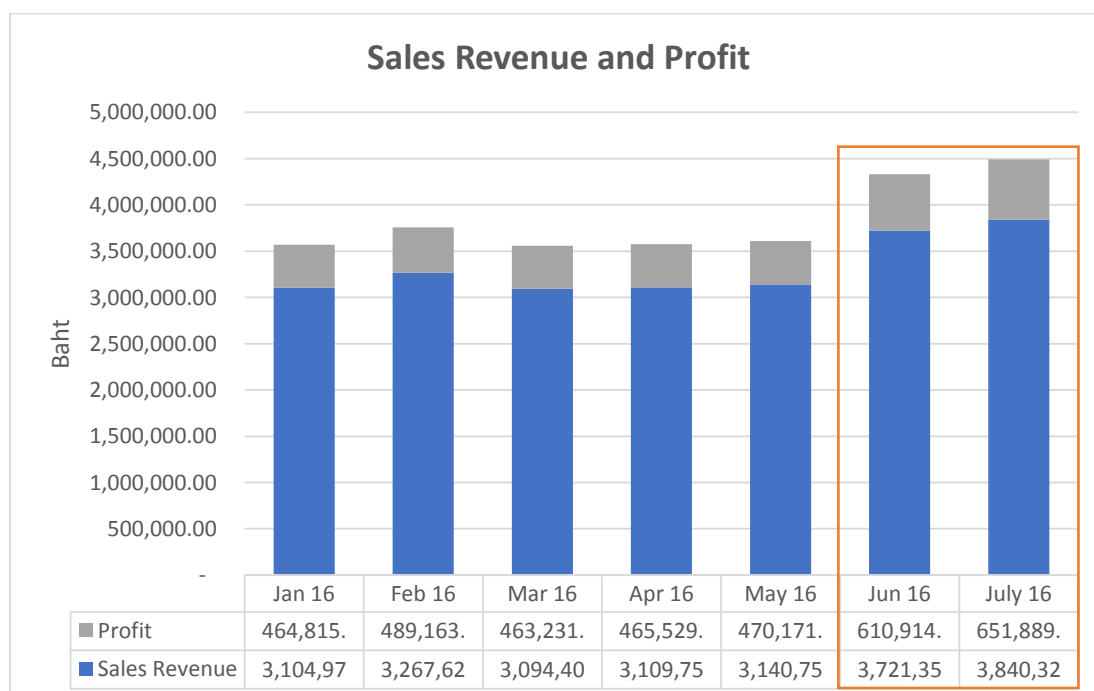


Figure 49: Sale revenues and profit since Jan-July 2016

After the company applied the marketing strategies since June, sales revenue of the company significantly increased from 3,140,759 Baht in May to 3,721,352 Baht in June which increased 580,593 Baht or 18.5%. When the sales revenue has been compared between 2 months before and after implemented strategies, the sales revenue increased 21% or 655,582 Baht. If the sales revenue is compared between the past five months before the implementation from January to May and the two months implemented strategies, it appears that the sales revenue significantly grows from 3,143,502 Baht of the past five month on average to 3,780,837 Baht of June and July which is about 20.28%. Moreover, the sales revenue was still in a growing trend that enlarged from June to July about 118,970 Baht or 3.2%.

The net profit of the company also strongly increased from 470,582.3 Baht on average of 5 months before applied the strategies to 631,401.5 Baht on average of 2 month after applied the strategies which is significantly increased about 34.17%. This result shows that a marketing plan harmonised to the business situation makes the company achieve growth in sales revenue explicitly.



### Budgeting

The company has been indicated budget of marketing for the marketing plan in 2016 as follows:

Activity	Year Budget (Baht)	Month Budget (Baht)
<b>Product Development</b>		
Entree over rice menu development	1,000	83
Beverage development	500	42
Packaging development	1,000	83
Fresh warranty (redelivery or return money)	24,000	2,000
<b>Total budget of Product Development</b>	<b>26,500</b>	<b>2,208</b>
<b>Place</b>		
Commercial building for new branch	5,000,000	13,889
Maintenance (2%)	100,000	8,333
<b>Total budget of Place</b>	<b>5,100,000</b>	<b>22,222</b>
<b>Promotion</b>		
Sale promotion		
- Discount	530,000	44,167
- Free delivery	310,000	25,833
Public relation		
- Creating, updating and advertising on Facebook	12,000	1,000
- Creating and updating on Website	7,000	583
- Market Activities	2,000	167
<b>Total Budget of Promotion</b>	<b>861,000</b>	<b>71,750</b>
<b>Total budget of Marketing promotion</b>	<b>5,987,500</b>	<b>96,181</b>
<b>Physical evidence</b>		
New branch renovation (Depreciation)	2,120,000	35,333
<b>Total budget of Physical evidence</b>	<b>2,120,000</b>	<b>35,333</b>
<b>Total Budget of Physical Evidence</b>	<b>8,107,500</b>	
<b>Depreciation</b>		<b>35,333</b>

Table 60: Budgeting

The cost of place activity includes the cost of the commercial building for the new branch which the company divided the cost of 5 million baht in 30 years so it is 13,889 Baht per month.

### Profit and Loss

The following table shows the cost of good sold, expense, depreciation, and tax to find out a gross profit, EBITDA, earning before tax, and net profit as follows:

	Average of June and July 2016	
	Baht	%
Raw food Product Sales Revenue	3,337,893	100
Restaurant Sales Revenue	442,944	100
Raw food Product Cost (cost of good sold)	2,069,494	62
Restaurant Cost (cost of good sold)	243,619	55
Gross Profit	1,467,724	39
Expense		
Utilities	60,000	2
Wage of employees	449,500	12
Marketing promotion	96,181	3
Miscellaneous, bonus and benefits	37,458	1
Earnings before interest, tax, depreciation, and amortisation (EBITDA)	824,585	22
Depreciation		
New branch renovation	35,333	1
Earnings before tax (EBT)	789,252	21
Tax	157,850	4
Net Profit	631,402	17

Table 61: Project profit and loss

The cost of marketing promotion includes the development of product, place, and promotion which is 96,181 Baht per month or around 3% of the total sales revenue. The net profit of the company after the implementation is about 17% of the total sales revenue which is 631,402 Baht. Therefore, the estimated profit for one year is 7,576,824 Baht.

### Payback period

Net profit of one year is 7,576,824 Baht and cost of the new branch investment is 7,120,000 Baht.

Payback Period Calculation		
Net Profit for a year	7,576,824	Baht
New branch investment	7,120,000	Baht
Payback period (year)	0.94	Year
Payback period (day)	343	Day

Table 62: Payback period of the investment

Therefore, the payback period for the investment is 0.94 year or 343 days. Since this project has short payback period which is less than one year, the project's risk is lower (Kinney and Raiborn, 2009).

### Risk management

To ensure that the payback period will be the same, risk management or risk planning is applied which includes three main steps as follows:

#### 1) Risk identification

There are main five departments of the organisation; therefore, the predicted payback period failure can be occurred by these departments. The causes of failure for each department are listed in the following Fishbone diagram.

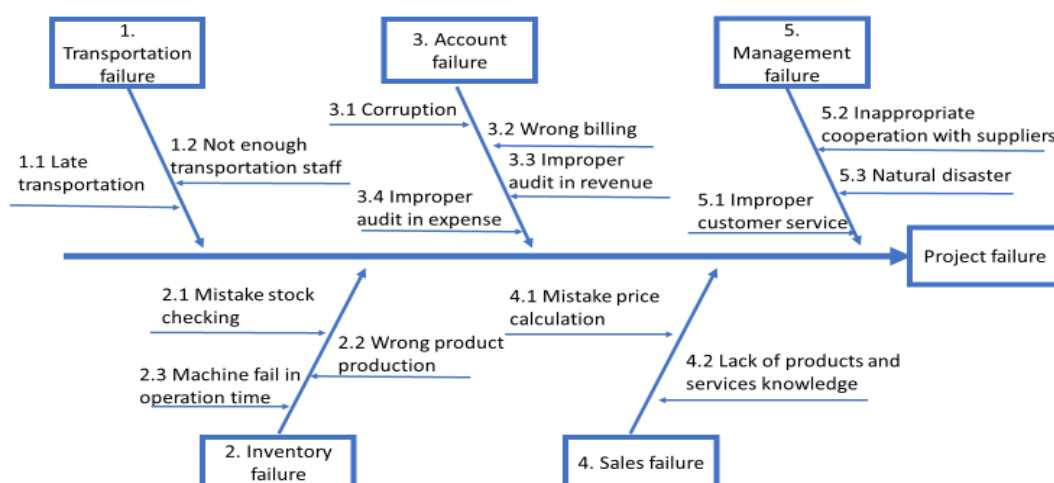


Figure 50: Risk identification

## 2) Risk Analysis

The probability-impact matrix method is useful for analysing the risk. From the fishbone diagram, the risks are analysed described as follows:

<b>Impact</b>							
Large	<table border="1"> <tr> <td>2.2, 2.3, 3.3, 5.1, 5.2, 5.3 Medium Risk</td> <td>3.1, 3.2, 3.4, 4.1 High Risk</td> </tr> <tr> <td>1.2, 4.2 Low Risk</td> <td>1.1, 2.1 Medium Risk</td> </tr> <tr> <td>Low</td> <td>High</td> </tr> </table>	2.2, 2.3, 3.3, 5.1, 5.2, 5.3 Medium Risk	3.1, 3.2, 3.4, 4.1 High Risk	1.2, 4.2 Low Risk	1.1, 2.1 Medium Risk	Low	High
2.2, 2.3, 3.3, 5.1, 5.2, 5.3 Medium Risk	3.1, 3.2, 3.4, 4.1 High Risk						
1.2, 4.2 Low Risk	1.1, 2.1 Medium Risk						
Low	High						
Small							

**Probability**  
Figure 51: Risk analysis

## 3) Risk Control

For controlling the project risks, the suggested strategies are plotted among axes of the impact and the possibility as explained in the framework as follows:

<b>Impact</b>		<b>Transfer</b>	<b>Avoid</b>						
Large	<table border="1"> <tr> <td>2.2, 2.3, 3.3, 5.1, 5.2, 5.3 Medium Risk</td> <td>3.1, 3.2, 3.4, 4.1 High Risk</td> </tr> <tr> <td>1.2, 4.2 Low Risk</td> <td>1.1, 2.1 Medium Risk</td> </tr> <tr> <td>Low</td> <td>High</td> </tr> </table>	2.2, 2.3, 3.3, 5.1, 5.2, 5.3 Medium Risk	3.1, 3.2, 3.4, 4.1 High Risk	1.2, 4.2 Low Risk	1.1, 2.1 Medium Risk	Low	High		
2.2, 2.3, 3.3, 5.1, 5.2, 5.3 Medium Risk	3.1, 3.2, 3.4, 4.1 High Risk								
1.2, 4.2 Low Risk	1.1, 2.1 Medium Risk								
Low	High								
Small									
		<b>Accept</b>	<b>Reduce</b>						
		<b>Probability</b>							

Figure 52: Risk control

<b>Risk No. and subject</b>	<b>control and respond</b>	<b>Immigration plan</b>
3.1 Corruption	Avoid	Assign trustworthy staff in the risk finance role and apply concisely accounting policy
3.2 Wrong billing	Avoid	Carefully check and recheck the bill
3.4 Improper audit in expense	Avoid	Frequently check financial statement carefully and use computer software to support the audit
4.1 Mistake price calculation	Avoid	Check the calculated price carefully
2.2 Wrong product production	Transfer	Request head inventory staff to check the correctness before producing product
2.3 Machine fail in operation time	Transfer	Ask technician frequently check the machine
3.3 Improper audit in revenue	Transfer	Apply computer software to support the audit, and ask the owner to approve
5.1 Improper customer service	Transfer	Assign service mind staff in this role or train the staff to improve customer service skill
5.2 Inappropriate cooperation with suppliers	Transfer	Ask owner to frequently strengthen relationship with suppliers, and apply effective cooperation method
5.3 Natural disaster	Transfer	Purchase natural disaster insurance
1.1 Late transportation	Reduce	Encourage transportation staff to plan delivery time and route carefully
2.1 Mistake stock checking	Reduce	Carefully recheck the stock
1.2 Not enough staff for transportation in some period	Accept	N/A or negotiate with customer to change to available time and apply delivery service management intensely
4.2 Lack of products and services knowledge	Accept	N/A or train the staffs to have more knowledge about goods and services of the company

Table 63: Immigration plan



### Key Performance Indicators (KPIs)

Key Performance Indicators has been applied to measure the performance after the implementation as shown in the following table.

7Ps	Aspect	KPIs	Before	After	Change
Product	- Change from ineffective bone and meat separator to new effective bone and meat separator machine and change from stocking fresh product 2 days to stocking fresh product not over 24 hours	- Average satisfaction on quality of product factor	2.88, Strongly satisfied (Table 21)	2.91, Strongly satisfied (Table 39)	+ 0.03
		- Paired t-test between satisfaction and expectation on product quality	H0: satisfaction level is not significantly greater than expectation level (Table 24)	H1: satisfaction level is significantly greater than expectation level (Table 40)	H0->H1
	- Change from providing only fresh food, and dried food to providing more food product categories by introducing ready to eat freshly cooked food on new various Thai a la carte menu	- Average satisfaction on variety of products factor	2.49, Strongly satisfied (Table 21)	2.73, Strongly satisfied (Table 39)	+ 0.24
		- Paired t-test between satisfaction and expectation on variety of products	H0: satisfaction level is not significantly greater than expectation level (Table 25)	H1: satisfaction level is significantly greater than expectation level (Table 41)	H0->H1

7Ps	Aspect	KPIs	Before	After	Change
	- Change from foam box to food plastic box and biodegradable box	<ul style="list-style-type: none"> <li>- Average satisfaction on product packaging factor</li> <li>- Paired t-test between satisfaction and expectation on product packaging</li> </ul>	<p>1.84, Moderately satisfied (Table 21)</p> <p>H0: satisfaction level is not significantly greater than expectation level (Table 26)</p>	<p>2.54, Strongly satisfied (Table 39)</p> <p>H1: satisfaction level is significantly greater than expectation level (Table 43)</p>	<p>+ 0.7</p> <p>H0-&gt;H1</p>
	- Change from providing only butchery and food warming service to add more service on made-to-order cooked food	<ul style="list-style-type: none"> <li>- Average satisfaction on variety of services factor</li> <li>- Paired t-test between satisfaction and expectation on variety of services</li> </ul>	<p>2.01, Moderately satisfied (Table 21)</p> <p>H0: satisfaction level is not significantly greater than expectation level (Table 31)</p>	<p>2.44, Strongly satisfied (Table 39)</p> <p>H1: satisfaction level is significantly greater than expectation level (Table 48)</p>	<p>+ 0.43</p> <p>H0-&gt;H1</p>

7Ps	Aspect	KPIs	Before	After	Change
	- Change from incorrect shape or size of meat piece to correct meat piece by confirming the correctness with customer before service such as show an example piece	- Average satisfaction on quality of butchery service factor - Paired t-test between satisfaction and expectation on quality of butchery service	1.93, Moderately satisfied (Table 21) H0: satisfaction level is not significantly greater than expectation level (Table 32)	2.44, Strongly satisfied (Table 39) H1: satisfaction level is significantly greater than expectation level (Table 49)	+ 0.51 H0->H1
	- Introduce freshness guarantee to make more confidence to customers. If the product is not meet the customer's freshness expectation, the customer can return or refund the product with 1 day.	- Average satisfaction on freshness warranty - Paired t-test between satisfaction and expectation on freshness guarantee	Not observed Not observed	2.67, Strongly satisfied (Table 39) H1: satisfaction level is significantly greater than expectation level (Table 54)	- -
Price	- Change wholesale price from reducing up to 15% to up to 20% from a central price of	- Average satisfaction on product price factor	2.48, Strongly satisfied (Table 21)	2.68, Strongly satisfied (Table 39)	+ 0.2

7Ps	Aspect	KPIs	Before	After	Change
	the government and for Thai a la carte price, 35 Baht for 1 option entrée over rice, and 40 Baht for the 2 options entrées over rice which is a reasonable price and competitive price compared among the restaurants in the same area	- Paired t-test between satisfaction and expectation on product price	H0: satisfaction level is not significantly greater than expectation level (Table 27)	H1: satisfaction level is significantly greater than expectation level (Table 44)	H0->H1
Place	- Change from location that was far from community and did not have car parking to location that is in community and have car parking which supports opening Thai a la carte restaurant	- Average satisfaction on location satisfaction factor	2.38, Strongly satisfied (Table 21)	2.49, Strongly satisfied (Table 39)	+ 0.11
		- Paired t-test between satisfaction and expectation on location	H0: satisfaction level is not significantly greater than expectation level (Table 29)	H1: satisfaction level is significantly greater than expectation level (Table 46)	H0->H1
		- Number of people who know the company by sales persons from 400 people	10 people (Figure 28)	24 people (Figure 44)	+ 14 people (58.34%)
	- Change from introducing the products and services at existed business place to new establishing business place (B2B) e.g. new hotels, restaurants, schools by sales persons				

7Ps	Aspect	KPIs	Before	After	Change
		- Average number of business customers	37 customers	41 customers	+ 9.76%
		- Average sales revenue from business customers (Baht)	3,143,040.25 Baht (Appendix E)	3,220,236.50 Baht (Table 59)	+ 2.40%
	- Change from only traditional channels e.g. telephone, and fax that are not popular nowadays to adding popular online channels e.g. website and Facebook	- Average satisfaction on variety of ordering channels	1.54, Unsatisfied (Table 21)	2.76, Strongly satisfied (Table 39)	+1.22
		- Paired t-test between satisfaction and expectation on variety of ordering channels	H0: satisfaction level is not significantly greater than expectation level (Table 36)	H1: satisfaction level is significantly greater than expectation level (Table 51)	H0->H1
		- Number of people who recognize the website as a communication channel from 400 people	Not observed	92 persons (Figure 47)	-

7Ps	Aspect	KPIs	Before	After	Change
		- Number of people who recognize the company's Facebook page as a communication channel from 400 people	Not observed	135 people (Figure 47)	-
	- Change from not inform customers about other ordering channels to inform and promote existing communication channels through staffs, Facebook, and website to customers	- Number of people who recognise telephone channel from 400 people	65 people (Figure 32)	136 people (Figure 47)	+ 71 people (52.21%)
		- Number of people who recognise email channel from 400 people	16 people (Figure 32)	63 people (Figure 47)	+ 47 people (74.60%)
		- Number of people who recognise Line application channel from 400 people	32 people (Figure 32)	99 people (Figure 47)	+ 67 people (67.68%)

7Ps	Aspect	KPIs	Before	After	Change
Promotion		- Number of people who recognise fax channel from 400 people	23 people (Figure 32)	32 people (Figure 47)	+ 9 people (28.13%)
	- Change from discount 5 Baht per kilogram to 5% when buy pork and chicken meat at least 30 kilograms, discount 3 Baht per kilogram to 3% when buy pork and chicken entrails at least 10 kilograms as well as offer free delivery within Bangkok when buy fresh products at least 10 kilograms or lunch box at least 30 boxes	- Average satisfaction on sales promotion factor	1.93, Moderately satisfied (Table 21)	2.53, Strongly satisfied (Table 39)	+0.6
		- Paired t-test between satisfaction and expectation on sales promotion	H0: satisfaction level is not significantly greater than expectation level (Table 28)	H1: satisfaction level is significantly greater than expectation level (Table 45)	H0->H1
	- Create and manage the company's website: content, design and functionality	- Number of people who know the company by visiting the website from 400 samples	Not observed	75 people (Figure 44)	-
- Website visitor		Not observed	428 visitors (Appendix C)	-	

7Ps	Aspect	KPIs	Before	After	Change
	- Create and manage the Facebook page account of the company as well as run Facebook Ads	<ul style="list-style-type: none"> <li>- Number of people who know the company by Facebook from 400 people</li> <li>- Like</li> </ul>	<ul style="list-style-type: none"> <li>- Not observed</li> <li>- Not observed</li> </ul>	<ul style="list-style-type: none"> <li>- 130 people (Figure 44)</li> <li>- 1,504 likes (Appendix C)</li> </ul>	-
	- Change advertising methods from natural word of mouth, that is inconsistency, not enough information, and slow to reach customers, to popular online methods e.g. website and social media like Facebook application that can provide enough information, and confidence which will boost awareness faster	<ul style="list-style-type: none"> <li>- Average satisfaction on variety of advertising methods factor</li> <li>- Number of people who recognise the company from 400 people</li> <li>- Paired t-test between satisfaction and expectation on variety of advertising methods</li> </ul>	<ul style="list-style-type: none"> <li>- 1.40, Unsatisfied (Table 21)</li> <li>- 117 people (Figure 27)</li> <li>- H0: satisfaction level is not significantly greater than expectation level (Table 33)</li> </ul>	<ul style="list-style-type: none"> <li>- 2.69, Strongly satisfied (Table 39)</li> <li>- 189 people (Figure 44)</li> <li>- H1: satisfaction level is significantly greater than expectation level (Table 50)</li> </ul>	<ul style="list-style-type: none"> <li>- + 1.29</li> <li>- + 72 people (38.1%)</li> <li>- H0-&gt;H1</li> </ul>



7Ps	Aspect	KPIs	Before	After	Change
People	- Change from unwell-trained staffs to well-trained staffs about products and service including service mind	- Average satisfaction on quality of service staff factor	2.12, Moderately satisfied (Table 21)	2.56, Strongly satisfied (Table 39)	+ 0.44
		- Paired t-test between satisfaction and expectation on quality of service staff	H0: satisfaction level is not significantly greater than expectation level (Table 35)	H1: satisfaction level is significantly greater than expectation level (Table 53)	H0->H1
Process	- Change from nonstandard procedure to standard procedure on delivery service process and management	- Average satisfaction on Delivery service factor	2.30, Moderately satisfied (Table 21)	2.66, Strongly satisfied (Table 39)	+ 0.36
		- Paired t-test between satisfaction and expectation on delivery service	H0: satisfaction level is not significantly greater than expectation level (Table 34)	H1: satisfaction level is significantly greater than expectation level (Table 52)	H0->H1

7Ps	Aspect	KPIs	Before	After	Change
Physical evidence	<p>- Change from clutter to modern architecture based on simple and clean with 5 senses such as paint the front shop in a bright colour for attracting people to notice the shop, and provide delicious freshly cooked food in various Thai a la carte menu produced by local Thai experienced employee as well as applying 5S to improve physical evidence</p>	<ul style="list-style-type: none"> <li>- Number of people who know the company by seeing the store from 400 people</li> </ul>	51 people (Figure 28)	107 people (Figure 44)	+ 56 people (52.34%)
		<ul style="list-style-type: none"> <li>- Average satisfaction on taste factor</li> </ul>	Not observed	2.70, Strongly satisfied (Table 39)	-
		<ul style="list-style-type: none"> <li>- Paired t-test between satisfaction and expectation on taste</li> </ul>	Not observed	H1: satisfaction level is significantly greater than expectation level (Table 42)	-
		<ul style="list-style-type: none"> <li>- Average satisfaction on physical evidence factor</li> </ul>	1.73, Moderately satisfied (Table 21)	2.46, Strongly satisfied (Table 39)	+ 0.73
		<ul style="list-style-type: none"> <li>- Paired t-test between satisfaction and expectation on physical evidence</li> </ul>	H0: satisfaction level is not significantly greater than expectation level (Table 30)	H1: satisfaction level is significantly greater than expectation level (Table 47)	H0->H1

7Ps	Aspect	KPIs	Before	After	Change
Overall	- Apply all 7Ps marketing mix strategies	- Average satisfaction on the marketing factors	2.08, Moderately satisfied (Table 21)	2.62, Strongly satisfied (Table 39)	+ 0.54
		- Average satisfaction on Thai a la carte restaurant	Not observed	2.67, Strongly satisfied (Figure 48)	-
		- Average sales revenue from the restaurant	Not observed	442,944.00 Baht (Table 59)	-
		- Average sales revenue of retail customer (B2C)	102,897.00 Baht (Appendix E)	560,600.15 Baht (Table 59)	+81.65%
		- Number of who use to purchased products from 400 people	82 persons (Figure 29)	148 persons (Figure 44)	+ 66 people (44.59%)
		- Number of customers who purchase everyday from 400 people	17 people (Figure 30)	36 people (Figure 45)	+ 19 people (52.78%)
		- Number of customers who purchase 4-6 times per week from 400 people	21 people (Figure 30)	47 people (Figure 45)	+ 26 people (55.32%)
		- Number of customers who purchase 2-3 times per week from 400 people	15 people (Figure 30)	29 people (Figure 45)	+ 14 people (48.28%)

7Ps	Aspect	KPIs	Before	After	Change
		- Monthly average sales revenue of June and July	3,245,495 Baht (Appendix E)	3,780,837 Baht (Table 61)	+14.16%
		- Monthly average earning before tax (EBT) of June and July	607,327 Baht (Appendix E)	789,252 Baht (Table 61)	+23.05%
		- Monthly average net profit of June and July	485,862 Baht (Appendix E)	631,402 Baht (Table 61)	+23.05%

Table 64: The key performance indicators (KPIs) of the company

Note:

- marks as the highest attention,  marks as the high attention, and  marks as the low attention.
- Average satisfaction at 1.000-1.667 means unsatisfied, 1.668-2.334 means moderately satisfied, and 2.335-3.000 means strongly satisfied.

From the previous table, all marketing areas are improved, especially the growth of sales revenue. So, it means that the strategic applied by the company is a factor that can help company increase sale and raise awareness of the customers towards products and store's brand. If the company continue used this strategy, the sale revenue must be raised because it is a strategy that can help reach the goal setting and gain more benefits from the business operation.

## 5.7 Plans

### Communication channels that the customers frequently used

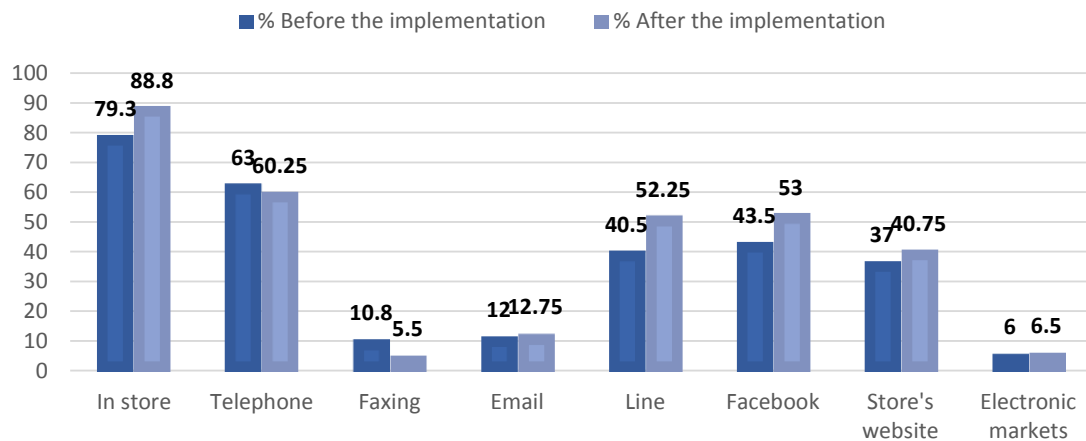


Figure 53: Communication channels that the customers frequently used

From the figure shown that the most important communication channel that used by a large number of respondents is in store, which was 355 persons (88.8%), followed by 241 persons (60.25%) used a telephone as the communication channel to contact the store. There were 212 persons (53%) who contacted with the store through Facebook, while there were 209 persons (52.25%) contacted with the store by using the chatting application as Line. There were 163 persons (40.75%) who accessed store's website in order to contact the store, while number of customers who contacted by sending an email to the store were 51 persons (12.75%)., There were 26 persons (6.5%) who contacted with the store through electronic markets that had high reputation in Thailand, such as Lazada or Weloveshopping. Lastly, there were 22 persons (5.5%) who directly faxing to the store to make contact. From the figure, it also shows the comparison between before and after survey. In store communication channel is still be the top communication channel for the food company, followed by telephone. Information technology like Social networks such as Facebook and Line application and website have become more frequently used by customers that the company should consider to pay more attention such as putting more important information and keep updating to strengthen the relationship between the company and customers.

### Favourite menu

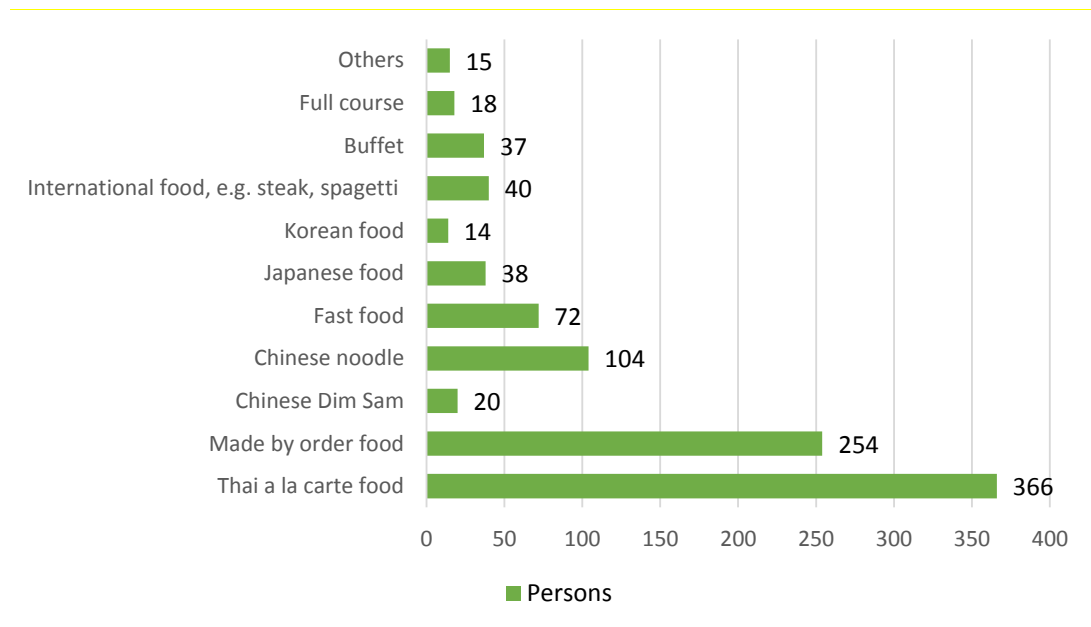


Figure 54: Favourite menu

The company planned to sell other food products, which other than a la carte food, from the survey shown that, the top three outstanding food that the company should decide to add in the restaurant are the made by order food, Chinese noodle, as well as Fast food. The business strategy should focus on the increase of these menus that can directly influence the cost of production and other factors that related to the business operation. At the same time, the company also plan to sell fried pork which is cooked from the original recipe of the restaurant because the company considered that, as the location of the new restaurant is also not far from a school. So, selling fried pork many help the company increase market opportunity in the restaurant business as well.

### The most favourite meal time for ready to eat food

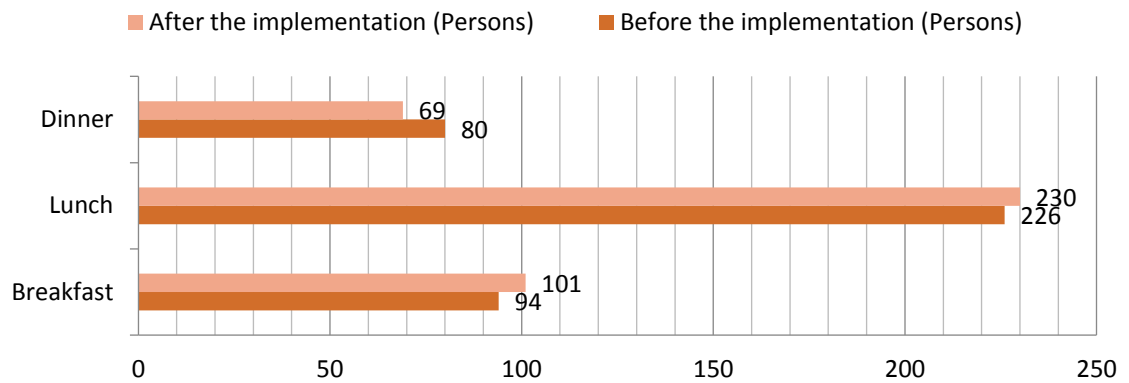


Figure 55: The most favourite meal time for ready to eat food

From the figure, it shown that the most favourite meal time for ready to eat food still be a lunch meal which 230 persons (57.5%), followed by 101 persons (25.25%) favour to have ready to eat food at breakfast time which is still the second most favourite time, while there were 69 persons (17.25%) who like to have ready to eat meal at dinner the most. When compare to the first survey, people still need ready to eat food in a hurry time like lunch and breakfast time in a higher percentage. Therefore, the company should increase capacity in the morning and afternoon to produce the ready to eat more in the future.

### Preferable cost per meal

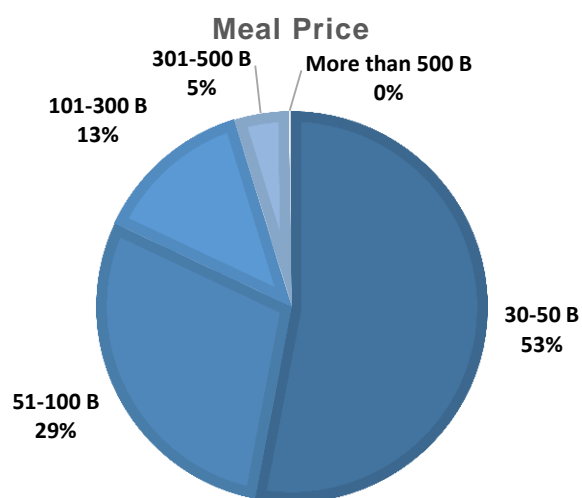


Figure 56: Preferable cost per meal per person

From the survey, the most sample that is 212 samples (53%) of all samples prefer meal prices to be the range of 30-50 Baht which is the same as the range of sales price for Thai a la carte food product of the company. This means that the product price of the company is the suitable price that most people prefer. Second suitable price per meal in the opinion of respondents is the price range of 51-100 Baht which chose by 116 persons (29%), followed by 53 persons (13.3%) who prefer meal price in the range of 101-300 Baht. Lastly, there are 18 samples (4.5%) and 1 samples (0.3%) prefer the price to be 301-500 Baht and more than 500 Baht respectively. In the future, the company can produce a premium product for sale at the higher price and get higher margin since the second most people prefer price range of 51-100 Baht. Some customers suggest that the company should expand the delivery area to outside Bangkok. The company should consider this comment since it is a market opportunity to expand the business.

#### Medium-term strategies (2-3 years)

After the launched for one year, the company aims to emphasise on the online communication channels, such as Facebook and Line application since these are the communication channels that the customers frequently used, by put more important information, keep updating and provide marketing activity to strengthen the relationship between the company and customers. Moreover, the company plans to create the membership system in order to provide more benefits for customers who interested in products and services of the company. The member card will be created for getting return customer and building more customer loyalty. In terms of product sale in the restaurant, the company plans to increase more products in the restaurant by providing the fresh food, such as fresh meats and organic food to sell in the restaurant. In addition, the company also plans to sell healthy food or organic food for being a good choice for concerning health customer. This is because the company considered to take a market opportunity from eating trend of the customer in Thailand, which tendency to consider to the healthy food and drink. In terms of delivery route, the company also plans to increase the delivery route in order to support people who would like to order the products by not staying only in the Bangkok area. This strategy can support the company can get more customers and increase recognition of customers towards company's brand and products. At the same time, as the new restaurant located near the school, so, the company also



plans for creating a new menu in order to encourage customer, especially, a student group to participate in products of the restaurant, while the new menu is the fried pork, which created from the original recipe of the restaurant. And lastly, the company also plans to provide more type of food in order to increase the number of customers daily. The foods, such as made by order food, and Chinese noodle will be provided as a new service with the price at 30-50 Baht for breakfast and lunch because these types of food, price of meal, and meal time are the preference of the customers according to the result of short-term strategy, which is analysed from the result of survey after the strategy implementation.

#### Long-term strategies (3-5 years)

For long-term strategies, the company aims to increase delivery channels by cooperating with the delivery service companies in order to increase the delivery route of the company. The products will be delivered to all provinces by using post service or reliable messenger services, which can keep the quality of products to remain. Moreover, the company aims to increase market opportunity for the restaurant by providing catering service by focusing on Chinese food catering service. The reason that company consider to provide Chinese food catering service because most of Thailand prefer to use Chinese food service for their party or any special occasions. Besides, the company will take advantage of the investment opportunities from AEC. So, some of the import products will be sold in the store in order to increase the value of the restaurant. And lastly, the company aims to develop payment channels in order to encourage people to get more convenient for making a payment to the restaurant, while online payment will be created on the website for supporting people who would like to buy the product through the website and make a payment by using the credit card.

## 5.8 Conclusion

This chapter presented information about developing the marketing strategy by using strength and opportunity as well as assessing the available strategic growth options of the company in order to find out the suitable strategic option that is harmonious to the business situation by the marketing survey which is establishing a new Thai a la carte restaurant. The strategy developed for using as a new marketing strategy of the restaurant is diversification, which is taken from the Ansoff matrix. The company aims to open a restaurant in order to create new customers, as well as to keep existing customer loyalty to participate to the product and service provided by the company. The restaurant is located in the business area which had a large number of people pass through that area every day. Also, the communication channel also increased by using online communication channels to support customer to contact the restaurant more convenient. The strategic planning started to use since June 2016 and evaluated in the two month, which is June and July 2016.

After applied marketing plan in June and July 2016 found that, the company the sale revenues in June and July were higher than the past five months, which did not apply any strategy. The result of second survey also confirmed that, most of the people considered that the company has the ability to sell food product, because the quality of food, variety of food offered for supporting customer to have more choice, as well as the package used by the company are appropriated when compares to other factors, such as price, location, other services. However, the factors should be considered by the company in order to develop a business operation to meet the needs of the customer more effectively is the quality of service provided by the staff. This is because the factor in terms of staff's service had the lowest score. Also, the company aims to develop communication channels for support customers have more choices to communicate with the company, while the feedback or recommendation provided by the customers will be considered as an information for developing the strategic planning in order to improve the business and increase sale in the future. So, it can be said that this market strategy can help the company success in the restaurant business effectively.

## **CHAPTER 6**

### **CONCLUSION AND SUGGESTIONS**

The objective of this thesis is to assess the available strategic growth options, generate new marketing model and implement it for a short-term plan which is appropriate in the business environment to increase revenue and net profit for sustainable growth. Follow the research method and data collection; this project can be achieved. The result of the created strategy applied in June-July 2016 shows that the sale revenues of the company were increased when compares to June-July 2014 and June-July 2015 as well as previous five months, January to May 2016. The new business, ABC restaurant, has been successfully established and runs which make the company obtain more business opportunities.

#### **6.1 Conclusion**

Due to the political unrest, which can directly impact on business operations, which established in Thailand had low income and sale revenue, especially, the business that related to food and drink, as well as tourism industry in Thailand. This is because the unrest of political can directly impact on the confidence of tourist to travel in Thailand, while the number of tourists who travel to Thailand seems to decrease according to the country's situation. Besides, from the research, it shows that most of the people in Thai society are considered the food products which can support their health getting better, while the food sale should support they get more convenient to buy.

It means that the company that plays a role in food and restaurant operation should pay attention to the change of consumer behaviour that likely to change according to the social trend and economy. Before applies the business operation, the name of company's brand was not widely recognised among the customers, while the customers who recognised about the brand of the company was the existing customers who are the customer loyalty of the company. As the company did not provide any online communication channels, so, the number of people who recognised about products and services of ABC company was not much. This is because the old communication channels, such as going to the store directly or

telephone is just the old communication channels, which can access people in just specific group, while the use of social media or other online communication channels can support company have the ability to build awareness of customer towards products and services, as well as any promotion offered by the company more effectively. Moreover, unstable of sale revenue before applies the strategy of ABC company is one of the reasons support company would like to create the new strategy in order to increase sale. So, marketing strategy which considered to the use of online channels as new communication channels of the company is a strategy which applied since June 2016. The result of strategy applied in June and July shown that, the sale revenues of the company was increased when compares to the previous five months (January to May 2016) as well as June-July 2014 and June-July 2015, while the new business such as ABC restaurant also established in order to support the company gains more business opportunities. So, launching restaurant and using online channels is one of the short-term business strategy that considered by the company, and if the short-term business strategy is success, the company would like to continue the business according to medium-term strategy which focusing on adding some new products to support the need of customers, while the long-term strategy will focus on the development of delivery service, as well as bring the advantage from AEC to improve some new products to sell in the restaurant. So, it can be confirmed that the marketing plan which the establishing Thai a la restaurant is the most suitable strategic option is successfully growing sales revenue. Moreover, online communication channels can support business gains more opportunity from business operation, by providing information through online channels, which can support a large number of people to access and communicate with the company more conveniently and effectively.

## **6.2 Reflective Writing**

Knowledge gained from this dissertation is precious in both technical knowledge and social skills. Firstly, there are many marketing expertise had been learned throughout this work including expert planning, and control process. For social skills, self-study and information searching skill had been improved gradually. This work related to the high responsibility and conscience in the company, so these two skills had been developed continuously. Moreover, teamwork and cooperation within the company showed that working as a team encourages team members to realise their roles and

their responsibilities in the assigned tasks. Everyone in the team had to work together and help each other; therefore, the tasks are done within limited time.

### **6.3 Contributions**

The project has overcome the limitation of Ansoff by applying the Five Force model as well as various useful methods, especially TOWs matrix. Moreover, the marketing research of the project has also been fulfilled the gap of the past researches on food consumption by specific category of ready to eat food type, menu, and covering all major marketing factors, as well as focusing in Bangkok, Thailand. The results of this dissertation can be used as a guideline for those who interested in doing small to medium food service business in Thailand, and other countries which suffered the same or similar problem as Thailand. The businesses, especially, the restaurant business is one of the important business that plays an important role in society for a long time. So, the information and result of this dissertation report will provide the ways to improve and expand the business as well as increase sale revenue of the business by establishing a new service and using online communication channels in order to increase sale, as well as to build awareness of customers towards products or services. At the same time, this dissertation also can be used as a guideline for support any person who interested in conducting the research in the business area, especially, the way to develop strategic planning for supporting business operation.

### **6.4 Research Limitation**

- 1) The time is limited so the research can evaluate on the period of 2 months
- 2) The study collected data from samples only who reside in Bangkok metropolitan area. However, it does not affect the research result since it is a reasonable sample size.
- 3) There is some aspect that cannot evaluate in this research which is an aspect related to the old branch of the company.

### **6.5 Plausible Further Researches**

In the future, the company plans to do a market research for the old branch when the renovation is completed to get customers' feedback, behaviour, attitude, and

preference, and analyse these data to adjust and improve the strategic plan to meet customers' requirement. The company also considers the information about the customers' behaviour on their decision making and food consumption. Therefore, in every six months, the market research for the company regarding customer satisfaction, and the factor affecting decision making and customer behaviour will be conducted to adjust the strategic planning or develop a new effective strategic planning in the future.

### **6.6 Suggestions**

The company that considers developing their food supply or foodservice business and their communication channels should understand about the customer requirement and most important communication channels that widely used by the target customer in order to provide a suitable strategic option and appropriate communication channels to support requirement and provide customer more conveniently to contact to the company. So, the most important business process that should be considered before creates the strategic planning is conducting the market research about consumer behaviour, consumer preference, as well as the attitude of customer towards products and services of the company in order to use information gained from the research to develop a new strategic planning, which can support the business success as the business's goal setting.

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## Appendix A: Questionnaire Before Implementing the Marketing Strategies

### The Questionnaire before the implementation in Thai version

#### แบบสอบถามความคิดเห็นเกี่ยวกับการบริโภคผลิตภัณฑ์อาหาร

แบบสอบถามนี้เป็นส่วนหนึ่งของการศึกษาระดับปริญญาโท เกี่ยวกับการบริโภคผลิตภัณฑ์อาหาร ข้อมูลของท่านจะถูกเก็บเป็นความลับและนำไปใช้เพื่อการศึกษาเท่านั้น

\*จำเป็น

#### พฤติกรรมกรรมการบริโภคอาหาร

1. โดยปกติท่านซื้อผลิตภัณฑ์อาหารสด อาหารพร้อมรับประทาน ที่ใดและบ่อยเท่าใด \*  
ทำเครื่องหมายแกลงหนึ่งช่องเท่านั้น

	มากกว่า 3 ครั้ง ต่อสัปดาห์	2 – 3 ครั้ง ต่อสัปดาห์	สัปดาห์ ละครั้ง	2 – 3 ครั้ง ต่อเดือน	เดือน ละครั้ง	น้อยกว่า เดือนละครั้ง	ไม่ ไป เลย
ตลาดสด	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ตลาดนัด	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ซูเปอร์มาเก็ต	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ซีพีเฟรชมาร์ท	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
เบทาโกร ซุป	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
แม็คโคร ฟู้ด เซอร์วิส	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
เซเว่นอีเลฟเว่น	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ผู้ผลิตโดยตรง	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### พฤติกรรมกรรมการบริโภคอาหาร (ต่อ)

2. ปัจจัยในการเลือกซื้อผลิตภัณฑ์อาหาร เช่น อาหารสด อาหารพร้อมรับประทาน \*  
ทำเครื่องหมายแกลงหนึ่งช่องเท่านั้น

	สำคัญมาก	สำคัญปานกลาง	ไม่สำคัญ
คุณภาพของสินค้า เช่น ความสด ความสะอาด	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ความหลากหลายของสินค้า	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
บรรจุภัณฑ์ ภาชนะ	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ราคา	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
การส่งเสริมการขาย (โปรโมชั่น) ที่ตั้งของร้าน	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
บรรยากาศและความสะอาดของร้าน	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
บริการที่หลากหลาย เช่น อุ่น ต้ม นึ่ง ทอด	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
คุณภาพการบริการตัดแต่งอาหาร เช่น หั่นเนื้อในรูปแบบต่างๆ	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ความหลากหลายของการ ประชาสัมพันธ์ เช่น สื่อออนไลน์	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
บริการจัดส่งสินค้าถึงที่	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
การบริการของพนักงาน	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ช่องทางการสั่งซื้อที่หลากหลาย เช่น สั่งซื้อออนไลน์	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. ประเภทอาหารพร้อมรับประทานที่ท่านชอบรับประทานมากที่สุด \*

ทำเครื่องหมายเพียงหนึ่งช่อง

- อาหารปรุงสุกสดใหม่
- อาหารแช่แข็ง
- อาหารสำเร็จรูป

4. เมนูอาหารที่ท่านนิยมรับประทานมากที่สุด \*

ทำเครื่องหมายเพียงหนึ่งช่อง

- อาหารไทยจานเดียว เช่น ข้าวราดแกง
- อาหารตามสั่ง
- ต้มยำ
- ก๋วยเตี๋ยว
- Fast Food
- อาหารญี่ปุ่น
- อาหารเกาหลี
- อาหารฝรั่งจานเดียว เช่น สเต็ก
- บุฟเฟต์
- Full course

5. โดยปกติท่านรับประทานอาหารพร้อมรับประทานเวลาใด \*

ทำเครื่องหมายเพียงหนึ่งช่อง

- เช้า
- กลางวัน
- เย็น

6. ช่องทางการสั่งซื้อสินค้าที่ท่านใช้บริการเป็นประจำ \*

(เลือกได้มากกว่าหนึ่งช่อง)

- หน้าร้าน
- โทรศัพท์
- แอปพลิเคชัน
- อีเมลล์
- ไลน์ (Line)
- เฟสบุ๊ค (Facebook)
- เว็บไซต์ร้านค้า
- ตลาดกลางอิเล็กทรอนิกส์ เช่น Lazada, Weloveshopping

## การรับรู้ของผู้บริโภคที่มีต่อร้านABC

ร้านABCเป็นร้านค้าปลีก/ส่งอาหารสด อาหารแห้ง

7. ท่านรู้จักร้านABCหรือไม่ \*

ทำเครื่องหมายเพียงหนึ่งช่อง

- รู้จัก
- ไม่รู้จัก      ข้ามไปที่คำถามข้อ 17

## พฤติกรรมและการรับรู้ของผู้บริโภคที่มีต่อร้านABC

8. ท่านรู้จักร้านABCได้อย่างไร \*

(เลือกได้มากกว่าหนึ่งช่อง)

- เห็นหน้าร้าน  
 บุคคลที่รู้จักแนะนำ  
 เซลส์ของร้านค้า

9. ท่านเคยซื้อสินค้าจากร้านABCหรือไม่ \*

ทำเครื่องหมายเพียงหนึ่งช่อง

- เคย       ไม่เคย      เข้าไปที่คำถามข้อ 16

## การรับรู้และพฤติกรรมของผู้บริโภคที่มีต่อร้านABC (ต่อ)

10. ความถี่ในการซื้อสินค้าจากร้านABC \*

ทำเครื่องหมายเพียงหนึ่งช่อง

- ทุกวัน  
 4 - 6 ครั้งต่อสัปดาห์  
 2 - 3 ครั้งต่อสัปดาห์  
 สัปดาห์ละครั้ง  
 2 - 3 ครั้งต่อเดือน  
 เดือนละครั้ง  
 น้อยกว่าเดือนละครั้ง

11. ประเภทสินค้าที่ซื้อจากร้านABC \*

(เลือกได้มากกว่าหนึ่งช่อง)

- เนื้อหมูสด  
 เนื้อไก่สด  
 เนื้อเป็ดสด  
 ไช้ไก่ ไช้เป็ด  
 เนื้อวัวสด  
 เนื้อปลาสด  
 อาหารทะเลสด  
 ผักและผลไม้สด  
 ขนมไทย  
 เบเกอรี่  
 อาหารแห้ง เช่น ข้าวสาร ขอสปริงรส

12. ท่านทราบถึงช่องทาง การสั่งซื้อสินค้าของร้านABCอื่นๆหรือไม่ \*  
(เลือกได้มากกว่าหนึ่งช่อง)

- โทรศัพท์  
 แฟกซ์  
 อีเมล  
 ไลน์  
 ไม่ทราบเลย

13. ท่านมีความพึงพอใจต่อร้านABCในปัจจุบันต่างๆอย่างไร \*

ทำเครื่องหมายแฉวงหนึ่งช่องเท่านั้น

	พอใจมาก	พอใจปานกลาง	ไม่พอใจ
คุณภาพของสินค้า	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ความหลากหลายของสินค้า	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ภาชนะ บรรจุภัณฑ์	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ราคา	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
มีการส่งเสริมการขาย (โปรโมชั่น) ที่ตั้งของร้าน	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
บรรยากาศและความสะอาดของร้าน	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
บริการที่หลากหลาย เช่น อุ้ม ต้ม นึ่ง ทอด	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
คุณภาพการบริการตัดแต่งอาหาร เช่น หั่นเนื้อในรูปแบบต่างๆ	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
การประชาสัมพันธ์ผ่านสื่อต่างๆ	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
บริการจัดส่งสินค้าถึงที่	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
บริการของพนักงาน	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ช่องทางการสั่งซื้อที่หลากหลาย เช่น โทรศัพท์	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. ความพึงพอใจโดยรวม \*

ทำเครื่องหมายเพียงหนึ่งช่อง

- พอใจมาก  
 พอใจปานกลาง  
 ไม่พอใจ

15. ข้อเสนอแนะ

ข้ามไปที่คำถามข้อ 17

## การรับรู้และพฤติกรรมของผู้บริโภคที่มีต่อร้านABC (ต่อ)

## 16. เพราะเหตุใดท่านจึงไม่ได้เลือกใช้บริการของร้านABC \*

(เลือกได้มากกว่าหนึ่งช่อง)

- ไม่มีชื่อเสียง
- หน้าร้านไม่ดึงดูด
- ราคาแพง
- สินค้าหลากหลายน้อย
- บรรยากาศร้านไม่ดี
- ที่ตั้งร้านไกลจากที่อยู่

## พฤติกรรมของผู้บริโภคที่มีต่อร้านABC (ต่อ)

## 17. หากร้านABCขายอาหารแช่แข็งพร้อมรับประทาน ท่านจะสนใจหรือไม่ \*

ทำเครื่องหมายเพียงหนึ่งช่อง

- สนใจ
- ไม่สนใจ
- ไม่สนใจ

## 18. หากร้านABCขายอาหารสำเร็จรูปพร้อมรับประทาน ท่านจะสนใจหรือไม่ \*

ทำเครื่องหมายเพียงหนึ่งช่อง

- สนใจ
- ไม่สนใจ
- ไม่สนใจ

## 19. หากร้านABCบริการอาหารปรุงสุกสดใหม่พร้อมรับประทาน เช่น ข้าวราดแกง ท่านสนใจหรือไม่ \*

ทำเครื่องหมายเพียงหนึ่งช่อง

- สนใจ
- ไม่สนใจ
- ไม่สนใจ

## ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

ข้อมูลของท่านจะถูกเก็บเป็นความลับและนำไปใช้เพื่อการศึกษาเท่านั้น

## 20. เพศ \*

ทำเครื่องหมายเพียงหนึ่งช่อง

- หญิง
- ชาย

## 21. อายุ \*

ทำเครื่องหมายเพียงหนึ่งช่อง

- 20 ปีหรือน้อยกว่า
- 21 – 30 ปี
- 31 – 40 ปี
- 41 – 50 ปี
- มากกว่า 50 ปี

## 22. สถานภาพสมรส \*

ทำเครื่องหมายเพียงหนึ่งช่อง

- โสด
- สมรสแล้วยังไม่มีบุตร
- สมรสและมีบุตรแล้ว
- อื่นๆ: .....

## 23. จำนวนสมาชิกในครัวเรือน \*

ทำเครื่องหมายเพียงหนึ่งช่อง

- อยู่คนเดียว
- 2 – 3 คน
- 4 – 5 คน
- มากกว่า 5 คน

## 24. อาชีพ \*

ทำเครื่องหมายเพียงหนึ่งช่อง

- นักเรียน/นักศึกษา
- ข้าราชการ/รัฐวิสาหกิจ
- พนักงานบริษัทเอกชน
- ธุรกิจส่วนตัว
- แม่บ้าน
- อื่นๆ: .....

## 25. รายได้เฉลี่ยส่วนบุคคลต่อเดือน \*

ทำเครื่องหมายเพียงหนึ่งช่อง

- 10,000 บาทหรือน้อยกว่า
- 10,001 – 30,000บาท
- 30,001 – 50,000บาท
- 50,001 – 70,000 บาท
- 70,001 – 100,000บาท
- สูงกว่า 100,000 บาท

## The Questionnaire before the implementation in English version

### Food Consumption Survey

Market research survey

Your information will be kept confidential and used for education only

\* Required

### Food Consumption Behavior

#### 1. Where do you usually purchase fresh food and ready-to-eat food? And how often? \*

Mark only one oval per row.

	More than 3 times per week	2 - 3 times per week	Once a week	2 - 3 times per month	Once a month	Less than once a month	Never
Fresh food market	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flea market	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Super market	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CP Freshmart	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Betagro Shop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makro Food Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7-Eleven	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Local producer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Consumption Behavior

#### 2. Influencing factors for purchasing a food product \*

Mark only one oval per row.

	Very important	Moderately important	Not important
Product quality e.g. freshness, and cleanliness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product variety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Packaging	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales promotion e.g. discount	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Physical evidence e.g. atmosphere and hygiene	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Variety of service e.g. boil, steam, roast, and fry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of butchery service e.g. mince, and slice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Variety of advertising methods e.g. via social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delivery service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of service staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Variety of ordering channels e.g. call, and online	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**3. What is your favorite food type of ready to eat food? \***

Mark only one oval.

- Fresh cooking food
- Frozen food
- Ready to eat food

**4. What is your favorite menu? \***

Mark only one oval.

- Thai food (A la carte)
- Cook-to-order meal
- Dim-sum
- Chinese food
- Fast Food
- Japanese food
- Korean food
- Western food A la carte e.g. steak, spaghetti, and fish & chips
- Buffet
- Full course (Appetizer, Main, Dessert)

**5. What meal do you favor to have your ready to eat food? \***

Mark only one oval.

- Breakfast
- Lunch
- Dinner

**6. Frequently purchase channels \***

Check all that apply.

- At the store
- By phone
- Via fax
- By sending email
- Though Line
- Though Facebook
- Store website
- Online market place e.g. Lazada, and Weloveshopping

Skip to question 7.

**Consumer Perception about ABC store****7. Do you know the company? \***

Mark only one oval.

- Yes
- No     *Skip to question 17.*



## Consumer Perception and Behaviour about ABC store

### 8. How did you know the company?

*Check all that apply.*

- Saw the store
- Introduced by a friend
- Introduced by a sales person from the company

### 9. Have you bought a product from the company before? \*

*Mark only one oval.*

- Yes
- No *Skip to question 16.*

## Consumer Behaviour and Perception about ABC store

### 10. How often do you purchase a product from the company? \*

*Mark only one oval.*

- Everyday
- 4 - 6 times per week
- 2 - 3 times per week
- Once a week
- 2 - 3 times per month
- Once a month
- Less than once a month

### 11. What is a product type that you have ever purchase from the company? \*

*Check all that apply.*

- Pork
- Chicken
- Duck
- Eggs
- Beef
- Fish
- Seafood
- Vegetables and Fruit
- Thai Desserts
- Bakery
- Processed food and grains (dried food) e.g. sauce, and rice

**12. What did an ordering channel of the company you recognize? \***

*Check all that apply.*

- By phone
- Via Fax
- By sending email
- Though Line application
- None of above

**13. What is your satisfaction about the company according to the following factors? \***

*Mark only one oval per row.*

	Strongly satisfied	Moderately satisfied	Unsatisfied
Product quality e.g. freshness and cleanness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product variety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Packaging	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales promotion e.g. discount	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Physical evidence e.g. atmosphere and hygiene	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Variety of service e.g. boil, steam, roast, and fry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of butchery service e.g. mince, and slice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Variety of advertising methods e.g. via social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delivery service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of service staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vairity of ordering channels e.g. call, and online	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**14. Overall satisfaction \***

*Mark only one oval.*

- Strongly satisfied
- Moderately satisfied
- Unsatisfied

**15. Suggestion or opinion about the company**

.....

.....

.....

.....

*Skip to question 17.*

**Consumer Perception and Behavior about ABC store (cont.)**

**16. What is the reason that you do not buy a product from ABC store**

*Mark only one oval.*

- Do not have reputation
- Lack of appealing storefront
- Price is high
- Lack of product variety
- Lack of impress atmosphere
- Far

**Behavior about ABC store (cont.)**

Your information will be kept confidential and used for education only

**17. What is your level of interested if ABC store added frozen food as a new product? \***

*Mark only one oval.*

- Interested
- Uncertain
- Disinterested

**18. What is your level of interested if ABC store added instant food as a new product? \***

*Mark only one oval.*

- Interested
- Uncertain
- Disinterested

**19. What is your level of interested if ABC store added fresh cooking food e.g. entree over rice as a new product? \***

*Mark only one oval.*

- Interested
- Uncertain
- Disinterested

**General Information****20. Gender \***

*Mark only one oval.*

- Female
- Male

**21. Age \***

*Mark only one oval.*

- less than or equal 20 years old
- 21 – 30 years old
- 31 – 40 years old
- 41 – 50 years old
- > 50 years old

**22. Marital status \****Mark only one oval.*

- Single
- Married (No children)
- Married (Children)
- Other: .....

**23. Number of your household member \****Mark only one oval.*

- Alone
- 2 – 3 people
- 4 – 5 people
- > 5 people

**24. Occupation \****Mark only one oval.*

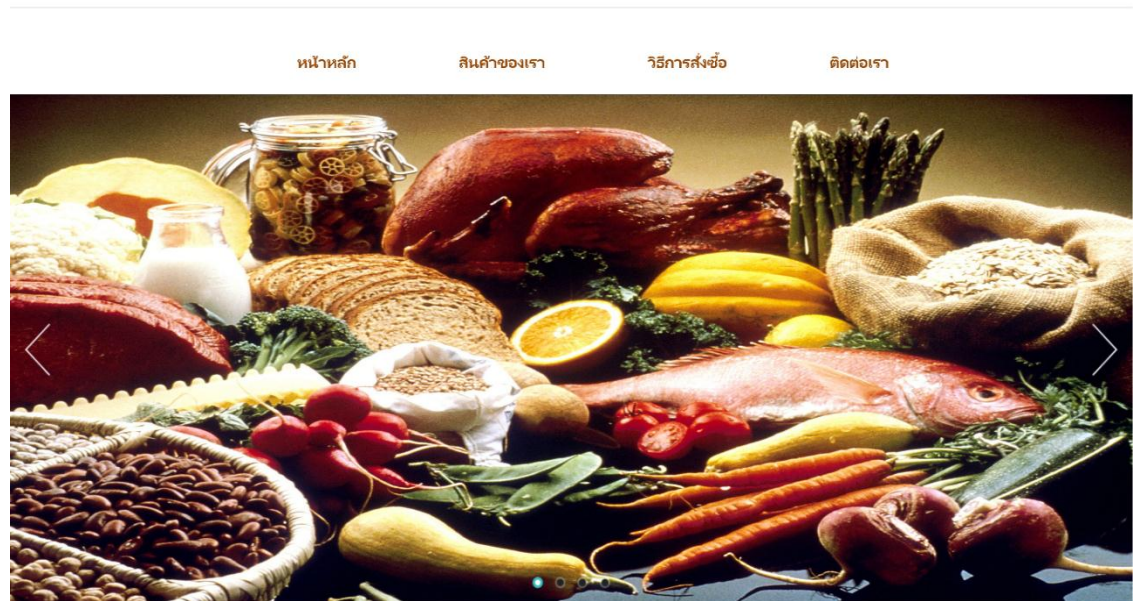
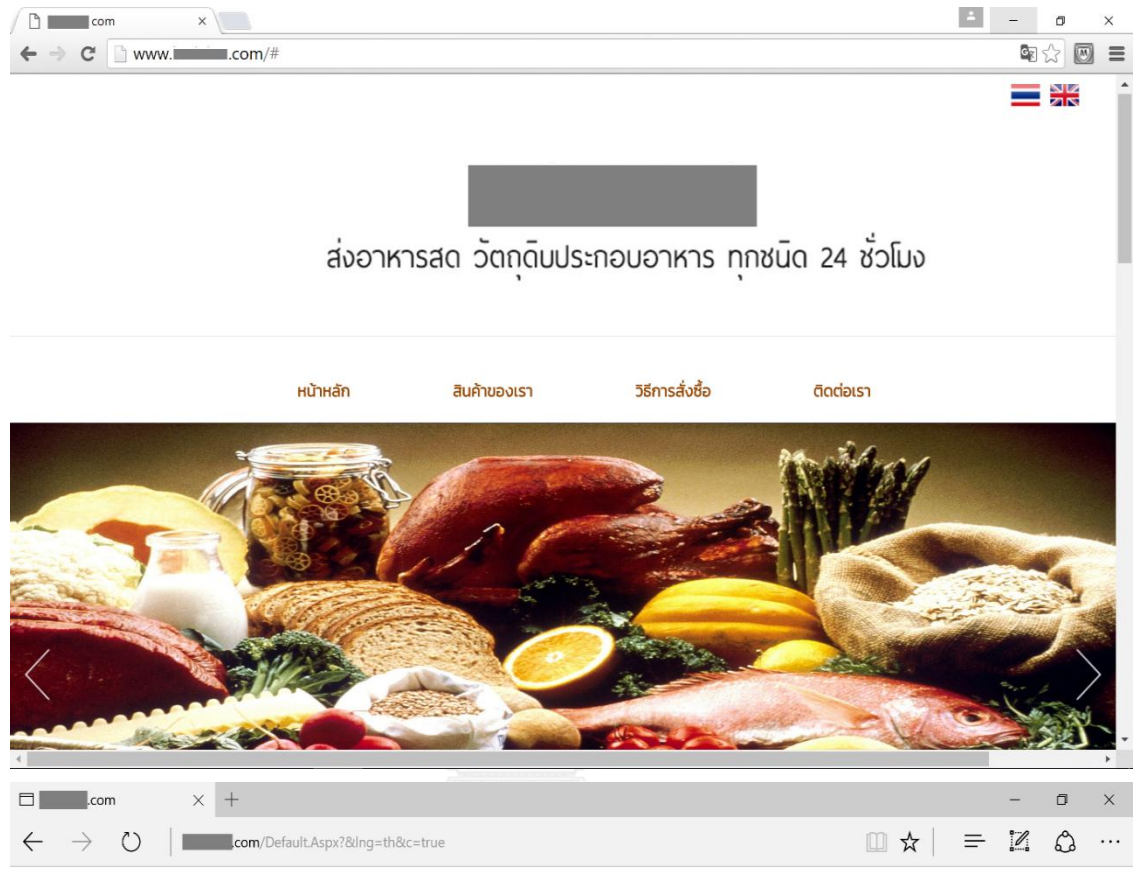
- Student
- Government officer/State enterprise officer
- Employee
- Business owner
- Housewife
- Other: .....

**25. Income per month on average \****Mark only one oval.*


- less than or equal 10,000 Baht
- 10,001 – 30,000 Baht
- 30,001 – 50,000 Baht
- 50,001 – 70,000 Baht
- 70,001 – 100,000 Baht
- > 100,000 Baht

## Appendix B: Website of the Company

Home page in Thai version:



www. .com/#





ร้านของเรา  
*Local fresh mart for everyone*

ร้านค้าปลีก/ส่งที่จำหน่ายผลิตภัณฑ์ อาหารสด อาหารปรุงสุก อาหารแห้ง อาหารแช่แข็ง เบเกอรี่ ขนมไทย และเครื่องปั้น คุณภาพดี ราคาดีตรงภาพ ที่ได้รับความไว้วางใจจากโรงแรม โรงเรียน และร้านอาหารชั้นนำ รวมทั้งลูกค้าทั่วไปมาเป็นเวลากว่า 20 ปี


ผลิตภัณฑ์ของเรา  
*Various quality food products*


เรามุ่งเน้นการเป็นศูนย์รวมผลิตภัณฑ์เพื่อประกอบอาหารทุกประเภท เช่น เนื้อหมูสด เนื้อไก่สด เนื้อวัวสด เนื้อเป็ดสด อาหารทะเล หัก ปลาหมึก เบเกอรี่ ขนมไทย เครื่องปรุงรส และเครื่องปั้น ที่มีคุณภาพ สะอาด สดใหม่ ปลอดภัย ส่งจากรั้ว ฟาร์ม และโรงงานที่ได้มาตรฐานทุกวัน





www. .com/#





บริการของเรา  
*Various special services* 

เรามีบริการจัดส่ง 24 ชั่วโมง หั่นตัดแต่งอาหารสด บด แล่ สไลด์ เลาะกระดูก เลาะหนัง ปรุงสุก อุ่น ต้ม นึ่ง ย่าง ทอด ตามที่ลูกค้าต้องการ เพิ่มความสะดวก รวดเร็ว และประหยัดเวลา นอกจากนี้ เรายังมีบริการอาหารพร้อมทาน หลากหลายเมนู อร่อย สะอาด คุ้มค่า ปรุงจากรวัตุดิบสดใหม่ทุกวัน

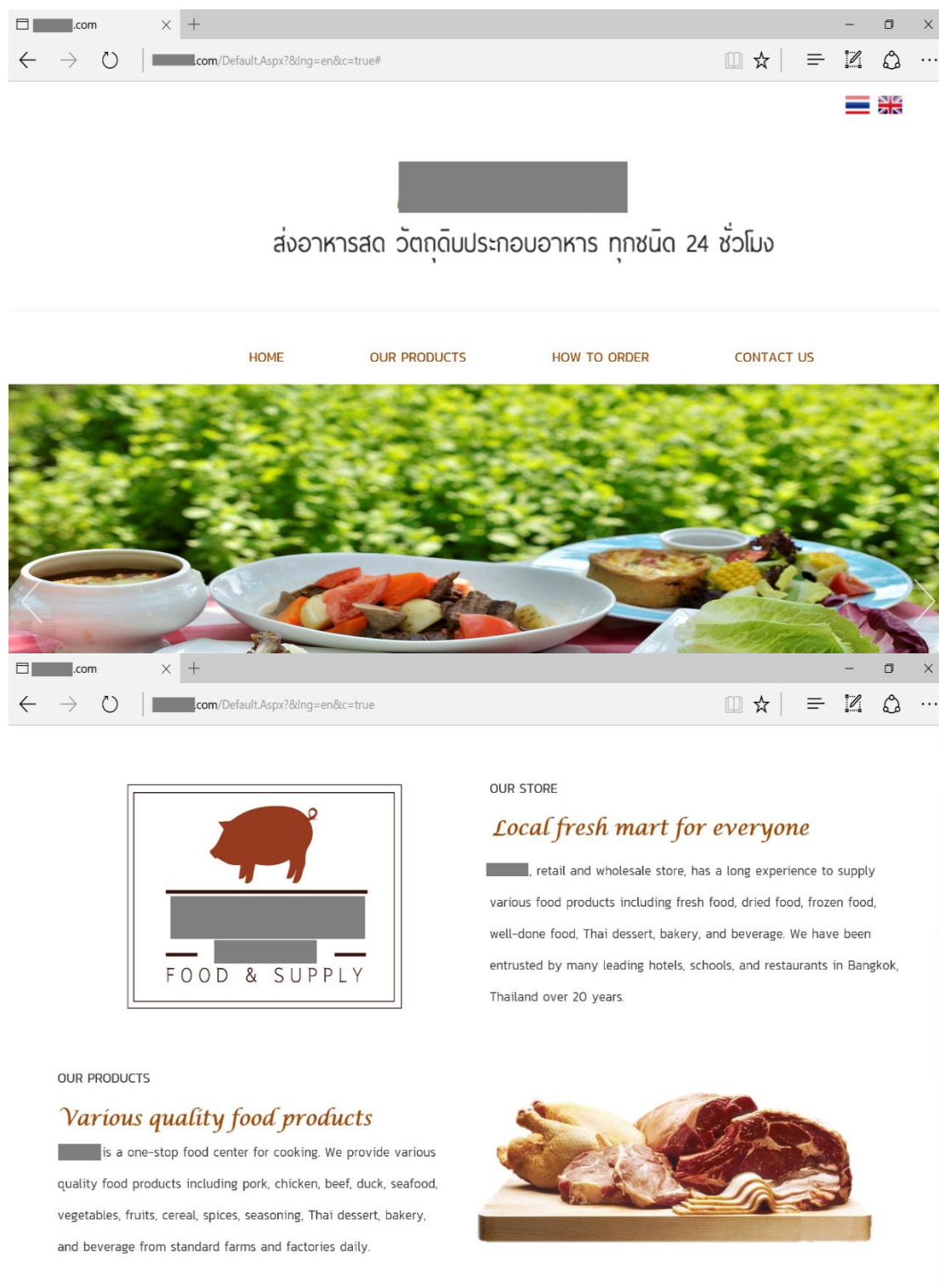
กรุงเทพฯ  
Email: @hotmail.com

ส่งวัตถุดิบประกอบอาหาร ทุกชนิด 24 ชม.

โทร.  



## Home page in English version:



Home page in English version:

ส่งอาหารสด วัตถุดิบประกอบอาหาร ทุกชนิด 24 ชั่วโมง

HOME    OUR PRODUCTS    HOW TO ORDER    CONTACT US

**OUR STORE**

*Local fresh mart for everyone*

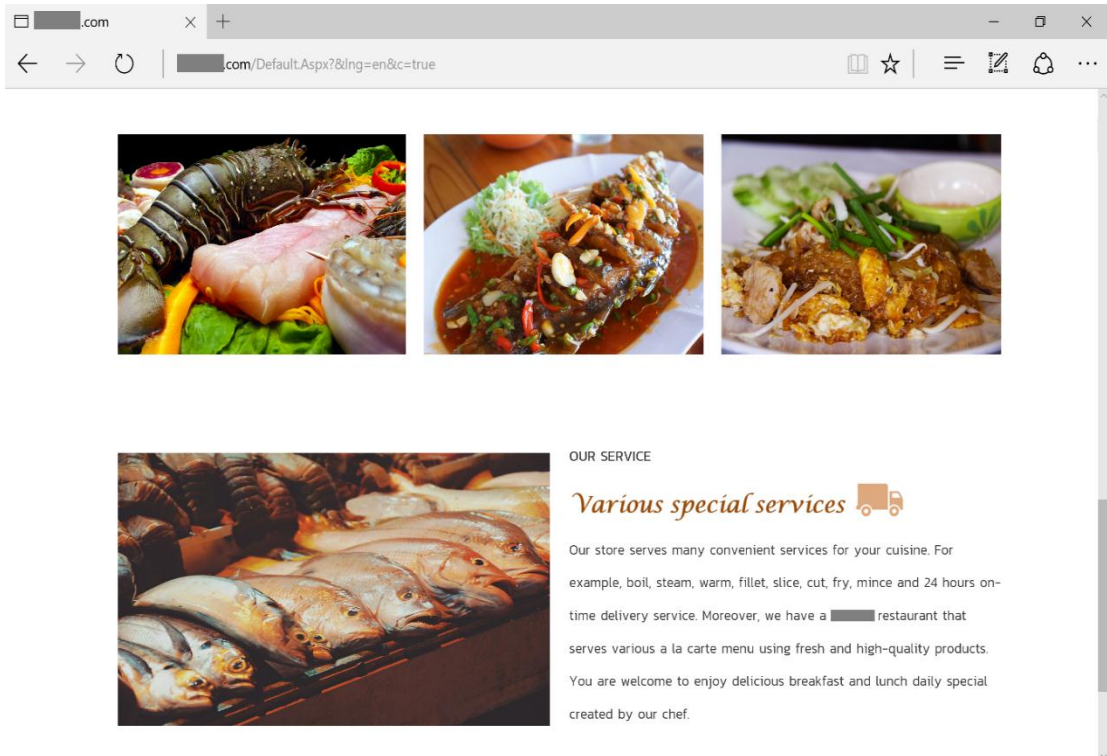
retail and wholesale store, has a long experience to supply various food products including fresh food, dried food, frozen food, well-done food, Thai dessert, bakery, and beverage. We have been entrusted by many leading hotels, schools, and restaurants in Bangkok, Thailand over 20 years.

**OUR PRODUCTS**

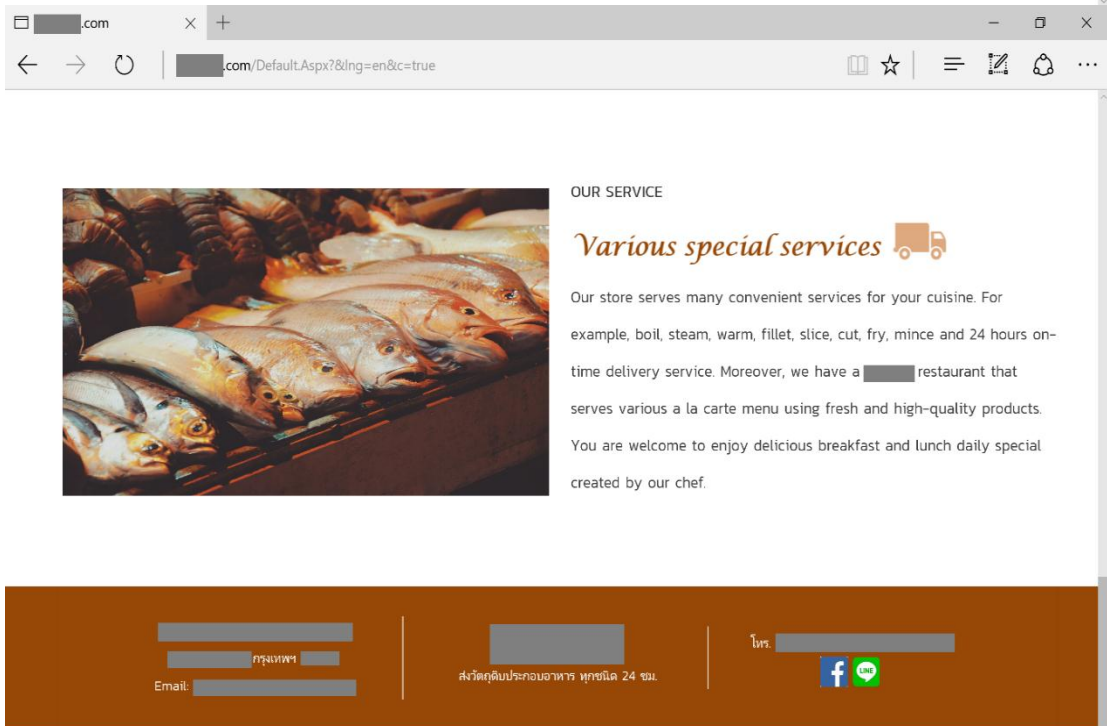
*Various quality food products*

is a one-stop food center for cooking. We provide various quality food products including pork, chicken, beef, duck, seafood, vegetables, fruits, cereal, spices, seasoning, Thai dessert, bakery, and beverage from standard farms and factories daily.

FOOD & SUPPLY



The screenshot shows a web browser window with a single tab. The address bar contains the URL `...com/Default.aspx?lng=en&c=true`. The page content includes three square images of food: a seafood platter with lobster and fish, a fish in a red sauce, and a stir-fry. Below these is a larger image of fish on a grill. To the right of the grill image is the text "OUR SERVICE" followed by the heading "Various special services" with a truck icon. The text below describes the store's services, including 24-hour delivery and a restaurant with a la carte menu.



This screenshot shows the same web browser window as above, but with a different layout. The top food images are replaced by a single large image of fish on a grill. The "OUR SERVICE" section and the "Various special services" heading with the truck icon remain in the same position. The text describing the services is identical to the first screenshot.

.....  
.....  
Email: .....

.....  
.....  
..... 24 ชม.

โทร. ....  
.....  
.....






**หมูสด**

No.	Fresh Pork Products	Unit
1.	Pork Belly	หมูสามชั้น
2.	Pork Belly Sliced	หมูสามชั้นสไลด์
3.	Pork Belly Square Cut	หมูสามชั้นทั้งตัวเล็ก
4.	Pork Belly Stuffed	หมูสามชั้นยัดไส้
5.	Pork Black Loin (16.5Kg/Pcs) (Fresh Iberico Pork Rack)	เนื้อสันนอกหมูดำติดซี่โครง
6.	Pork Blood (Kg)	เลือดหมูสด
7.	Pork Blood Steamed (Pcs)	เลือดหมูึ่ง
8.	Pork Bone for Making Soup (Earleng)	กระดูกซี่โครง (เอียง)
9.	Pork Cheek (Kg)	แก้มหมู สังกวหน้า 1-2 วัน
10.	Pork Collar (Kg)	สันคอหมู
11.	Pork Collar Cut (Kg) (Moo Num Tok)	สันคอหมูหั่นแบบหมูน้ำตก
12.	Pork Ear Fresh (Kg)	หูหมูสด
13.	Pork Ear Glass	หูหมูแก้ว
14.	Pork Leg Bone in Skin on (12-14Kg/Pcs)	ขาหมูติดกระดูกติดหนัง
15.	Pork Fat Minced (Kg)	มันหมูบด
16.	Pork Head Boneless (Head) (4-5Kg/Pcs)	หัวหมูและกระดูกทั้งตัว (หัว) (4-5 กก/หัว)
17.	Pork Heart (Kg)	หัวใจหมู

Our products page in English version:


www.ourproducts.com/Our%20Products



**Fresh Pork**

Pork Belly, Pork Blood, Pork Bone, Pork Cheek, Pork Collar, Pork Ear, Pork Fat, Pork Head, Pork Heart, Pork Hip, Pork Intestine, Pork Kidney, Pork Knuckle, Pork Leg, Pork Liver, Pork Loin, Pork Lung, Pork Neck, Pork Net, Pork Skin, Pork Spare Rib, Pork Spleen, Pork Stomach, Pork Sucking, Pork Tenderloin, etc.


[View all](#)



**Fresh Poultry**

Chicken Breast, Chicken Broiler, Chicken Capon, Chicken Drumstick, Chicken leg, Chicken Liver, Chicken Old, Chicken Skin, Chicken Thai, Chicken Whole, Chicken Whole Organic, Duck Beaks, Duck Boneless Breast, Duck Mince, Duck Neck, Duck Stick, Duck Wing, Duck Whole, Duck Whole Wing, etc.


[View all](#)



**Fresh Beef**

Beef Cheek, Beef Chuck, Beef Liver, Beef Tongue, Beef Rib, Beef Round, Beef Loin, Beef Sirloin, Brisket Chilled, Cow Blood, Cow Bone, Ground Beef, Rump, Shank, Shank Boneless, Tenderloin, Thai Oxtail, etc.


[View all](#)



**Fresh Fish**

Cotton Fish, Garoupa, King Mackerel, Mackerel, Pla Kray, Saba, Silver Pomfret, Silver Fish, Snake Head Fish, Snapper Red, Snapper White, Sword Fish Loin, Threadfin Bream, Tilapia, etc.


[View all](#)



**Fresh Seafood**

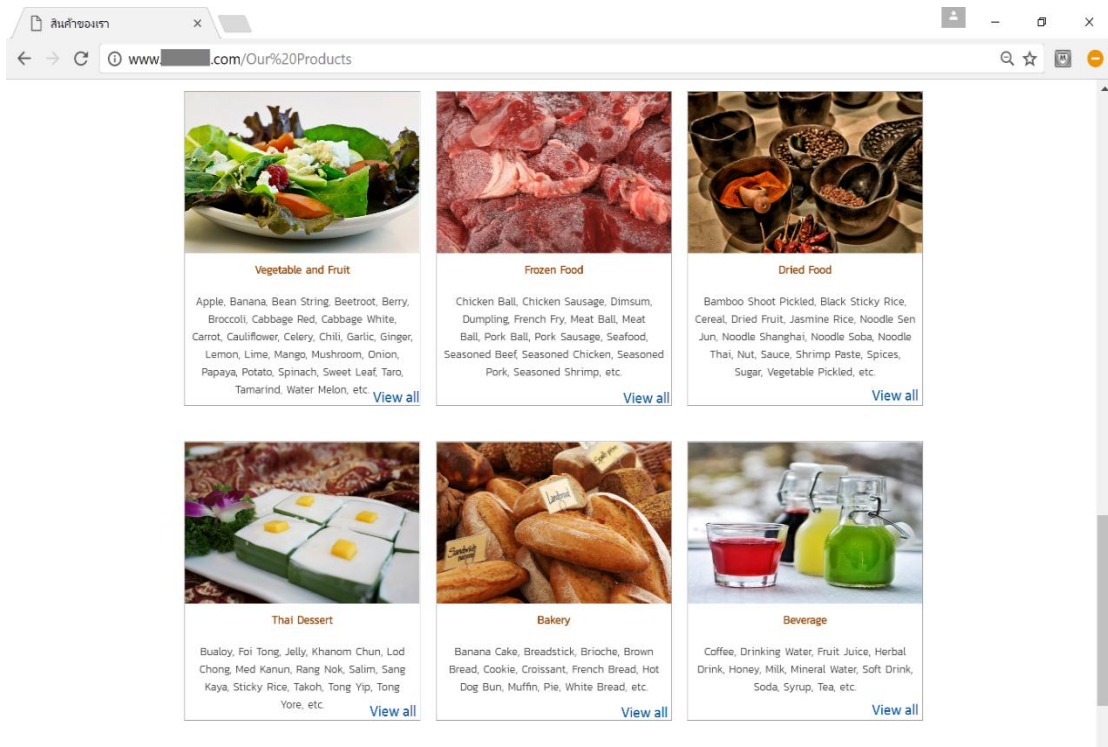
Clam, Crab Blue, Crab Claw, Crab Sea, Crab Soft Shell, Cuttlefish, Jellyfish, Lobster, Phuket, Mussel, Oyster, Prawn River, Prawn Tiger Black, Scallop, Squid Long/Small, etc.

Waiting for ourproducts.com...



**Egg**

Chicken Egg, Salted Egg, Boiled Egg, Quail Egg, Duck Egg, Century Egg, etc.



FreshPoultryProducts.pdf x

www.com/pdfmenu/FreshPoultryProducts.pdf

FreshPoultryProducts.pdf 1 / 3

### สัตว์ปีกสด

No.	Fresh Poultry Products		Unit
1.	Chicken Black 500-600 Gm(Pcs)	ไก่ดำ (500-600 กรัม) (ตัว)	Pcs
2.	Chicken Black 700-1000 Gm(Pcs)	ไก่ดำ (700-1000 กรัม) (กก.)	Kg
3.	Chicken Blood Boiled (Pcs)	เลือดไก่ต้มสุก (ถ้วย)	Pcs
4.	Chicken Bone	ซี่โครงไก่	Kg
5.	Chicken Bone (8 Kg/Case)	ซี่โครงไก่ 8 กก./กล่อง	Kg
6.	Chicken Two Breast Bone in and with Skin	อกไก่ติดกระดูกติดหนัง	Kg
7.	Chicken Breast Boneless Skinless 140-150 Gm/Pcs	อกไก่ไม่ติดกระดูกไม่อกไก่ 140-150 กรัมชิ้น	Kg
8.	Chicken Breast Skin On 175-185 Gm/Pcs	อกไก่ติดหนัง 175-185 กรัมชิ้น	Kg
9.	Chicken Breast Skin On with Bone	อกไก่ติดหนังซี่กระดูกมีก้าง	Kg
10.	Chicken Breast Skinless (cut 1 inch)	อกไก่ลอกหนังชิ้นหนา 1 นิ้ว	Kg
11.	Chicken Breast Skinless 120-150 Gm/Pcs Slice	อกไก่ไม่ติดหนัง 120-150 กรัมชิ้น สไลด์	Kg
12.	Chicken Breast Skinless 130 Gm/Pcs	อกไก่ไม่ติดหนัง 130 กรัมอก	Kg
13.	Chicken Breast Skinless Slice	เนื้ออกไก่ไม่ติดหนังชิ้น	Kg
14.	Chicken Breast with Skin	อกไก่ติดหนัง 120-150 กรัมเต็ม	Pcs

### How to order page in Thai version:



วิธีการสั่งซื้อ

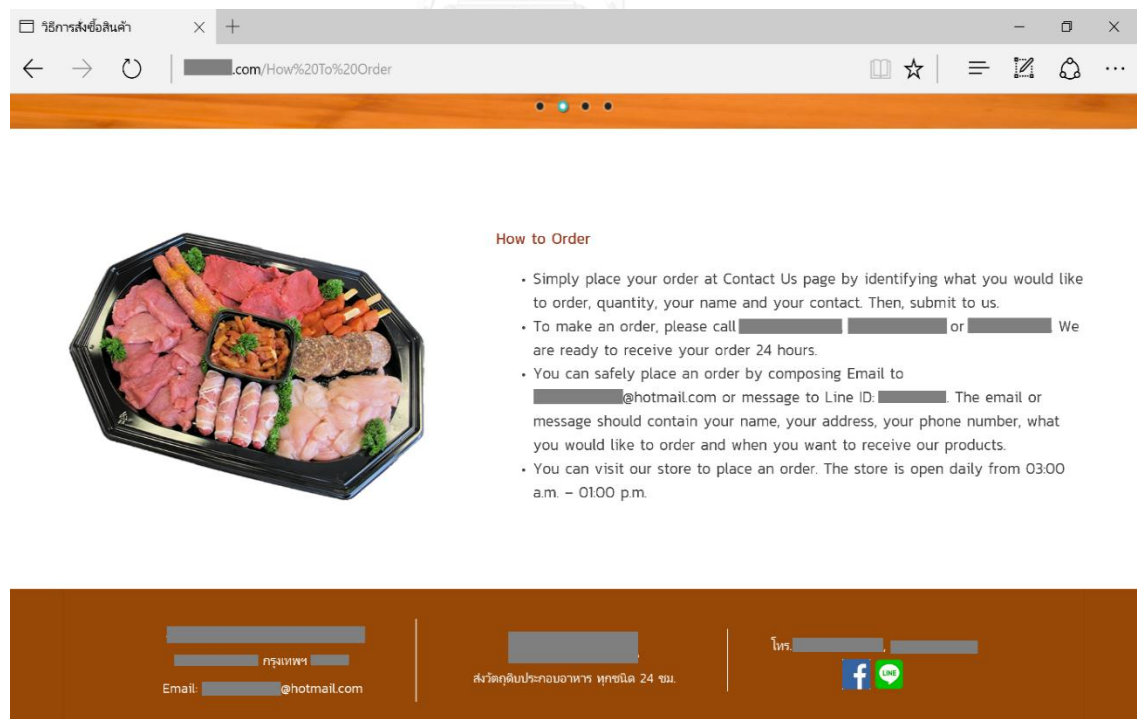
- สั่งซื้อออนไลน์ที่หน้าติดต่อเรา โดยระบุรายการอาหารที่ต้องการ, ปริมาณ, วันและเวลาที่ให้จัดส่ง, เบอร์โทรติดต่อ และชื่อลูกค้า เมื่อเราได้รับออเดอร์แล้วจะรีบติดต่อกลับค่ะ
- สั่งซื้อทางโทรศัพท์ที่เบอร์■■■■, ■■■■ หรือ■■■■ ได้ตลอด 24 ชั่วโมงค่ะ
- สั่งทางอีเมลล์ หรือ Line ระบุรายการอาหารที่ต้องการ, ปริมาณ, วันและเวลาที่ให้จัดส่ง, เบอร์โทรติดต่อ และชื่อลูกค้า แล้วส่งมาที่ Email: ■■■■@hotmail.com หรือ Line ID: ■■■■
- สั่งทางหน้าร้าน ได้ทุกวัน เวลา ๙3-บ่ายโมง

■■■■ กรุงเทพฯ  
Email: ■■■■@hotmail.com

ส่งวัตถุดิบประกอบอาหาร ทุกชนิด 24 ชม.

โทร. ■■■■

### How to order page in English version:



How to Order

- Simply place your order at Contact Us page by identifying what you would like to order, quantity, your name and your contact. Then, submit to us.
- To make an order, please call ■■■■ or ■■■■ We are ready to receive your order 24 hours.
- You can safely place an order by composing Email to ■■■■@hotmail.com or message to Line ID: ■■■■. The email or message should contain your name, your address, your phone number, what you would like to order and when you want to receive our products.
- You can visit our store to place an order. The store is open daily from 03:00 a.m. – 01:00 p.m.

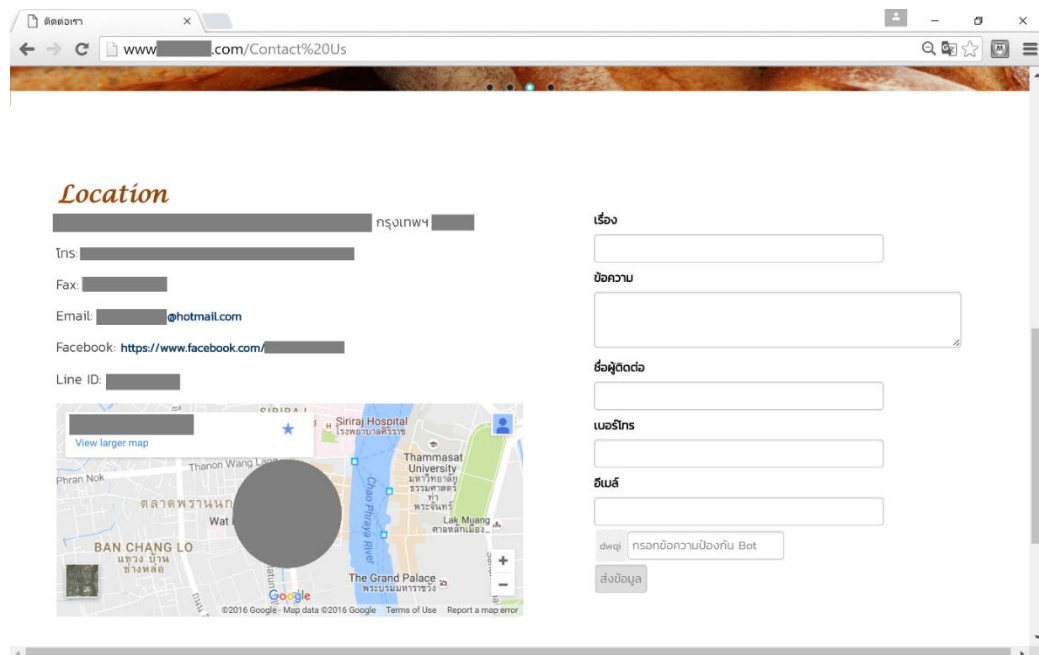
■■■■ กรุงเทพฯ  
Email: ■■■■@hotmail.com

ส่งวัตถุดิบประกอบอาหาร ทุกชนิด 24 ชม.

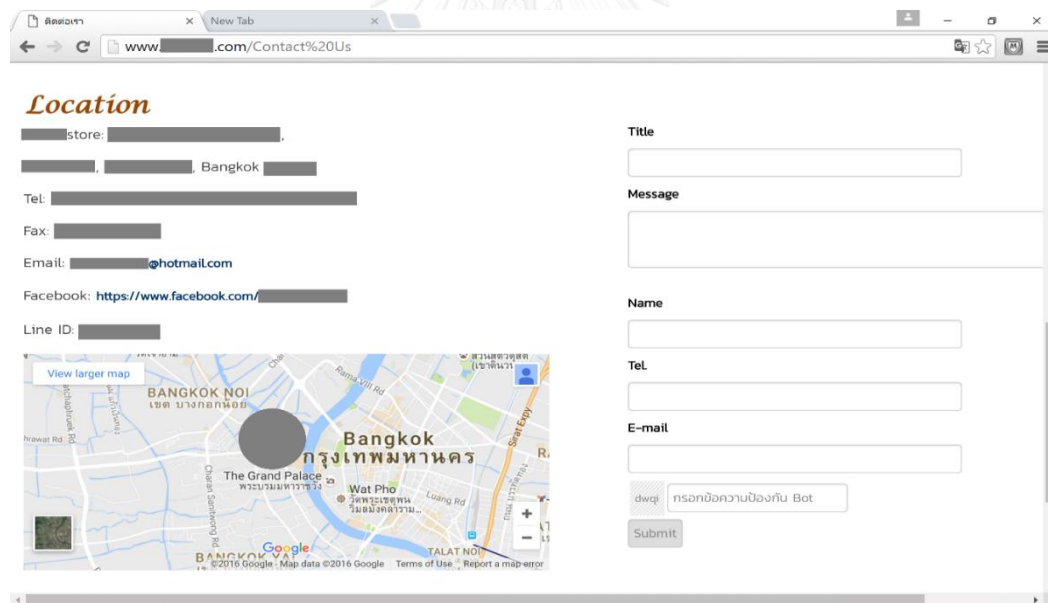
โทร. ■■■■



Contact Us page in Thai version:






Contact Us page in English version:

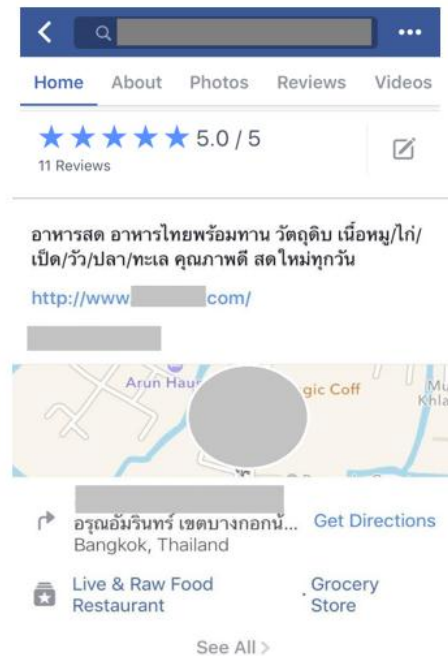
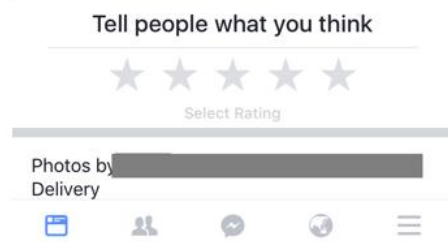
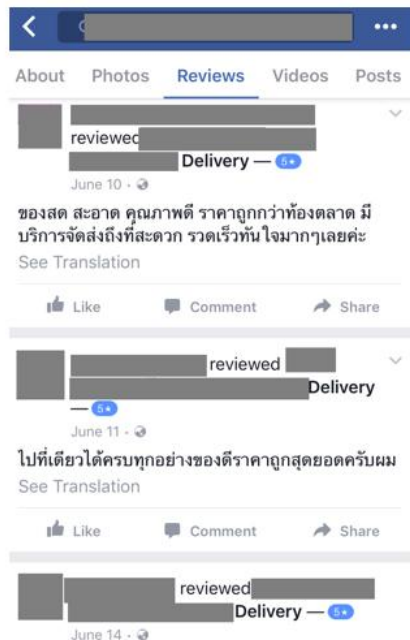
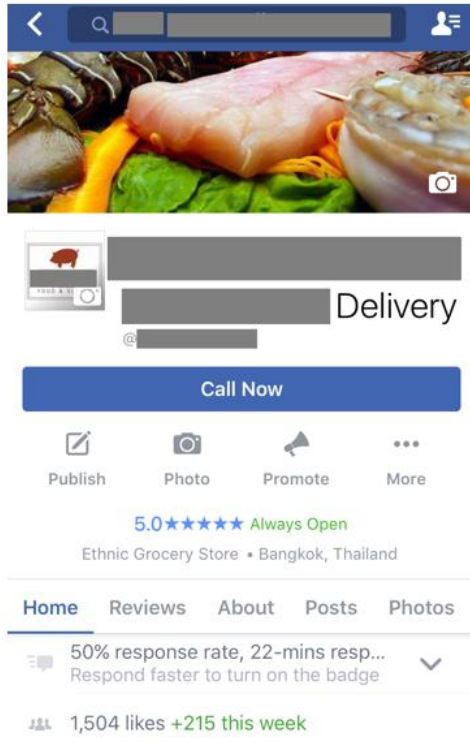


Website statistic:

สถิติเว็บไซต์

 Today	7
 Yesterday	10
 Month	292
 Year	428
 Total	428

## Appendix C: Facebook Page of the Company



5.0 ★★★★★

Live & Raw Food • Bangkok, Thailand

Home **About** Photos Reviews Post

**Additional Information**

- Serves breakfast...
- Street and parkin...
- Walk-Ins Welcome
- Take Out
- Delivery
- Catering

### About

อาหารสด อาหารไทยพร้อมทาน วัตถุดิบ เนื้อหมู/ไก่/เป็ด/วัว/ปลา/ทะเล คุณภาพดี สดใหม่ทุกวัน

### Description

ร้าน [REDACTED] เป็นร้านอาหารและร้านค้าปลีก/ส่งที่จำหน่ายผลิตภัณฑ์ อาหารสด อาหารปรุงสุก อาหารพร้อมรับประทาน อาหารแห้งและเครื่องดื่ม ที่มีคุณภาพดีในราคามิตรภาพ ที่ได้รับความไว้วางใจจาก โรงแรมและร้านอาหารชั้นนำรวมทั้งลูกค้าทั่วไปมาเป็นเวลากว่า20ปี

- ผลิตภัณฑ์อาหารแห้ง (Dried Food)  
เช่น ข้าวสาร เครื่องเทศ ขอสปรุงรส เส้นก๋วยเตี๋ยว สปาเก็ตตี้ มั๊กกะโรนีนึ่ง น้ำตาล ผลไม้แห้ง เมล็ดธัญพืช ถั่วเมล็ดแห้ง
- ผลิตภัณฑ์ขนมไทยและไอศกรีม (Thai Dessert and Ice-cream)  
เช่น ลอดช่อง บัวลอย ทองหยิบ ทองยอด ผอยทอง ไอศกรีมกะทิ
- ผลิตภัณฑ์เบเกอรี่ (Bakery)  
เช่น ขนมปังฝรั่งเศส ขนมปังอิงลิช ขนมปังแถว มัฟฟิน บร็อดช ไข่ไก่ เค้กกล้วยหอม
- ผลิตภัณฑ์เครื่องดื่ม (Beverage)  
เช่น น้ำดื่ม น้ำผลไม้ น้ำชา น้ำสมุนไพร

ปัจจุบันร้านของเรามีบริการอาหารพร้อมรับประทาน อาหารไทยจานเดียว เช่น ข้าวราดแกง ที่ปรุงจากวัตถุดิบสดใหม่ โดยร้านอาหารของเราเปิดตั้งแต่ตี5ถึงบ่ายโมง

Tel: [REDACTED]  
[REDACTED]  
Fax: [REDACTED]

เรามุ่งมั่น ในการเป็นศูนย์รวมผลิตภัณฑ์เพื่อประกอบอาหารทุกประเภทที่สด สะอาด และปลอดภัย โดยเรามีบริการจัดส่ง24ชั่วโมง ปรุงสุกและหั่นตัดแต่งอาหารสดตามที่ถูกคำต้องการ เพื่อเพิ่มความสะดวก รวดเร็ว และประหยัดเวลา

สินค้าคุณภาพที่ร้านของเราพร้อมบริการ ได้แก่

- ผลิตภัณฑ์อาหารสด (Fresh Food) ได้แก่
- 1. หมูสด (Pork)
- 2. ไก่สด (Chicken)
- 3. เป็ดสด (Duck)
- 4. เนื้อวัวสด (Beef)
- 5. ปลาสด (Fish)
- 6. อาหารทะเลสด (Seafood) เช่น กุ้ง หอย ปู ปลาหมึก
- 7. ไข่ไก่ (Egg)
- 8. เต้าหู้ (Tofu)
- 9. ผักและผลไม้ (Vegetable & Fruit)

Home **About** Photos Reviews Videos

ตี5ถึงบ่ายโมง

Tel: [REDACTED]  
[REDACTED]  
Fax: [REDACTED]  
Email: [REDACTED]@hotmail.com

The company provides various fresh and dried food products including meats, vegetables, fruits, cereal, bakery, Thai dessert and seasoning. Therefore, the company is a one-stop service for buying fresh food and dried food including ready to eat foods with the on-time delivery service.

### Address

[REDACTED]  
[REDACTED] Bangkok, Thailand, TH

 Send Email

 Visit Website

Facebook Photos page showing album categories: Mobile Uploads (18 photos), Cover Photos (1 photo), and จําหน่ายอาหาร (1 photo). Includes a '+ Add Photos' button and a '500 Thai Voucher' image.

Facebook post from 'Delivery' with 9 new photos. Text: 'จำหน่ายอาหารสดทุกประเภท เช่น เนื้อหมู เนื้อไก่ เนื้อเป็ด เนื้อวัว เครื่องใน สด ใหม่ทุกวัน สะอาด ปลอดภัย ราคาส่ง(พิเศษ) พร้อมบริการหั่นเนื้อ ปรงสุก ตามที่ลูกค้าต้องการ จัดส่งทั่วกรุงเทพและปริมณฑล โทร. [redacted] หรือ Email: [redacted]@hotmail.com See Translation'.

Facebook post from 'Delivery' with 3 new photos. Text: 'ไซไก่ ไซเป็ด ไซต้ม ไซเค็ม คุณภาพดี ราคาถูก สอบถามโทร: [redacted] หรือ Email: [redacted]@hotmail.com See Translation'. Includes engagement metrics: 34 reactions, 2 Comments, 1 Share.

Facebook post from 'Delivery' with 3 new photos. Text: 'ไซไก่ ไซเป็ด ไซต้ม ไซเค็ม คุณภาพดี ราคาถูก สอบถามโทร: [redacted] หรือ Email: [redacted]@hotmail.com See Translation'. Includes a collage of images showing various meats and eggs.



Home About Photos Reviews Videos

Delivery added 8 new photos.

จำหน่ายอาหารทะเลสดใหม่ทุกวัน กุ้งมังกร7สี กุ้งมังกรเลน ปูทะเล ปลาทะเล ปลาดูแลมอน ปลาหมึก หอยทะเล ทุกชนิด ทุกขนาด ทั้งสด ปิ้งสุก และแช่แข็ง ราคาพิเศษ สนใจโทรติดต่อที่เบอร์ [redacted] หรือ Email: [redacted]@hotmail.com

See Translation



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1 Share

Like Comment Share

[redacted] and 33 others



June 14 · Like · Reply · Message

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Delivery added 13 new photos.


จำหน่ายเนื้อหมูและเครื่องในหมูทุกประเภท สด สะอาด คุณภาพดี ราคาส่งถูกพิเศษ\*\*\* ส่งตรงจากฟาร์มทุกวัน เช่น สันนอก สันใน สันคอสะโพก สามชั้น ซีโครงหมู คอหมู ขาหมู หัวหมู ตับหมู เลือดหมู กระเพาะหมู เขียงจี่ ม้ามหมู ลำไส้ใหญ่/เล็ก สันหมู ปอดหมู หัวใจหมู หนั้หมู นอกจากนี้ยังมีหมูแปรรูปต่างๆ เช่น หมูหมัก หมูยอ แฮม แหนม ไส้กรอกหมู กุนเชียงหมู ลูกชิ้นหมู สอบถามโทร: [redacted] หรือ Email: [redacted]@hotmail.com

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[redacted] and 18 others



June 14 · Like · Reply · Message

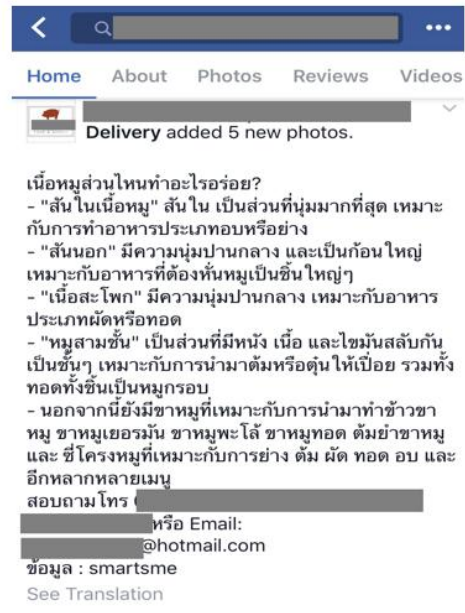
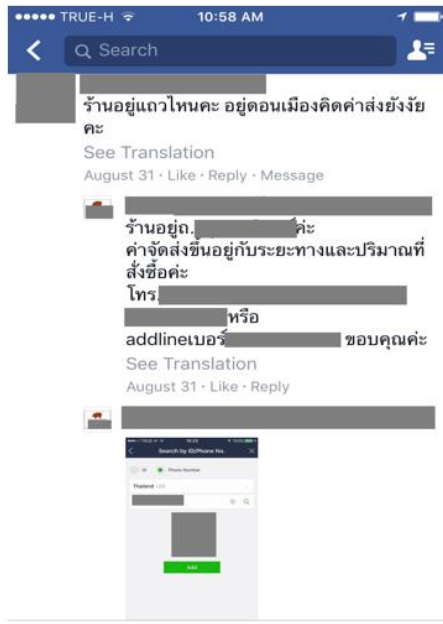
ราคา?  
See Translation  
July 27 · Edited · Like · Reply · Message

[redacted] สอบถามได้ที่ [redacted], [redacted] ค่ะ

ขอบคุณค่ะ  
See Translation  
July 27 · Like · Reply

Reply as [redacted]

[redacted] ร้านก๊อแกวโหนดะ ก๊อตคบเม็งคิดค้าส่งทั้งจัท



Search


Home About Photos Reviews Videos

**Delivery**

ประกาศผลกิจกรรมร่วมสนุกตอบแบบสอบถามลุ้นรับ  
บัตรกำนัลเซ็นทรัลมูลค่า500บาท

ผู้โชคดีได้แก่ [redacted]@gmail.com

โปรดตรวจสอบอีเมลล์และติดต่อรับรางวัลภายในวัน  
ที่13ก.ย.2559ก่อนเวลาเที่ยงวัน มิฉะนั้นจ... See More  
See Translation



3

Notifications

[redacted] and  
14 other people recently liked your p...

[redacted] and 99  
others like [redacted]

[redacted] rated [redacted]  
[redacted] Delivery 5 out o...

[redacted] rated [redacted]  
อาหารสด วัตถุดิบประกอบอาหาร Delive...

[redacted] wrote a review about  
[redacted]

[redacted] rated [redacted]  
[redacted] Delivery 5 out o...

[redacted] likes your photo.

## Appendix D: Questionnaire After Implementing the Marketing Strategies

The Questionnaire after the implementation in Thai version

### แบบสอบถามความคิดเห็นเกี่ยวกับการบริโภคผลิตภัณฑ์อาหาร

แบบสอบถามนี้เป็นส่วนหนึ่งของการศึกษาวิจัยตลาด เกี่ยวกับการบริโภคผลิตภัณฑ์อาหารสด อาหารแปรรูปพร้อมรับประทาน และการเลือกร้านอาหาร ข้อมูลของท่านจะถูกเก็บเป็นความลับและนำไปใช้เพื่อการศึกษาเท่านั้น

\* Required

#### พฤติกรรมกรรมการบริโภคอาหาร

ผลิตภัณฑ์อาหารสด อาหารแปรรูปพร้อมรับประทาน ร้านอาหาร

1. ปัจจัยในการเลือกซื้อผลิตภัณฑ์อาหารสด อาหารแปรรูปพร้อมรับประทาน ร้านอาหาร \*

Mark only one oval per row.

	สำคัญมาก	สำคัญปานกลาง	ไม่สำคัญ
คุณภาพของสินค้า/อาหาร เช่น ความสด ความสะอาด	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ความหลากหลายของสินค้า/อาหาร	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
รสชาติของอาหาร	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
บรรจุภัณฑ์ ภาชนะ	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ราคา	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
การส่งเสริมการขาย (โปรโมชั่น)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ที่ตั้งของร้าน	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
บรรยากาศและความสะอาดของร้าน	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
บริการที่หลากหลาย เช่น อุ้ม ต้ม นึ่ง ทอด	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
คุณภาพการบริการตัดแต่งอาหาร เช่น หั่นเนื้อในรูปแบบต่างๆ	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ความหลากหลายของการประชาสัมพันธ์ เช่น สื่อออนไลน์	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
มีช่องทางการสั่งซื้อที่หลากหลาย เช่น โทรศัพท์ สั่งซื้อออนไลน์	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
บริการจัดส่งสินค้าถึงที่	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
การบริการของพนักงาน	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
การรับประกันสินค้า เช่น ไม่สดยินดีเปลี่ยนหรือคืนเงิน	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. โดยปกติท่านรับประทานอาหารพร้อมรับประทานเวลาใด \*

Mark only one oval.

- เช้า
- กลางวัน
- เย็น

## 3. เมนูอาหารที่ท่านนิยมรับประทาน \*

Check all that apply.

- อาหารไทยจานเดียว เช่น ข้าวราดแกง
- อาหารตามสั่ง
- ด้มช้ำ
- อาหารจีน เช่น ขาหมู หมั่นโถ่
- อาหารจานด่วน (Fast Food)
- อาหารญี่ปุ่น
- อาหารเกาหลี
- อาหารฝรั่งจานเดียว เช่น สเต็ก สปาเก็ตตี้
- บุฟเฟ่ต์
- Full course (อาหารเรียกน้ำย่อย, อาหารหลัก, ของหวาน)
- Other: .....

## 4. ท่านมีความเห็นว่าราคาอาหารต่อมื้อต่อคนควรเป็นเท่าใด \*

Mark only one oval.

- 30 - 50 บาท
- 51 - 100 บาท
- 101 - 300 บาท
- 301 - 500 บาท
- มากกว่า 500 บาท

## 5. ช่องทางการสั่งซื้อสินค้า/อาหารที่ท่านใช้บริการเป็นประจำ \*

Check all that apply.

- หน้าร้าน
- โทรศัพท์
- แอปพลิเคชัน
- อีเมลล์
- ไลน์ (Line)
- เฟสบุ๊ค (Facebook)
- เว็บไซต์ร้านค้า
- ตลาดกลางอิเล็กทรอนิกส์ เช่น Lazada, Weloveshopping
- Other: .....

**การรับรู้ของผู้บริโภคที่มีต่อร้านABC**

ร้านABCเป็นร้านค้าปลีก/ส่งอาหารสด อาหารแห้ง อาหารแปรรูปพร้อมรับประทาน เครื่องดื่ม และร้านอาหาร

## 6. ท่านรู้จักร้านABCหรือไม่ \*

Mark only one oval.

- รู้จัก
- ไม่รู้จัก Skip to question 16.

**การรับรู้และพฤติกรรมของผู้บริโภคที่มีต่อร้านABC**

ร้านABCเป็นร้านค้าปลีก/ส่งอาหารสด อาหารแห้ง อาหารแปรรูปพร้อมรับประทาน เครื่องดื่ม และร้านอาหาร

## 7. ท่านรู้จักร้านABCได้อย่างไร \*

Check all that apply.

- เห็นร้านค้า
- บุคคลที่รู้จักแนะนำ
- เซลล์ของร้านค้า
- เฟสบุ๊ค
- เว็บไซต์
- ไลน์
- Other:

## 8. ท่านเคยซื้อสินค้า/อาหารจากร้านABCหรือไม่ \*

Mark only one oval.

- เคย
- ไม่เคย Skip to question 16.

**พฤติกรรมและการรับรู้ของผู้บริโภคที่มีต่อร้านABC**

ร้านABCเป็นร้านค้าปลีก/ส่งอาหารสด อาหารแห้ง อาหารแปรรูปพร้อมรับประทาน เครื่องดื่ม และร้านอาหาร

## 9. ความถี่ในการซื้อสินค้า/อาหารจากร้านABC \*

Mark only one oval.

- ทุกวัน
- 4 - 6 ครั้งต่อสัปดาห์
- 2 - 3 ครั้งต่อสัปดาห์
- สัปดาห์ละครั้ง
- 2 - 3 ครั้งต่อเดือน
- เดือนละครั้ง
- น้อยกว่าเดือนละครั้ง

**10. ประเภทสินค้า/อาหารที่ซื้อจากร้านABC \****Check all that apply.*

- เนื้อหมูสด
- เนื้อไก่สด
- เนื้อเป็ดสด หรือเนื้อสัตว์ปีกสดอื่นๆ
- เนื้อวัวสด
- ไข่
- ปลาสด
- อาหารทะเลสด
- ผักและผลไม้สด
- ขนมไทย
- เบเกอรี่
- อาหารแห้ง เช่น ข้าวสาร ซอสปรุงรส
- อาหารพร้อมรับประทาน เช่น ข้าวราดแกง
- เครื่องดื่ม
- Other:

**11. ท่านทราบถึงช่องทางการสั่งซื้อสินค้าของร้านABCอื่นๆหรือไม่ \****Check all that apply.*

- โทรศัพท์
- แฟกซ์
- อีเมลล์
- ไลน์
- เฟสบุ๊ค
- เว็บไซต์
- ไม่ทราบเลย



## 12. ท่านมีความพึงพอใจต่อร้านABCในปัจจุบันอย่างไร \*

Mark only one oval per row.

	พอใจมาก	พอใจปานกลาง	ไม่พอใจ
คุณภาพของสินค้า/อาหาร	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ความหลากหลายของสินค้า/อาหาร	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
รสชาติของอาหาร	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ภาษาะ บรรจุภัณฑ์	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ราคา	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
มีการส่งเสริมการขาย (โปรโมชั่น)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ที่ตั้งของร้าน	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
บรรยากาศและความสะอาดของร้าน	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
บริการที่หลากหลาย เช่น อุ้ม ต้ม นึ่ง ทอด	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
คุณภาพการบริการตัดแต่งอาหาร เช่น หั่นเนื้อในรูปแบบต่างๆ	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ความหลากหลายของการประชาสัมพันธ์ เช่น สื่อออนไลน์	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ช่องทางการสั่งซื้อที่หลากหลาย เช่น โทรสั่ง สั่งซื้อออนไลน์	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
บริการจัดส่งสินค้าถึงที่	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
บริการของพนักงาน	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
การรับประกันสินค้า เช่น ไม่สดยินดีเปลี่ยนหรือคืนเงิน	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 13. ความพึงพอใจต่อบริการอาหารปรุงสุกสดใหม่พร้อมรับประทาน เช่น อาหารไทยจานเดียว ข้าวราดแกง \*

Mark only one oval.

- พอใจมาก
- พอใจปานกลาง
- ไม่พอใจ

## 14. ความพึงพอใจโดยรวม \*

Mark only one oval.

- พอใจมาก
- พอใจปานกลาง
- ไม่พอใจ

## 15. ท่านอยากให้ร้านABC ปรับปรุง พัฒนา จัดทำสิ่งใดบ้าง โปรดระบุ

**ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม**

ข้อมูลของท่านจะถูกเก็บเป็นความลับและนำไปใช้เพื่อการศึกษาเท่านั้น

## 16. เพศ \*

Mark only one oval.

- หญิง
- ชาย



## 17. อายุ \*

Mark only one oval.

- 20 ปีหรือน้อยกว่า
- 21 – 30 ปี
- 31 – 40 ปี
- 41 – 50 ปี
- มากกว่า 50 ปี

## 18. สถานภาพสมรส \*

Mark only one oval.

- โสด
- สมรสแล้วยังไม่มีบุตร
- สมรสและมีบุตรแล้ว
- Other:

## 19. จำนวนสมาชิกในครัวเรือน \*

Mark only one oval.

- อยู่คนเดียว
- 2 – 3 คน
- 4 – 5 คน
- มากกว่า 5 คน

## 20. อาชีพ \*

Mark only one oval.

- นักเรียน/นักศึกษา
- ข้าราชการ/รัฐวิสาหกิจ
- พนักงานบริษัทเอกชน
- ธุรกิจส่วนตัว
- แม่บ้าน
- Other:

## 21. รายได้เฉลี่ยส่วนบุคคลต่อเดือน \*

Mark only one oval.

- 10,000 บาทหรือน้อยกว่า
- 10,001 – 30,000บาท
- 30,001 – 50,000บาท
- 50,001 – 70,000 บาท
- 70,001 – 100,000บาท
- สูงกว่า 100,000 บาท
-

## The Questionnaire after the implementation in English version

### Food Consumption Survey

Market research survey

Your information will be kept confidential and used for education only

\* Required

### Consumption Behavior

Fresh Food, Frozen Ready-to-eat food, Restaurant

#### 1. Influencing factors for purchasing a fresh food product or ready-to-eat food or choosing a restaurant \*

Mark only one oval per row.

	Very important	Moderately important	Not important
Product quality e.g. freshness, and cleanliness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product variety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Taste	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Packaging	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales promotion e.g. discount	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Physical evidence e.g. atmosphere and hygiene	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Variety of service e.g. boil, steam, roast, and fry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of butchery service e.g. mince, and slice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public relation e.g. via social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Variety of advertising methods e.g. via social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delivery service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of service staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Freshness guarantee e.g. change, or return money	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 2. What meal do you favor to have your ready to eat food? \*

Mark only one oval.

- Breakfast
- Lunch
- Dinner

**3. What are your favorite menus? \****Check all that apply.*

- Thai food (A la carte)
- Cook-to-order meal
- Dim-sum
- Chinese food
- Fast Food
- Japanese food
- Korean food
- Western food A la carte e.g. steak, spaghetti, and fish & chips
- Buffet
- Full course (Appetizer, Main, Dessert)
- Other: .....

**4. How much a meal price per person should be? \****Mark only one oval.*

- 30 - 50 Baht
- 51 - 100 Baht
- 101 - 300 Baht
- 301 - 500 Baht
- > 500 Baht

**5. Frequently purchase channels \****Check all that apply.*

- At the store
- By phone
- Via fax
- By sending email
- Though Line
- Though Facebook
- Store website
- Online market place e.g. Lazada, and Weloveshopping
- Other: .....

*Skip to question 6.***Consumer Perception about ABC store**

ABC store is a food supply company that provides fresh food, dried food, ready to eat food and beverage as well as Thai a la carte menu.

**6. Do you know the company? \****Mark only one oval.*

- Yes
- No      *Skip to question 16.*

## Consumer Perception and Behaviour about ABC store

### 7. How did you know the company? \*

*Check all that apply.*

- Saw the store
- Introduced by a friend
- Introduced by a sales person from the company
- Facebook
- Website
- Line
- Other: .....

### 8. Have you bought a product from the company before? \*

*Mark only one oval.*

- Yes
- No     *Skip to question 16.*

## Consumer Behaviour and Perception about ABC store

### 9. How often do you purchase a product from the company? \*

*Mark only one oval.*

- Everyday
- 4 - 6 times per week
- 2 - 3 times per week
- Once a week
- 2 - 3 times per month
- Once a month
- Less than once a month

**10. What is a product type that you have ever purchase from the company? \***

*Check all that apply.*

- Pork
- Chicken
- Duck and other poultry
- Eggs
- Beef
- Fish
- Seafood
- Vegetable and fruit
- Thai Dessert
- Bakery
- Processed food and dried food e.g. sauce, and rice
- Fresh cooking food in Thai a la carte menu
- Beverage
- Other: .....

**11. What did an ordering channel of the company you know? \***

*Check all that apply.*

- By phone
- Via Fax
- By sending email
- Though Line
- Though Facebook
- Though store's website
- None of above

**12. What is your satisfaction about the company according to the following factors? \***

*Mark only one oval per row.*

	Strongly satisfied	Moderately satisfied	Unsatisfied
Product quality e.g. freshness and cleanness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product variety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Taste	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Packaging	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales promotion e.g. discount	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Physical evidence e.g. atmosphere and hygiene	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Variety of service e.g. boil, steam, roast, and fry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of butchery service e.g. mince, and slice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public relation e.g. via social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Variety of advertising methods e.g. via social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delivery service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of service staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Freshness guarantee e.g. change, or return money	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**13. Satisfaction about the Thai a la carte restaurant of the company**

*Mark only one oval.*

- Strongly satisfied  
 Moderately satisfied  
 Unsatisfied

**14. Overall satisfaction**

*Mark only one oval.*

- Strongly satisfied  
 Moderately satisfied  
 Unsatisfied

**15. Suggestion or opinion about the company**

.....  
 .....  
 .....

**General Information**

**16. Gender \***

Mark only one oval.

Female

Male

**17. Age \***

Mark only one oval.

less than or equal 20 years old

21 – 30 years old

31 – 40 years old

41 – 50 years old

> 50 years old

**18. Marital status \***

Mark only one oval.

Single

Married (No children)

Married (Children)

Other:

**19. Number of your household member \***

Mark only one oval.

Alone

2 – 3 people

4 – 5 people

> 5 people

**20. Occupation \***

Mark only one oval.

Student

Government officer/State enterprise officer

Employee

Business owner

Housewife

Other:

**21. Income per month on average \***

Mark only one oval.

less than or equal 10,000 Baht

10,001 – 30,000 Baht

30,001 – 50,000 Baht

50,001 – 70,000 Baht

70,001 – 100,000 Baht

> 100,000 Baht

### Appendix E: Sales Revenue and Profit in 2014 and 2015

Sales Revenue			
Month and Year	Business customer (B2B)	Retail customer (B2C)	Total (Baht)
June 2014	3,086,134.50 Baht	102,435.00 Baht	3,188,569.50
July 2014	3,193,985.50 Baht	101,876.00 Baht	3,295,861.50
June 2015	3,097,790.50 Baht	102,611.00 Baht	3,200,401.50
July 2015	3,194,250.50 Baht	102,897.00 Baht	3,297,147.50
Average	3,143,040.25 Baht	102,454.75 Baht	3,245,495.00

Average from June and July in 2014 and 2015	Baht	%
Product Sales Revenue	3,245,495	100
Product Costing	2,044,662	63
Gross Profit	1,200,833	37
Expense		
Utilities	65,000	2
Wage of employees	404,550	12
Marketing promotion	64,910	2
Miscellaneous, bonus and benefits	33,713	1
Earning before interest, tax, depreciation, and amortization (EBITDA)	642,661	20
Depreciation	35,333	1
Earning before tax (EBT)	607,327	19
Tax	121,465	4
Net Profit	485,862	15



## Appendix F: Product List

### Fresh Pork Product List

No.	Fresh Pork Products		Unit
1.	Pork Belly	หมูสามชั้น	Kg
2.	Pork Belly Sliced	หมูสามชั้นสไลด์	Kg
3.	Pork Belly Square Cut	หมูสามชั้นหั่นเต๋าเล็ก ทำหมูหวาน	Kg
4.	Pork Belly Stuffed	หมูสามชั้นยัดไส้	Kg
5.	Pork Black Loin (16.5Kg/Pcs) (Fresh Iberico Pork Rack)	เนื้อสันนอกหมูดำติดซี่โครง	Kg
6.	Pork Blood (Kg)	เลือดหมูสด	Kg
7.	Pork Blood Steamed (Pcs)	เลือดหมูหนึ่ง	Pcs
8.	Pork Bone for Making Soup (Earleng)	กระดูกต้มซุ๊ป (เอียงเล็ง)	Kg
9.	Pork Cheek (Kg)	แก้มหมู สั่งล่วงหน้า 1-2 วัน	Kg
10.	Pork Collar (Kg)	สันคอหมู	Kg
11.	Pork Collar Cut (Kg) (Moo Num Tok)	สันคอหมูหั่นแบบหมูน้ำตก	Kg
12.	Pork Ear Fresh (Kg)	หูหมูสด	Kg
13.	Pork Ear Glass	หูหมูแก้ว	Kg
14.	Pork Leg Bone in Skin on (12-14Kg/Pcs)	ขาหมูติดกระดูก ติดหนัง	Pcs
15.	Pork Fat Minced (Kg)	มันหมูบด	Kg
16.	Pork Head Boneless (Head) (4-5Kg/Pcs)	หัวหมูเลาะกระดูกทั้งตัว (4-5 กก/หัว )	Pcs
17.	Pork Heart (Kg)	หัวใจหมู	Kg
18.	Pork Hip (Kg)	สะโพกหมู	Kg
19.	Pork Hip Boneless with Skin (Kg)	สะโพกหมูติดหนังไม่ติดกระดูก	Kg
20.	Pork Hip Cut (Kg)	สะโพกหมูหั่น	Kg
21.	Pork Hip minced (Kg)	เนื้อสะโพกหมูบด	Kg
22.	Pork Hip Sliced (Kg)	สะโพกหมูสไลด์	Kg
23.	Pork Intestine Big (Kg)	ไส้หมูใหญ่	Kg
24.	Pork Intestine Special Small	ไส้อ่อน	Kg
25.	Pork Kidney (Kg)	เขียงจี่	Kg
26.	Pork Knuckle for Making Pork Gravy (Kaki) (Kg)	คากิ	Kg
27.	Pork Lard Fat 2inch	มันหมูหนา 2"	Kg
28.	Pork Leg (2-2.3 Kg/Pcs)	ขาหมู - ขาน้ำเฒ่า	Kg
29.	Pork Leg Cut Fresh (2-2.3 Kg/Pcs)	ขาหมูสดหั่นสำหรับต้มยำ	Kg
30.	Pork Leg Roast (2-2.3 Kg/Pcs)	ขาหมูเผาขาหลัง	Kg

31.	Pork Liver (Kg)	ตับหมู	Kg
32.	Pork Loin Bone In (5-6 Kg/Pcs)	สันนอกติดกระดูก	Kg
33.	Pork Loin Boneless	สันนอกถอดกระดูก	Kg
34.	Pork Loin Boneless Trimmed (Kg)	สันนอกไม่ติดกระดูกตัดแต่ง	Kg
35.	Pork Loin Boneless Trimmed and Sliced (Kg)	สันนอกไม่ติดกระดูกตัดแต่งสไลด์	Kg
36.	Pork Loin Sliced (Kg)	สันนอกสไลด์	Kg
37.	Pork Lung (1-1.5 Kg/Pcs)	ปอดหมู (กก)	Kg
38.	Pork Neck	คอหมู	Kg
39.	Pork Net (Kg)	มันร่างแหของหมู	Kg
40.	Pork Shoulder (Kg)	ไหล่หมู	Kg
41.	Pork Shoulder Chilled	เนื้อไหล่แช่	Kg
42.	Pork Skin Fresh	หนังหมูสด	Kg
43.	Pork Skin Sliced (Kg)	หนังหมูฝอย	Kg
44.	Pork Skin Sliced Cook (Kg)	หนังหมูฝอยสำหรับทำต้มยำ	Kg
45.	Pork Spare Rib Cut 2 inch	ซี่โครงหมูหั่น 2 นิ้ว	Kg
46.	Pork Spare Rib Extra Trimmed (2 Kg/Pcs)	ซี่โครงหมูตัดแต่งสำหรับทำบาร์บีคิว	Kg
47.	Pork Spare Rib Extra Trimmed (Half Cut) (Kg)	ซี่โครงหมูตัดแต่ง (ตัดครึ่ง)	Kg
48.	Pork Spare Rib Special Cut 2 inch	ซี่โครงหมูหั่นพิเศษ 2 นิ้ว	Kg
49.	Pork Spare Rib Whole (2-2.5 Kg/Pcs)	ซี่โครงหมูทั้งแผ่น	Kg
50.	Pork Square Rib Young Cut in Piece	ซี่โครงอ่อนหมูหั่นเป็นชิ้น	Kg
51.	pork Spleen (500-800 Gm/Pcs)	ม้ามหมู	Kg
52.	Pork Stomach (Cooked) (Kg) (300-500 Gm/Pcs)	กระเพาะหมูต้มสุก	Kg
53.	Pork Stomach (Fresh) (Kg) (300-500 Gm/Pcs)	กระเพาะหมูสด	Kg
54.	Pork Sucking Fresh Size 2.8-3 Kg/Pcs (Pcs)	หมูหั่นสด 2.8-3 กก./ตัว	Pcs
55.	Pork Sucking Hong Kong Style (2.3-2.5 Kg/Pcs)	หมูหั่นฮ่องกง ขนาด 2.3-2.5 กก./ตัว	Kg
56.	Pork Tenderloin (Kg)	เนื้อสันในหมู	Kg
57.	Pork Tongue (Kg)	ลิ้นหมู	Kg
58.	Pork Collar Cut (Moo Dad Deaw)	สันคอหมูหั่นเส้นทำหมูแดดเดียว	Kg
59.	Pork Shoulder with Skin	ไหล่หมูติดหนัง	Kg
60.	Pork Fat	มันหมู	Kg
61.	Pork Casing No.28/30	ไส้หมู เบอร์ 28/30	Kg
62.	Pork Casing No.30/32	ไส้หมู เบอร์ 30/32	Kg

63.	Pork Sucking Fresh Size 2.8-3 Kg	หมูหันสด 2.8-3 กก./ตัว	Pcs
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### Fresh Chicken Product List

No.	Fresh Chicken Products		Unit
1.	Chicken Black 500-600 Gm(Pcs)	ไก่ดำ (500-600 กรัม) (ตัว)	Pcs
2.	Chicken Black 700-1000 Gm(Pcs)	ไก่ดำ (700-1000 กรัม) (กก.)	Kg
3.	Chicken Blood Boiled (Pcs)	เลือดไก่ต้มสุก (ก้อน)	Pcs
4.	Chicken Bone	ซี่โครงไก่	Kg
5.	Chicken Bone (8 Kg/Case)	ซี่โครงไก่ 8 กก./กล่อง	Kg
6.	Chicken Two Breast Bone in and with Skin	อกไก่ติดกระดูกติดหนัง	Kg
7.	Chicken Breast Boneless Skinless 140-150 Gm/Pcs	อกไก่ไม่ติดกระดูกไม่อกไก่ 140-150 กรัม/ชิ้น	Kg
8.	Chicken Breast Skin On 175-185 Gm/Pcs	อกไก่ติดหนัง 175-185 กรัม/ชิ้น	Kg
9.	Chicken Breast Skin On with Bone	อกไก่ติดหนังไขว้กระดูกปีกบน	Kg
10.	Chicken Breast Skinless (cut 1 inch)	อกไก่ลอกหนังหนาเต้า 1 นิ้ว	Kg
11.	Chicken Breast Skinless 120-150 Gm/Pcs Slice	อกไก่ไม่ติดหนัง 120-150 กรัม/ชิ้น สไลด์	Kg
12.	Chicken Breast Skinless 130 Gm/Pcs	อกไก่ไม่ติดหนัง 130 กรัม/อก	Kg
13.	Chicken Breast Skinless Slice	เนื้ออกไก่ไม่ติดหนังหนา	Kg
14.	Chicken Breast with Skin 120-150 Gm/Pcs	อกไก่ติดหนัง 120-150 กรัม/ชิ้น	Pcs
15.	Chicken Breast with Wing Stick Slice	อกไก่ติดปีกบน	Kg
16.	Chicken Breast with Skin 120-150 Gm/Pcs Slice	อกไก่ติดหนัง 120-150 กรัม/ชิ้น สไลด์	Kg
17.	Chicken Breast Boneless Skinless (cut 1.5 inch)	อกไก่ลอกหนังหนาเต้า 1.5 นิ้ว	Kg
18.	Chicken Broiler 1.2-1.5 Kg Cut Head and Feel	ไก่ตัว 1.2-1.5 กก. ตัดหัวและเท้า	Kg
19.	Chicken Broiler 1000 Gm (Kg)	ไก่ตัว (1000 กรัม) (กก)	Kg
20.	Chicken Broiler 1500-1700 Gm	ไก่ตัว (1500-1700 กรัม)	Kg
21.	Chicken Broiler 1500-1700 Gm	ไก่ตัว (1500-1700 กรัม)	Kg
22.	Chicken Broiler 500 Gm / Pcs	ไก่ตัว 500 กรัม (ตัว)	Pcs
23.	Chicken Capon 2.5-3 Kg	ไก่ตอน 2.5-3 กก.	Kg

24.	Chicken Capon Minimum 3 Kg	ไก่ตอน 3 กก.ขึ้นไป	Kg
25.	Chicken Drumstick 80-100 Gm	น่องไก่ (80-100 กรัม)	Kg
26.	Chicken Drumstick with Hip	น่องไก่ติดสะโพก	Kg
27.	Chicken Drumstick with Hip Cut	น่องไก่ติดสะโพกสับ	Kg
28.	Chicken Fat	มันไก่	Kg
29.	Chicken Feet Trimmed	ตีนไก่ตัดเล็บ	Kg
30.	Chicken Giblet	เครื่องในไก่	Kg
31.	Chicken Hip without Bone 2 Kg	สะโพกไก่เลาะกระดูก 2 กก.	Kg
32.	Chicken Leg Boneless	ขาไก่ไม่มีกระดูก	Kg
33.	Chicken Minced	ไก่บด	Kg
34.	Chicken liver Fresh Clean	ตับไก่สดสะอาด	Kg
35.	Chicken Old 2.5-3 Kg/Pcs	ไก่แก่ 2.5-3 กก./ตัว	Kg
36.	Chicken Old 3-4 Kg/Pcs	ไก่แก่ 3-4 กก./ตัว	Kg
37.	Chicken Thai Size 1.5-2 Kg/Pcs	ไก่บ้าน 1.5-2 กก./ตัว	Kg
38.	Chicken Skin	หนังไก่	Kg
39.	Chicken Thai 1.5 Kg	ไก่บ้าน 1.5 กก.	Pcs
40.	Chicken Thigh	สะโพกไก่	Kg
41.	Chicken Thigh Boneless Skin on Slice	สะโพกไก่ ไม่มีกระดูก ติดหนังสไลด์	Kg
42.	Chicken Thigh Boneless Skinless	สะโพกไก่ ไม่มีกระดูก ไม่ติดหนัง	Kg
43.	Chicken Thigh Boneless Skinless 160-170 Gm/Pcs	สะโพกไก่ ไม่มีกระดูก ไม่ติดหนัง 160-170 กรัม/ชิ้น	Kg
44.	Chicken Thigh Boneless Skinless Cut 1 inch	สะโพกไก่ ไม่มีกระดูก ไม่ติดหนัง หั่น 1 นิ้ว	Kg
45.	Chicken Thigh Boneless Skinless Cut 1.2 inch	สะโพกไก่ ไม่มีกระดูก ไม่ติดหนัง หั่น 1.2 นิ้ว	Kg
46.	Chicken Thigh Boneless Skinless Cut 1.5 inch	สะโพกไก่ ไม่มีกระดูก ไม่ติดหนัง หั่นเต่า นิ้วครึ่ง	Kg
47.	Chicken Thigh Boneless Skinless Slice	สะโพกไก่ ไม่มีกระดูก ไม่ติดหนัง สไลด์	Kg
48.	Chicken Thigh Boneless Slice	สะโพกไก่ ไม่มีกระดูก สไลด์	Kg
49.	Chicken Thigh Boneless Slice On 200-210 Gm/Pcs	สะโพกไก่ ไม่มีกระดูก ติดหนัง 200-210 กรัม/ชิ้น	Kg
50.	Chicken Tulip (Wing Stick) Show Bone	น่องไก่บนติดกระดูก	Kg
51.	Chicken Whole 1.5 Kg/Pcs	ไก่ทั้งตัว 1.5 กก./ตัว	Pcs
52.	Chicken Whole Organic Size 1.3-2 Kg/Pcs	ไก่ปลอดสารขนาด 1.3-2 กก./ตัว	Kg
53.	Chicken Wing Drumstick	ปีกไก่บน	Kg
54.	Chicken Wing Whole	ปีกไก่ทั้งปีก	Kg

Another Fresh Poultry Product List

No.	Other Fresh Poultry Products		Unit
1.	Duck Feet	ขาเป็ด	Kg
2.	Duck Neck	คอเป็ด	Kg
3.	Duck Liver	ตับเป็ด	Kg
4.	Duck Drumstick	น่องเป็ด	Kg
5.	Duck Mince	เนื้อเป็ดบด	Kg
6.	Duck Butt	บั้นท้าย	Kg
7.	Duck Beaks	ปากเป็ด	Kg
8.	Duck Middle Wing	ปีกกลาง	Kg
9.	Duck Whole Wing	ปีกเต็ม	Kg
10.	Duck Stick Wing	ปีกบน	Kg
11.	Duck Whole	เป็ดทั้งตัว	Kg
12.	Duck Fillet	สันในเป็ด	Kg
13.	Duck Intestine	ไส้เป็ด	Kg
14.	Duck Boneless Breast	อกเป็ด	Kg
15.	Goose (4Kg/Pcs) (new product)	ห่าน 4กก./ชิ้น	Pcs
16.	Goose with Web (Large) (Pair) (new product)	ขาห่าน (ขนาดใหญ่) (คู่)	Pair
17.	Goose 2.7-3 Kg (w/o Wing and Leg) (new product)	ห่านตัว ไม่มีปีกและขา 2.7- 3กก./ตัว	Pcs
18.	Goose Whole Oven Ready Size 3.8 Kg/Pcs (new product)	ห่านทั้งตัวพร้อมอบ 3.8 กก./ชิ้น	Kg
19.	Guail (2-2.5 Gm/Pcs) (new product)	นกกระทาทำสะอาด (2-2.5 ซีด/ตัว)	Pcs

Fresh Beef Product List

No.	Fresh Beef Products		Unit
1.	Cow Blood 1 Lt/Btl	เลือดวัวสด 1 ลิตร/ขวด	Btl
2.	Cow Bone (Kg)	กระดูกวัว	Kg
3.	Brisket Chilled Thai	เนื้อส่วนหน้าอก (เสี้อร่งไห้) ไทยแช่เย็น	Kg
4.	Ground Beef (Kg)	เนื้อวัวบด	Kg
5.	Beef Liver (Kg)	ตับวัว	Kg

6.	Beef Tongue	ลิ้นวัวสด	Kg
7.	Oxtail (Thai)	หางวัวไทย	Kg
8.	Rump Cut (5-8 Kg/Pcs)	สะโพกวัวหันเต้า	Kg
9.	Rump (5-8 5 Kg/Pcs)	สะโพกวัว	Kg
10.	Beef Cheek	เนื้อแก้มวัว	Kg
11.	Shank	เนื้อน่องลาย	Kg
12.	Shank Boneless	เนื้อน่องไม่ติดกระดูก	Kg
13.	Tenderloin slice	เนื้อสันในสไลด์	Kg

### Fresh Fish Product List

No.	Fresh Fish Products		Unit
1.	Bait Fish White Fillet (100 Gm/Pcs)	เนื้อปลาทรายขาวแล้	Kg
2.	Cat Fish Fillet (700-800 Gm/Pcs)	ปลาคูแล้	Kg
3.	Cat Fish Fillet without Head (400-500 Gm/Pcs)	ปลาคูแล้ไม่ติดหัว	Kg
4.	Cotton Fish 350-400 g	ปลาสำลี 350-400 กรัม	Kg
5.	Dover Sole 600 Gm/Pcs	ปลาลิ้นหมา ตัวละ 600 กรัม	Kg
6.	Garoupa Black 900 Gm-1 Kg (Chill)	ปลาเก๋าดำ 900 กรัม-1 กก.(แช่เย็น)	Kg
7.	Garoupa Fillet 300-700 Gm/Pcs	ปลาเก๋าลแล้	Kg
8.	Garoupa Fillet 500-600 Gm/Pcs (Kg)	เนื้อปลาเก๋าลแล้ 500-600 กรัม/ชิ้น	Kg
9.	Garoupa Fillet 700 Gm/Pcs	เนื้อปลาเก๋าลสดแล้ 700 กรัม/ชิ้น	Kg
10.	Garoupa Fish 3 Kg/Pcs	ปลาเก๋าลดำความสะอาด 3กก/ตัว	Kg
11.	Garoupa Fresh 500-600 Gm/Pcs	ปลาเก๋าลสด 5-6 ซีด/ตัว	Kg
12.	King Mackerel 3-4 Kg/Pcs	ปลาอินทรีรี่ 3-4 กก/ตัว	Kg
13.	King Mackerel Fish Fresh (3 Kg/Pcs)	ปลาอินทรีรี่สดขนาด 3 กก./ตัว	Kg
14.	Mackerel Fresh Cleaned	ปลาทุสดทำสะอาด(กก)	Kg
15.	Mackerel Steamed	ปลาทุหนึ่ง (ตัว)	Pcs
16.	Mullet Red 250-300 Gm	ปลาทรายแดง 250-300 กรัม/ตัว	Kg
17.	Mullet Red Fillet 300 Gm	เนื้อปลาทรายแดงแล้300 กรัม	Kg
18.	Nile Fillet w/o Skin 150-200 Gm/Pcs	เนื้อปลานิลแล้ไม่เอาหนัง	Kg
19.	Nile Fish Cleaned w/o Head	ปลานิลทำสะอาดไม่มีหัว	Kg
20.	Obtuse Barracuda w/o Head Clean (1.2-1.5	ปลาน้ำดอกไม้ไม่ตัดหัว, ขอดเกล็ด, ควักไส้	Kg

	Kg/Pcs)	ขนาด 1.2 – 1.5 กก./ตัว	
21.	Pla Kod Sliced w/o Head	ปลากตะเลสไลด์ไม่เอาหัว	Kg
22.	Pla Krai Meat	เนื้อปลากรายแท้	Kg
23.	Pla Krai Meat A	เนื้อปลากรายเกรด A	Kg
24.	Pla Krai Meat B	เนื้อปลากรายเกรด B	Kg
25.	Pla Too Fish Large Steamed (Pcs)	ปลาหนึ่งตัวใหญ่สวยๆ	Pcs
26.	Saba (400-600 Gm/Pcs)	ปลาซาบะ (400-600 กรัม/ตัว)	Pcs
27.	Saba (700-800 Gm/Pcs)	ปลาซาบะ (700-800 กรัม/ตัว)	Kg
28.	Sand Goby Fish (Pla Boo (live))	ปลาบูมีชีวิต	Kg
29.	Seabass 800 Gm	ปลากะพง ขนาด 8 ขีด/ตัว	Kg
30.	Seabass Fillet Skin on 700 Gm/Pcs	เนื้อปลากะพงขาวแล้ 500 กรัม/ชิ้นติดหนัง	Pcs
31.	Seabass Fillet Skin on 700 Gm/Pcs	เนื้อปลากะพงขาวแล้ 700 กรัม/ชิ้นติดหนัง	Kg
32.	Seabass Fillet Skinless 700 Gm/Pcs	เนื้อปลากะพงขาวแล้ 700 กรัม/ชิ้นไม่ติดหนัง	Kg
33.	Silver Fish	ปลาเงิน	Kg
34.	Silver Pomfret 500 Gm/Pcs(Kg)	ปลากะระเม็ดขาว (500 กรัม/ตัว)	Kg
35.	Snake Head Fish (Live) 3 Pcs/Kg	ปลาช่อนเป็น	Kg
36.	Snake Head Fish Cut without Head (700- 800 Gm/Pcs)	ปลาช่อนหันไม่มีหัว	Kg
37.	Snake Head Fish Fillet (Sea) (700- 800 Gm/Pcs)	ปลาช่อนทะเลแล้	Kg
38.	Snake Head Fish Fillet (Sea) Trimmed (700- 800 Gm/Pcs)	ปลาช่อนทะเลแล้ตัดแต่ง	Kg
39.	Snake Head Fish Sliced w/o Head (700- 800 Gm/Pcs)	ปลาช่อนสไลด์ ไม่ติดหัว	Kg
40.	Snake Head Fish Whole w/o Head Clean (700- 800 Gm/Pcs)	ปลาช่อนทั้งตัวไม่เอาหัวผ่าท้อง	Kg
41.	Snapper Red 2.5-3 Kg/ Pcs	ปลากะพงแดง (2.5-3 กก./ตัว)	Kg
42.	Snapper Red 5 Kg/ Pcs	ปลากะพงแดง 5 กก./ตัว	Kg
43.	Snapper Red Fillet (500- 600 Gm/Pcs)	เนื้อปลากะพงแดงแล้ทั้งส่วนท้องตัดทั้ง	Kg
44.	Snapper Red Size 4 Kg/Pcs	ปลากะพงแดง 4 กก./ตัว	Kg
45.	Snapper Red Size 4.5-5 Kg	ปลากะพงแดงสดขนาด 4.5-5 กก.ต่อตัว	Kg
46.	Snapper White (Meat) Size 2 Kg/Pcs	เนื้อปลากะพงขาว	Kg
47.	Snapper White 2 Kg/Pcs	ปลากะพงขาวตัวใหญ่	Kg
48.	Snapper White 350- 400 Gm	ปลากะพงขาว (350- 400 กรัม/ตัว)	Kg
49.	Snapper White 700-800 Gm/Pcs	ปลากะพงขาวมีชีวิต 7-8 ขีด/ตัว	Kg

50.	Sword Fish Loin	ปลาหางดาบ	Kg
51.	Threadfin Bream (15-40 Gm/Pcs)	ปลาทรายแดง 15-40 กรัม/ชิ้น	Kg
52.	Tilapia Fillet Skinless	เนื้อปลานิลแล้ไม่ติดหนัง 40-60 กรัม/ชิ้น	Kg
53.	Turbot	ปลาลิ้นหมา	Kg

### Fresh Seafood Product List

No.	Fresh Seafood Products	Unit	
1.	Clam Meat Undulated Surf	เนื้อหอยลาย	Kg
2.	Clam Shell	หอยลายทั้งเปลือก	Kg
3.	Cockle	หอยแครง	Kg
4.	Crab Blue (Live) (350Gm/Pcs)	ปูม้าเป็น	Kg
5.	Crab Blue 250Gm/Pcs	ปูม้า (250 กรัม/ตัว)	Kg
6.	Crab Blue Cover	กระดองปูม้า	Kg
7.	Crab Claw	ก้ามปูทะเล	Kg
8.	Crab Claw 20 Pcs/Kg	ก้ามปูเล็ก 20 ชิ้น/กก.	Kg
9.	Crab Leg	กวางเขียงปู	Kg
10.	Crab Leg Meat	เนื้อกวางเขียงปู	Kg
11.	Crab Meat	เนื้อปู	Kg
12.	Crab Meat Special Body Vacuum 500 Gm/Pkt	เนื้อปูพิเศษ	Kg
13.	Crab Sea (Live) (350Gm/Pcs)	ปูทะเล 350 กรัม/ตัว มีชีวิต	Kg
14.	Crab Sea (Live) (500Gm/Pcs)	ปูทะเล 500 กรัม/ตัว มีชีวิต	Kg
15.	Crab Sea Size 800-900 Gm/Pcs	ปูทะเลเป็น ขนาด 9-8 ซีด/ตัว	Kg
16.	Crab Soft Shell 150 Gm./Pcs	ปูนิ่ม 150 กรัม/ตัว	Kg
17.	Crab Soft Shell 150 Gm/Pcs	ปูนิ่ม 150 กรัม/ตัว	Kg
18.	Crab with Egg (live) (250Gm/Pcs)	ปูไข่เป็น	Kg
19.	Cuttle Fish Big Whole 1 Kg/Pcs	ปลาหมึกกระดอง (1 กก./ตัว)	Kg
20.	Enamel Venus Shell / Surf Clam	หอยตลับ	Kg
21.	Jellyfish Hong Kong	แมงกะพรุนฮ่องกง	Kg
22.	Jellyfish Local (Head)	แมงกะพรุน ในประเทศ (หัว)	Kg
23.	Jellyfish Local (Sheet)	แมงกะพรุน ในประเทศ (แผ่น)	Kg
24.	Jellyfish Seasoned 1 Kg/Pack	แมงกะพรุนปรุงรส 1 กก.	Kg



25.	Jellyfish Thai	แมงกะพรุนไทย	Kg
26.	Mussel (Maeng Poo)	หอยแมลงภู่	Kg
27.	Mussel (Maeng Poo) Special	หอยแมลงภู่ใหญ่พิเศษ	Kg
28.	Oyster (Pcs)	หอยนางรม (ตัว)	Kg
29.	Prawn Head	หัวกุ้ง	Kg
30.	Prawn River 10 Pcs/Kg	กุ้งแม่น้ำ (10 ตัว/กก)	Kg
31.	Prawn River 15-16 Pcs/Kg	กุ้งแม่น้ำ (15-16 ตัว/กก)	Kg
32.	Prawn River 20-25 Pcs/Kg	กุ้งแม่น้ำ (20-25 ตัว/กก)	Kg
33.	Prawn Tiger 15 Pcs/Kg	กุ้งกุลาดำ 15 ตัว/กก	Kg
34.	Prawn Tiger 25-30 Pcs/Kg	กุ้งกุลาดำ 25-30 ตัว/กก	Kg
35.	Prawn Tiger Black (Live)	กุ้งกุลาดำ	Unit
36.	Prawn Tiger Black (Live)	กุ้งกุลาดำ	Kg
37.	Prawn Tiger Black 20 Pcs/Kg	กุ้งกุลาดำ (20 ตัว/กก)	Kg
38.	Prawn Tiger Black 40 Pcs/Kg	กุ้งกุลาดำ (40 ตัว/กก)	Kg
39.	Prawn Tiger Black Fresh (10 Pcs/Kg)	กุ้งกุลาดำสด (10 ตัว/กก.)	Kg
40.	Prawn Tiger Black Fresh (12 Pcs/Kg)	กุ้งกุลาดำสด (12 ตัว/กก.)	Kg
41.	Prawn Tiger Black Fresh (3 Pcs/500 Gm)	กุ้งกุลาดำสด (3 ตัว/ครึ่งโล.)	Kg
42.	Prawn Tiger Black Fresh (8 Pcs/Kg)	กุ้งกุลาดำสด (8 ตัว/กก.)	Kg
43.	Prawn Tiger Black Peeled 31-40 Pcs/Lb (5 Kg/Ctn)	กุ้งลายเสือดำ แกะเปลือก (31-40 ตัว/ ปอนด์) (5กก/ลัง)	Ctn
44.	Prawn Tiger Size (10 Pcs/Kg)	กุ้งกุลาดำสด (10 ตัว/กก.)	Kg
45.	Prawn White (20 Pcs/Kg)	กุ้งแช่บ๊วย (20 ตัว/กก.)	Kg
46.	Prawn White (20 Pcs/Kg)	เนื้อกุ้งแช่บ๊วย (20 ตัว/กก.)	Kg
47.	Prawn White (20-25 Pcs/Kg)	กุ้งแช่บ๊วย (20-25 ตัว/กก.)	Kg
48.	Prawn White (40 Pcs/Kg)	กุ้งแช่บ๊วย (40 ตัว/กก.)	Kg
49.	Prawn White (55-60 Pcs/Kg)	กุ้งแช่บ๊วย (55-60 ตัว/กก.)	Kg
50.	Prawn White Meat (80Pcs/Kg)	เนื้อกุ้งแช่บ๊วย (80 ตัว/กก.)	Kg
51.	Radiated Scallop (40-45 Pcs/Kg)	เนื้อหอยเชลล์ (40-45 ตัว/กก.)	Kg
52.	Radiated Scallop (50 Pcs/Kg)	เนื้อหอยเชลล์ (50 ตัว/กก.)	Kg
53.	Shrimp Paste	มันกุ้ง	Kg
54.	Squid Ink	น้ำหมึก	Kg
55.	Squid Long 4.5 Pcs/Kg	ปลาหมึกหอม (4-5 ตัว/กก)	Kg
56.	Squid Small with Head (40-50 Pcs/Kg)	ปลาหมึกกล้วยลอกหนัง ตัดหัว (40-50 ตัว/กก)	Kg
57.	Squid Small with Head Cleaned (20 Pcs/Kg)	ปลาหมึกกล้วยลอกหนัง ตัดหัว (20 ตัว/ กก)	Kg

58.	Squid Special Cut 12 Kg/Case	ปลาหมึกหนังพิเศษ	Kg
59.	Whiteleg Shrimp Meat (25Pcs/Kg)	เนื้อกุ้งขาวแกะ (25 ตัว/กก.)	Kg
60.	Whiteleg Shrimp Meat (30Pcs/Kg)	เนื้อกุ้งขาวแกะ (30 ตัว/กก.)	Kg
61.	Sea Cucumber Fresh (1-2 Pcs/Pkt)	ปลิงทะเลดำสด	Pkt
62.	Prawn River 3-4 Pcs/Kg (Live)	กุ้งแม่น้ำ (3-4 ตัว/กก) (มีชีวิต)	Kg
63.	Squid In Lye 1-1.5 Kg/Pcs	ปลาหมึกแช่ด่าง	Kg
64.	Squid Long Trimmed 4-5 Pcs/Kg	ปลาหมึกหอม ตัดหนวด	Kg
65.	Squid Sliced Z4-5 Pcs/Kg)	ปลาหมึกหอมลอกสไลด์และบั้ง	Kg
70.	Crab Blue 6-8Gm/Pcs	ปูม้า (6-8 ตัว/กก.)	Kg
71.	Cuttle Fish Sliced (7-10 Pcs/Kg)	ปลาหมึกกระดองสไลด์	Kg
72.	Prawn Fresh Water Whole 8-10 Pcs/Kg	กุ้งแม่น้ำทั้งตัว 8-10 ตัว/โล	Kg
73.	Prawn River 10-12 Pcs/Kg (chill)	กุ้งแม่น้ำ (10-12 ตัว/กก) (แช่เย็น)	Kg
74.	Prawn River 10-12 Pcs/Kg (Live)	กุ้งแม่น้ำ (10-12 ตัว/กก) (มีชีวิต)	Kg
75.	Squid Small w/o Head Cleaned (12-15 Pcs/Kg)	ปลาหมึกหอมลอกหนัง ไม่ติดหัว (12-15 ตัว/กก)	Kg
76.	Squid Small w/o Head Cleaned Sliced 12-15 Pcs/Kg	ปลาหมึกหอมลอกหนัง ไม่ติดหัวสไลด์ (12-15 ตัว/กก)	Kg

### Egg Product List

No.	Egg Products	Unit
1.	Chicken Egg 30Egg/ Pkt	ไข่ไก่
2.	Chicken Egg Boiled 30Egg/ Pkt	ไข่ไก่ต้ม
3.	Duck Egg 30Egg/ Pkt	ไข่เป็ด
4.	Duck Egg Salted 30Egg/ Pkt	ไข่เค็ม
5.	Duck Egg Boiled 30Egg/ Pkt	ไข่เป็ดต้ม
6.	Century Egg 30Egg/ Pkt	ไข่เยี่ยวม้า
7.	Quail Egg 30Egg/ Pkt (new product)	ไข่นกกระทา

### Vegetable and Fruit Product List

No.	Vegetable and Fruit Products	Unit
1.	Apple (Fuji) Pcs.	แอปเปิ้ลฟูจิ
2.	Apple Gala 175 Pcs/Box	แอปเปิ้ลกาล่า (175 ลูก/กล่อง)
3.	Apple Green 100 Pcs/Box	แอปเปิ้ลเขียว (100 ลูก/กล่อง)
4.	Apple Red 100 Pcs/Box	แอปเปิ้ลแดง

5.	Bale Fruit Fresh 12 Kg/Box	มะตูมสด 12 กก./กล่อง	Box
6.	Banana Green (Hand) 16-17Pcs/Hand	กล้วยหอมสุกเขียว (หวี)	Hand
7.	Banana Hom (Hand) (Pcs)	กล้วยไข่ (หวี)	Pcs
8.	Banana Kai (Hand) 22-23Pcs/Hand	กล้วยน้ำว้าแบบไม่สุก (เครือ)	Hand
9.	Banana Leaf (Kg)	ใบตอง	Kg
10.	Banana Num Wah (Bunch) (7-8Hand/Bunch)	กล้วยน้ำว้า (เครือ)	Bunch
11.	Banana Num Wah (Hand) 16- 17Pcs/Hand	กล้วยน้ำว้า (หวี)	Hand
12.	Cantaloupe Sunlady (1.5-2.2 Kg/Pcs) (Kg)	แคนตาลูป ซันเลดี้ (1.5-2.2 กก./ลูก)	Kg
13.	Chestnuts Fresh (Kg)	ลูกเกาลัดสด (ไม่มีเปลือก)	Kg
14.	Coconut	มะพร้าว	Kg
15.	Coconut Green (for show)	มะพร้าวทั้งลูกสำหรับโชว์	Pcs
16.	Coconut Grilled Small	มะพร้าวเผาเล็ก	Pcs
17.	Coconut Grilled Young (Pcs)	มะพร้าวน้ำหอม (ทะเลาย)	Pcs
18.	Coconut Num Hom	มะพร้าวอ่อน	Pcs
19.	Coconut Old (Pcs)	มะพร้าวแก่กะเพาะเปลือก	Kg
20.	Coconut Slice (No skin) (Kg)	มะพร้าวขูดขาว (ไม่ติดเปลือก)	Kg
21.	Coconut Young (Pcs)	มะพร้าวอ่อน (ลูก)	Pcs
22.	Corn (Boiled)	ข้าวโพดต้มสุกแกะเมล็ด	Kg
23.	Dragon Fruit (2-3Pcs/Kg)	แก้วมังกร (2-3ลูก/กก.)	Kg
24.	Durian (Monthong) 2Kg/Pcs	ทุเรียนหมอนทอง	Kg
25.	Garlic	กระเทียม	Kg
26.	Grape Black (Local) (Kg)	องุ่นดำ	Kg
27.	Grape Black Imported (Kg)	องุ่นดำนอก	Kg
28.	Grape Green (Local) (Kg)	องุ่นเขียว	Kg
29.	Grape Red (Import) (Kg)	องุ่นแดงนอก	Kg
30.	Grape Seedless Imported (Kg)	องุ่นแดงนอกไร้เมล็ด	Kg
31.	Grapefruit (Pcs)	เกรฟฟรุ้ต	Pcs
32.	Guava (Kg)	ฝรั่ง	Kg
33.	Guava No Seed (Kg)	ฝรั่งไร้เมล็ด	Kg
34.	Honeydew (Kg)	แตงฮันนี่ดีว	Kg
35.	Honeydew Japan (Kg)	แตงฮันนี่ดีวญี่ปุ่น	Kg
36.	Jackfruit Peeled (Kg)	ขนุนแกะเปลือก	Kg
37.	Jackfruit Whole (Kg)	ขนุน(โชว์) 15-20 กก.	Kg

38.	Job's Tears (Lock Duey)	ลูกเดือย	Kg
39.	Jujub (Kg)	พุทราแป็บเปิด	Kg
40.	Kiwi (Kg)	กีวี	Kg
41.	Lamud (Kg)	ละมุด	Kg
42.	Langsat (Kg)	กลางสาต	Kg
43.	Lichee (Kg)	ลิ้นจี่จักรพรรดิ	Kg
44.	Long Kong (Southern Langsat)	ลองกอง	Kg
45.	Longan (Kg)	ลำไย	Kg
46.	Mango Green	มะม่วงเขียวเสวย	Kg
47.	Mango Green Sour (Kg)	มะม่วงดิบเปรี้ยว	Kg
48.	Mango Numdokmai (Raw) (Kg)	มะม่วงน้ำดอกไม้ดิบ	Kg
49.	Mango Numdokmai (Ripe) (3Pcs/Kg)	มะม่วงน้ำดอกไม้สุก (3 ลูก/กก.)	Kg
50.	Mango Raw (Kg)	มะม่วงดิบ	Kg
51.	Mangosteen (Kg)	มังคุด	Kg
52.	Orange Brown No.5 (Kg)	ส้มสีน้ำตาล เบอร์ 5	Kg
53.	Orange Chinese (Kg)	ส้มจีน	Kg
54.	Orange for Setting in Room (Kg) No.72	ส้มเบอร์ 72	Kg
55.	Orange Free Mont 72 Pcs/Box (Kg)	ส้มฟรีมอนต์ (72 ลูก/กล่อง) (กก.)	Kg
56.	Orange No.1 (Kg)	ส้มเบอร์ 1	Kg
57.	Orange No.0 (Kg)	ส้มเบอร์ 0	Kg
58.	Orange Sainumphung (Kg)	ส้มสายน้ำผึ้ง	Kg
59.	Orange Tangerine	ส้มเขียวหวาน	Kg
60.	Orange Tangerine (Change)	ส้มเซ็ง	Kg
61.	Papaya Coco (Kg)	มะละกอโคโค	Kg
62.	Papaya Green Grated	มะละกอขูด	Kg
63.	Papaya Green Sliced	มะละกอดิบหั่นใส่แกงเหลือง	Kg
64.	Passion Fruit Fresh	เสาวรสสด	Kg
65.	Peach (Pcs)	ลูกพีช	Pcs
66.	Pear (Pcs)	ลูกแพร์	Pcs
67.	Pear Chinese (Hima) (Pcs)	สาละหิมะ	Pcs
68.	Pear Chinese (Kanyaw) (Kg)	สาละก้านยาว	Kg
69.	Pear Chinese (Kg)	สาละหอม	Kg
70.	Pear Chinese (Pad) (Kg)	สาละเปิด	Kg
71.	Persimmon (Kg)	ลูกพลับ	Kg
72.	Pineapple Phuket (Kg)	สับปะรดภูเก็ต ตัดหัวและหาง	Kg
73.	Pineapple Phulae for Show	สับปะรดแล มีหัวและหาง (สำหรับโชว์)	Pcs

74.	Pineapple Show Leave (1.5 Kg)	สับประรดโชว์มีใบติด (1.5 กก.)	Kg
75.	Pineapple Sriracha (No.1) (Pcs)	สับประรดเนื้อ ศรีราชา เบอร์ 1	Pcs
76.	Pineapple Sriracha Cut Head and Tail (1.6Kg/Pcs)	สับประรดศรีราชา ตัดหัวและหาง (1.6 กก./ลูก)	Kg
77.	Pomegranate (Kg)	ทับทิม	Pcs
78.	Pomelo Sai Namphung (Pcs)	ส้มโอพันธุ์สายน้ำผึ้ง	Kg
79.	Pomelo Sai Namphung (Skinless)	ส้มโอพันธุ์สายน้ำผึ้ง (แกะเปลือก)	Pcs
80.	Pomelo Tong Dee (Pcs)	ส้มโอพันธุ์ทองดี	Kg
81.	Prune Mirabelle (Kg)	ลูกพรุน	Kg
82.	Pumpkin Sliced	ผักทองหันสำหรับแกงบวด	Kg
83.	Pumpkin Sliced for stir fry	ผักทองหันสำหรับผัด	Kg
84.	Rambutan	เงาะสด	Kg
85.	Rose Apple Green (Kg)	ชมพูสีเขียว	Kg
86.	Rose Apple Green (Ped) (Kg)	ชมพูเขียวเพชร	Kg
87.	Rose Apple Red (Kg)	ชมพูสีแดง	Kg
88.	Shallot	หอม	Kg
89.	Som – Cha (Kg)	ส้มซ่า	Kg
90.	Squashes Thai Long Peeled (Kg)	บวบเหลี่ยมปอก	Kg
91.	Star Fruit (Kg)	มะเฟือง	Kg
92.	Strawberry Chiangmai (Kg)	สตอเบอรี่เชียงใหม่	Kg
93.	Strawberry Fresh Imported	สตอเบอรี่สดนำเข้า	Kg
94.	Tang Chai (Bag)	ตั้งฉาย (ถุง)	Kg
95.	Taro Boiled	เผือกต้มสุก	Kg
96.	Water Chestnut (Boiled)	แห้วต้มสุก	Kg
97.	Water chestnut Peeled (Kg)	แห้วปอกเปลือก (กก.)	Kg
98.	Water Chestnut Raw (Kg)	แห้วดิบ (กก.)	Kg
99.	Water Melon Jintara (3Kg.Up) (Kg)	แตงโมจินตหรา (3 กก. ขึ้นไป/ลูก)	Kg
100.	Water Melon Tang Thai (Kg)	แตงไทย	Kg
101.	Water Melon Yellow (3Kg.Up) (Kg)	แตงโมเหลือง (3 กก. ขึ้นไป/ลูก)	Kg
102.	Water Melon Young (Kg)	แตงโมอ่อน	Kg
103.	Zalacca Class (Kg)	สละ	Kg

#### Dried Food & Processed Product List

No.	Dried Food Products	Unit
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1.	Bamboo Shoot (Tin)	หน่อไม้บรรจุปี๊บ	Tin
2.	Bamboo Shoot Cooked (Kg)	หน่อไม้ลวก (กก.)	Kg
3.	Bamboo Shoot Cooked (Tin)	หน่อไม้ลวก (ปี๊บ)	Tin
4.	Bamboo Shoot in Piece (Tin)	หน่อไม้ก้อน	Tin
5.	Bamboo Shoot Paitong Cooked (Tin)	หน่อไม้ไฟตง	Tin
6.	Bamboo Shoot Pickled (Tin)	หน่อไม้ดอง (ปี๊บ)	Tin
7.	Bamboo Shoot Shredded (Tin)	หน่อไม้ฝอย	Tin
8.	Barley Pearl Raw	ลูกเดือยดิบ	Kg
9.	Bean Black Dried	เม็ดถั่วดำแห้ง	Kg
10.	Bean Black Fermented	เต้าซี่	Kg
11.	Bird Nest Instant	ปอเปี๊ยะรังนก	Kg
12.	Budu (Bit)	น้ำบูดู	Btl
13.	Chili Powder Red	พริกผงแดง	Kg
14.	Chili Red Dry Small Clean	พริกชี้แดงเด็ดแห้ง	Kg
15.	Chili Roasted with Oil (Hua Ha Seng ) 2700 Gm/Can	น้ำพริกเผาฮั่วฮะเส็ง (ใหญ่) 2700 กรัม/กระป๋อง	Can
16.	Chili Spur Dry (Bang Chang)	พริกชี้ฟ้าแห้งบางข้าง	Kg
17.	Chinese Herb	เครื่องยาจีน	Kg
18.	Cinnamon (Kg)	อบเชย (กก.)	Kg
19.	Coriander Seed Powder	เม็ดผักชีป่น	Kg
20.	Corn Soup in Can (Malee) Size 565 Gm/Can	ซूपข้าวโพดตรามาลี 565 กรัม/กระป๋อง	Can
21.	Cracker Ritz (Round Size) (300 Gm/Box)	ริทซ์แครกเกอร์แบบกลม 300 กรัม/กล่อง	Box
22.	Cumin Leaf	ใบยี่หระ	Kg
23.	Cumin Seed Minimum Order 1 Kg	เม็ดยี่หระ	Kg
24.	Curry Powder (Kg)	ผงกะหรี่ (กก.)	Kg
25.	Flout (1 Bag/1 Kg)	แป้งสาลีตราว่าว	Kg
26.	Flout Sticky Rice	แป้งข้าวเหนียว	Kg
27.	Galangal Powder	ข่าป่น	Kg
28.	Ginger Dried	ขิงแห้ง	Kg
29.	Gravy Powder (Palo)	ผงพะโล้	Bag
30.	Jelly Powder	ผงวุ้น	Bag
31.	Noodle Big Cut	ก๋วยเตี๋ยวหลอดตัด	Kg
32.	Noodle Egg Round	บะหมี่เหลืองกลม(น้ำซึ่)	Kg
33.	Noodle HoKian	เส้นฮกเกี้ยน	Kg

34.	Noodle HongKong	หมี่ข้าวตรานกนางนวล	Kg
35.	Noodle HongKong Ta-Pae	หมี่ข้าวตราบาแปะ	Kg
36.	Noodle Kuay Teow Large	ก๋วยเตี๋ยวเส้นใหญ่	Kg
37.	Noodle Kuay Teow Small	ก๋วยเตี๋ยวเส้นเล็ก	Kg
38.	Noodle Shiang-Hai	ก๋วยเตี๋ยวเซี่ยงไฮ้	Kg
39.	Noodle Thai Rice Noodle (Kg)	ขนมจีน (กก.)	Kg
40.	Peanut Chinese	ถั่วลิสงจีน	Kg
41.	Peanut Fried Unsalted (Big)	ถั่วลิสงทอดคั่วเปลือกเม็ดใหญ่	Kg
42.	Peanut Powder	ถั่วลิสงป่น	Kg
43.	Peanut Raw	ถั่วลิสงคั่วเม็ดคั่ว	Kg
44.	Peanut Roasted Small	ถั่วลิสงคั่วเม็ดเล็ก	Kg
45.	Pork Ball (Krae)	ลูกชิ้นแคะระอย่างดี	Kg
46.	Pork Belly Crispy	กากหมูเจียวสำเร็จรูป	Kg
47.	Pork Belly Dry	หมูสามชั้นแห้ง	Kg
48.	Pork Fermented (Kg)	แหนม (กก.)	Kg
49.	Poy Kak	เป็ยกัก	Kg
50.	Red Sauce (Bit)	ซอสแดงเย็นตาไฟ	Btl
51.	Rice Mon-Poo	ข้าวมันปู	Kg
52.	Rice Roasted (Sticky)	ข้าวคั่ว	Kg
53.	Rice Sticky	ข้าวเหนียวดิบ	Kg
54.	Rice Sticky Black	ข้าวเหนียวดำดิบ	Kg
55.	Rice Sticky Black Steamed	ข้าวเหนียวดำนึ่ง	Kg
56.	Rice Sticky Cooked	ข้าวเหนียวสุก	Kg
57.	Rice Whole Grain Jasmine (2 Kg/Bag)	ข้าวกล้องหอมมะลิ 2 กก./ถุง	Bag
58.	Sago (Kg)	สาหร่ายเม็ดเล็ก	Kg
59.	Shrimp Paste 450 Gm/Can	กะปิตราสูตรราชัง	Can
60.	Shrimp Paste Pink	กะปิสีชมพู	Kg
61.	Vegetable Slice Pickled	ผักกาดดอง ซอย	Kg
62.	Vegetable Pickled	ผักกาดดอง	Kg
63.	Noodle Bami Flat Yellow	บะหมี่เหลืองเส้นแบน	Kg
64.	Noodle Bami Round Green	บะหมี่หยก	Kg
65.	Chilli Paste Chu Chee (Kg)	น้ำพริกแกงคูฉีนิตยา	Kg
66.	Chilli Paste Goongsiab (Kg)	น้ำพริกกุ้งเสียบ	Kg
67.	Chilli Paste Green (Kg)	น้ำพริกแกงเขียวนิตยา	Kg
68.	Chilli Paste Kang Kue (Kg)	น้ำพริกแกงคั่วนิตยา	Kg

69.	Chilli Paste Kang Prik Khing (Kg)	น้ำพริกแกงพริกขิงนิตยา	Kg
70.	Chilli Paste Kang Som (Kg)	น้ำพริกแกงส้มนิตยา	Kg
71.	Chilli Paste Karee (Kg)	น้ำพริกแกงกะหรี่ปิตยา	Kg
72.	Chilli Paste Mussaman (Kg)	น้ำพริกแกงมัสมั่นนิตยา	Kg
73.	Chilli Paste Num (Kg)	น้ำพริกหนุ่ม	Kg
74.	Chilli Paste Nam Ya (Kg)	น้ำพริกแกงน้ำยานิตยา	Kg
75.	Chilli Paste Panang (Kg)	น้ำพริกแกงพแนงนิตยา	Kg
76.	Coconut Sliced Dry (Kg)	มะพร้าวหูดฝอย(เมียงคำ)	Kg
77.	Chilli Paste Pla Yang (Kg)	น้ำพริกแกงปลาข่านิตยา	Kg
78.	Chilli Paste Red (Kg)	น้ำพริกแกงแดงนิตยา	Kg
79.	Chilli Paste Ta Dang (Kg)	น้ำพริกตาแดงส้มนิตยา	Kg
80.	Chilli Paste Tai Pla (Kg)	พริกแกงไตปลานิตยา	Kg
81.	Chilli Paste Yellow (Kg)	น้ำพริกแกงเหลืองนิตยา	Kg
82.	Soy Bean White Fermented	เต้าเจี้ยวขาวดอง	Kg
83.	Chrysanthemum	เก็กฮวย	Kg
84.	Okra Dry (Kra-Jeab)	กระเจียบแห้ง	Kg
85.	Flower Pea Blue Dry (Kg)	ดอกอัญชันแห้ง	Kg
86.	Bale Fruit Dry (Ma-Toom)	มะตูมแห้ง	Kg
87.	Lemongrass Dry	ตะไคร้แห้ง	Kg
88.	Noddle Egg Round	บะหมี่เหลืองกลม (น้ำซึย)	Kg
89.	Noodle Shiang-Hai	ก๋วยเตี๋ยวเซี่ยงไฮ้	Kg
90.	Noodle Thai Rice Noodle (Kg)	ขนมจีน (กก.)	Kg
91.	Noodle Bami Flat Yellow	บะหมี่เหลืองเส้นแบน	Kg
92.	Noodle Bami Round Green	บะหมี่หยก	Kg
93.	Noodle Vermicelli Vivi 12Pcs/ Pkt	เส้นหมี่ไวไว	Pkt
94.	Noodle Kuay Jup	เส้นก๋วยจั๊บ	Kg
95.	Noodle Sen Jun (Fresh)	เส้นจันทรผัดไท	Kg
96.	Noodle Kiem Aee	เกี่ยมอี่	Kg
97.	Noodle MaMa (FF)	เส้นมามา	Kg
98.	Noodle Soba	เส้นโซบะ	Kg
99.	Bamboo Shoot Pickled Sliced	หน่อไม้ดอง สไลด์	Kg
100.	Ginger Pickled Chinese (1900 Gm/Btl)	ขิงดองจีน 1900 กรัม/ขวด	Btl
101.	Lemon Pickled Mix	มะนาวดอง	Btl
102.	Cabbage Pickled Mix	ซีแซ่กข่าย	Btl
103.	Plum Pickled	บ๊วยดอง	Case
104.	Turnip Minced Pickled	ไชโป๊หวานหั่น (สับละเอียด)	Kg



105.	Turnip Shredded Pickled	ไชโป๊หวานฝอย	Kg
106.	Turnip Sweet Pickled	ไชโป๊หวานหั่นสี่เหลี่ยมลูกเต๋า	Kg
107.	Turnip Whole Pickled	ไชโป๊หวานทั้งหัว	Kg
108.	Turnip Whole Salted	หัวไชโป๊	Kg

### Thai Dessert Product List

No.	Thai Dessert Products		Unit
1.	Bualoy	บัวลอย	Pkt
2.	Foi Tong	ฝอยทอง	Pkt
3.	Jelly	ุ้น	Pkt
4.	Khanom Chun	ขนมชั้น	Pkt
5.	Lod Chong	ลอดช่อง	Pkt
6.	Med Kanun	เม็ดขนุน	Pkt
7.	Rang Nok	รังนก	Kg
8.	Salim	ซ่าหริ่ม	Pkt
9.	Sticky Rice Sweet	ข้าวเหนียวมูน	Kg
10.	Takoh	ตะโก้	Pkt
11.	Tong Yip	ทองหยิบ	Pkt
12.	Tong Yore	ทองยอด	Pkt

### Bakery Product List

No.	Bakery Products		Unit
1.	Banana Cake	เค้กกล้วยหอม	Pcs
2.	Breadstick 100Gm/Pkt	ขนมขาไก่	Pkt
3.	Brioche	บริยอช	Pcs
4.	Brown Bread	ขนมปังโฮลวีต	Loaf
5.	Croissant	ครัวซองต์	Pcs
6.	French Bread	ขนมปังฝรั่งเศส	Loaf
7.	Hot Dog Bun	ฮอตดอก	Pcs
8.	Muffin	มัฟฟิน	Pcs

9.	White Bread	ไวท์เบรด	Loaf
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### Beverage Product List

No.	Beverage Products		Unit
1.	Coffee 12Box/Pack	กาแฟ	Pack
2.	Drinking Water 12Box/Pack	น้ำเปล่า	Pack
3.	Fruit Juice 12Box/Pack	น้ำผลไม้	Pack
4.	Herbal Drink 12Box/Pack	น้ำสมุนไพร	Pack
5.	Honey 12Box/Pack	น้ำผึ้ง	Pack
6.	Milk 12Box/Pack	นม	Pack
7.	Mineral Water 12Box/Pack	น้ำแร่	Pack
8.	Soda 12Box/Pack	น้ำโซดา	Pack
9.	Soft Drink 12Box/Pack	น้ำอัดลม	Pack
10.	Syrup 12Box/Pack	น้ำเชื่อม	Pack
11.	Tea 12Box/Pack	น้ำชา	Pack

### Thai a la carte menu

จุฬาลงกรณ์มหาวิทยาลัย

Entrée Over Rice option		
อาหารประเภทแกงเผ็ด (Curry)		
1.	Green curry	แกงเขียวหวาน
2.	Yellow curry	แกงกะหรี่
3.	Massaman curry	แกงมัสมั่น
4.	Phanaeng curry	แกงพะเนียง
5.	Red curry with roast duck	แกงเผ็ดเป็ดย่าง
6.	A hot and sour Thai curry	แกงส้ม
7.	Thai rice noodles served with a fish based sauce	ขนมจีนน้ำยา
อาหารประเภทแกงจืด และซूप (Soup)		
8.	Chicken stewed with Chinese medicine	ไก่ตุ๋นยาจีน
9.	Clear vegetable	แกงจืด , ต้มจืด
10.	Coconut soup with chicken	ต้มข่าไก่
11.	Bitter melon soup	ต้มมะระ
12.	Hot and sour Isan soup	ต้มแซบ
13.	Tom yum soup	ต้มยำ

อาหารประเภทสลัด,ยำ (Thai salad)		
14.	Thai papaya salad , Som tam	ส้มตำ
15.	A spicy Thai salad made with blood cockles	ยำหอยแครง
16.	A Thai salad made with a sweet dried pork sausage	ยำกุนเชียง
17.	A spicy salad with mixed seafood	ยำทะเล
18.	Thai glass noodle salad	ยำวุ้นเส้น
19.	Thai grilled beef salad	ยำเนื้อย่าง
20.	Exploded catfish salad	ยำปลาตุ๋นฟู
21.	Spicy minced pork	ลาบหมู
อาหารประเภทผัด ทอด ย่าง (Fry&Grill)		
22.	Ginger chicken	ไก่ผัดขิง
23.	Chicken with cashewnuts	ไก่ผัดเม็ดมะม่วงหิมพานต์
24.	Stuffed omelette	ไข่ยัดไส้
25.	Deep fried prawns with garlic and pepper	กุ้งทอดกระเทียมพริกไทย
26.	Sliced pork fried with ginger	หมูผัดพริกขิง
27.	Sliced pork stir-fried with sato	หมูผัดสะตอ
28.	Asparagus stir-fried with prawns	หน่อไม้ฝรั่งผัดกุ้ง
29.	Fried morning-glory	ผักบุ้งไฟแดง
30.	Chinese kale stir-fried with oyster sauce	ผักคะน้าน้ำมันหอย
31.	Stir-fried Luffa	ผัดบวบ
32.	Fried kale with crispy pork	ผัดคะน้าหมูกรอบ
33.	Fried with holy basil	ผัดกะเพรา
34.	Stir fried mixed vegetables	ผัดผักรวม
35.	Stir-fried glass noodles	ผัดวุ้นเส้น
36.	Deep-fried pieces of crab with curry powder	ปูผัดผงกะหรี่
37.	Noodles pad Thai	ผัดไทย
38.	Deep fried chicken and lemongrass	ไก่ทอดตะไคร้
39.	Deep-fried chicken	ไก่ทอด
40.	Crispy, deep-fried chicken skin	หนังไก่ทอด
41.	Three flavours fish	ปลาสามรส
42.	Deep-fried fish	ปลาทอด
43.	Deep-fried pork ribs	ซี่โครงหมูทอด
44.	Grilled chicken	ไก่ย่าง
45.	Grilled prawns	กุ้งย่าง/กุ้งเผา
46.	Isan grilled pork	หมูย่าง
47.	Pork with lime juice	หมูมะนาว
48.	Fried egg	ไข่ดาว
49.	Fried prawn cakes	ทอดมันกุ้ง
50.	American fried	ข้าวผัดอเมริกัน



