

Chirasak Padthong 2013: Supply Chain Analysis of Frozen Ready Meals Industry.  
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Technology Management, Department of Agro-Industrial Technology. Thesis Advisor:  
Assistant Professor Ravipim Chaveesuk, Ph.D. 185 pages.

This research explored Thai frozen ready meals supply chain and compared the supply chain of two case studies: integrated and non-integrated ready meals corporations to determine guidelines for improving their supply chain efficiency and to propose business models for expanding the market in China. Results indicated that frozen ready meals markets in Thailand experienced a high growth due to growths in the retail industry, especially the convenience stores. IDEF0 and SCOR models revealed that the common problem in both firms was a lack of collaborative planning throughout their supply chains. Therefore, both firms should build up alliance in the chain. The integrated firm should plan with their customers whereas the non-integrated should plan with their suppliers as well as increase their approved vendor list. The integrated firm's performances were superior than those of non-integrated one. However, both traceability systems were quite completed. The profitability indices of integrated corporation were higher than those of non-integrated, however, both firm's performances were below the agricultural and food industry standard. Both corporations did not long for additional capital to expand their businesses. Target customers in China for frozen ready meals were those who were 20 – 40 years old and medium to high income. Business models for expansion of Thai frozen ready meals in China were in 2 forms: exporting from Thailand and manufacturing in China. Business options available for the integrated firm were (1) expanding its existing production lines in China (2) using operation equipment manufacturer and (3) increasing Thai based operations to the economy of scale. On the other hand, the non-integrated corporation might have 3 options: (1) product distribution and marketing by the Chinese importer (2) product distribution by the Chinese importer while marketing by the manufacturer and (3) building its own import, distribution and marketing business in China or corporating with other non-integrated corporations.

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Thesis Advisor's signature