

CHAPTER 5

CONCLUSION OF THE RESEARCH RESULTS

DISCUSSION AND SUGGESTIONS

The purpose of this chapter is to conclude the results of all the research for conciseness and ease of reading, with discussion on key issues.

This chapter also reflects the author's view on these issues and suggests factors influential to the generation of competitive advantages in the food export industry in the future.

The objectives are:

1. To study factors influential to the generation of competitive advantages for the food export industry in the future.
2. To test the constructed correlation model of factors influential to the generation of competitive advantages for the food export industry in the future.
3. To study direct, indirect and total influences of factors influential to the generation of competitive advantages for the food export industry in the future.

The conceptual framework of the research was developed from a review of literature dealing with international trade, resource-based theory, and strategic business management concepts, as well as relevant studies dealing with export competitiveness. These were established in a linearity constructed correlation model comprising a group of external latent variables

consisting of 1) the Organizational Effectiveness Factor and the Internal Latent variables; 2) the Market Mix Factor; 3) the Resources Readiness Factor; 4) the Business Allied Network Connection Factor; 5) the Organizational Export Strategy Factor; and 6) the Ability to Generate Advantages in the Future Food Export industry Factor.

The population framework used was the food export industry operational in Thailand until 31 December 2010 with export of food conversion industries separated according to product items comprising the following groups:

1. fresh food
2. converted food
3. converted fruits
4. seafood
5. others.

The sampling group under the study was secured from random sampling of the population fixed for 350 samples using the instrument of questionnaires for data collection with cross-sectional data collection methods, making data collection by sending the questionnaires to the sampling group by post via return answer post of the Thai Postal Service Co., Ltd. The summary of the data collection with ratio of responses of the questionnaires was observed at 59.63%.

The Population and Sampling Group

The population under this research consisted of food export industry entrepreneurs in Thailand conducting business by exporting food to various countries all over the world.

The sampling group was 350 entrepreneurs and/or executives working directly in the production or export functions in the food export industry in Thailand.

The instrument used in this research was a questionnaire derived from the integration of qualitative data from insight interviews of executives in the production or export organizations in the food export industry. 10 people were given the initial interview, providing the structure of the concepts found in the questionnaire. The questionnaire measured the factors influential on the decision-making process to export conversion food and was separated into 3 sections which are as follows:

1. General information pertaining to the sample group subjects with a total of 8 items.
2. A model measuring the opinion of the sample group towards the generation of advantages for competition in the food export industry in Thailand, with a total of 6 factors and totaling 90 items.
3. Additional suggestions in the form of open-ended questions for data analysis. The author used the linearity construct equation analysis technique with the LISREL Program.

The research conclusion, the research discussion and suggestions are set forth as per the following details.

Conclusion of the Research Results

Conclusions on General Data of the Sampling Group Responding to the Questionnaire

This study collected data from food export industry executives carrying out business operations in Thailand. There were a total of 350 persons. The results of the analysis show that 193 respondents (or 55.14%) were entrepreneurs with a business size (Fiscal 2008 business operation) and assets of less than 50 million baht. 92 respondents (or 27.71%) were entrepreneurs with business size and assets between 51-200 million baht, and 32 respondents (or 12.00%) were entrepreneurs with business size and assets between 201-500 million baht.

The results of the analysis also show that 172 respondents (or 49.14%) were entrepreneurs with registered capital of less than 50 million baht, 155 respondents (or 44.28%) were entrepreneurs with registered capital between 51-200 million baht, and 6 respondents (or 1.71%) were entrepreneurs with registered capital of more than 501 million baht.

Under the form of business operation, the results show that 257 respondents (or 73.42%) were corporations, 59 respondents (or 16.85%) were single owner proprietorships, and 24 respondents (or 6.86%) were in the form of company partnerships.

The results of the analysis show that 289 respondents (or 82.57%) were 100% Thai companies where 28 respondents (or 8.00%) were Western companies, and 10 respondents (or 2.85%) were African-based companies.

Business operation results show that 224 respondents (or 64.00%) recorded a net profit of less than 50 million baht, 80 respondents (or 22.86%) recorded a net profit of more than 50 million baht, and 13 respondents (or 3.71%) faced losses in their business operations.

The results of the duration of most business operations show that the total number of 102 respondents (or 29.14%) have operated their business between 4-6 years, 95 respondents (or 27.14%) have operated their business between 1-3 years, and 46 respondents (or 13.14%) have operated their business between 10-15 years.

The results regarding gross exports show that 160 respondents (or 45.71%) have a gross export between 21-30%, 100 respondents (or 28.57%) have a gross export between 10-20%, and 95 respondents (or 27.14%) have a gross between 40-50%.

Conclusions on the Level of Opinion

The results of the analysis of opinion level of the decision-making of export producers of the future food export industry in terms of the overall organizational effectiveness factor, reveal that the opinion of the food export industry in Thailand was in the medium level, with a mean of 3.218, and the attitudes in the business operations (ATI) were in the medium level with a

mean of 3.098. The business operation satisfaction dimension (SAT) was in the medium level with an average of 3.452, the organizational determination dimension (DET) was in the medium level with a mean of 3.104, and technology and the research dimension (TEC) in the medium level with a mean of 3.099.

For the results of the analysis of the opinion level of the food export industry producers in Thailand in terms of the overall market mix factor, the opinion of the food export industry producers was in the high level with a mean of 3.597, the food product dimension (PRO) was in the high level with a mean of 3.602, the product pricing dimension (PRI) was in the high level with a mean of 3.500, the distribution channel dimension (DIS) was in the high level with a mean of 3.610 and the market promotion dimension (SAL) was in the high level with a mean of 3.676.

According to the results of the analysis of the level of opinions in terms of the generation of competitive advantages in the food industry in the future in overall resources readiness (RESO), the opinion of producers of food export industry for export was in the high level with a mean of 3.676 with financial readiness dimension at the high level with average of 3.885. The personnel readiness dimension was in the high level with a mean of 4.104, and the physical readiness dimension was in the high level with an average of 3.558. Relations with business partners (REL) was also in the high level with a mean of 3.636.

The results of the analysis of the opinion level of the generation of advantages in the food export industry show that in terms of the overall

business allies network connection (NETW), the opinion level of producers of food export industry was in the high level with a mean of 3.672. In addition, the governmental support dimension (COR) was in the high level with a mean of 3.363, the food industry group dimension was in the high level with a mean at 3.541, and the supply chain network dimension was in the high level with a mean of 3.532.

The results of the analysis of the opinion level of the generation of advantages in the food industry in Thailand in terms of the overall organizational export strategy (STRA) were in the medium level with a mean of 3.414. The different products strategy dimension (DIF) was in the medium level with a mean of 3.340. The low cost strategy dimension (COS) was in the medium level with a mean of 3.365, and the business trade strategy dimension (BUS) was in the medium level with a mean of 3.420.

The results of the analysis of the opinion level of the generation of advantages in the food industry in the competition of producers of the food export industry in Thailand show that, in terms of the overall ability of the generation of competitive advantages (COMP), the opinions of producers of the food conversion industry for export was in the high level with a mean of 3.885, the export value dimension (EXP) was in the high level with a mean of 3.752 and the export success dimension was in the high level with a mean of 3.850.

The Conclusion of the Results According to the Research Objectives

The results of the research are concluded by the author in the order of the objectives consistent with the research hypothesis as follows:

Objective 1: To study factors needed for the establishment of competitive advantages of Thailand's food export industry producers; comprising of organizational effectiveness, marketing mix, resources readiness, business allies network connection, organization export strategy, and generation of competitive advantages for the food export industry for future export.

The results of constructed equation model analysis show that organizational effectiveness positively influences the opinion level in terms of the generation of competitive advantages for the food conversion industry for export producers in Thailand with a path coefficient of 0.15 and ability to explain variance of 75%.

The results of constructed equation model analysis show that the marketing mix factor positively influences the opinion level in terms of the generation of competitive advantages for producers of the food conversion industry for export in Thailand with a path coefficient of 0.13 and ability to explain variance of 92%.

The results of constructed equation model analysis show that the resources readiness factor positively influences the opinion level in the generation of competitive advantages for producers of the food conversion

industry for export in Thailand with a path coefficient of -0.57 and ability to explain variance of 82%.

The results of constructed equation model analysis found that business allies network connection positively influences the opinion level in the generation of competitive advantages for producers of the food conversion industry for export in Thailand with a path coefficient of 0.70 and ability to explain variance of 90%.

The results of constructed equation model analysis found that the organizational export strategy factor positively influences the opinion level in the generation of competitive advantages for producers of the food conversion industry for export in Thailand with a path coefficient of 0.32 and ability to explain variance of 82%.

Objective 2: To test the constructed correlation model for the factors' influencing ability in generating competitive advantages for the food export industry of Thailand with consideration of statistics used in the examination of validity and harmony of hypothesized correlation against empirical data. The conclusion was the linearity constructed correlation model was consistent and harmonious with the empirical data. This was tested according to the hypothesis set forth with the constructed correlation factor model after adjustment which was found to be consistent and harmonious with the empirical data by considering the statistics used to test consistency and harmony. In conclusion, the chi-square (χ^2) value was equal to 87.38 with no statistical significance, p-value was 0.92, degree of freedom (df) was 0.92,

RMSEA value was equal to 0.000, CFI was 1.00, GFI was 0.95 and AGFI was 0.90.

Objective 3: To study direct, indirect and total influences of factors influential to the generation of competitive advantages for the food export industry in the future. The analytical results of the causal correlation path of ability in the competition of the food export industry of Thailand according to objective 1 - to study the correlation path between external latent variable as per construct No. 1. It could be concluded that organizational effectiveness factor (FIRM) comprising of 4 dimensions i.e. Work Operation Attitudes (ATT), Work Operation Satisfaction dimension (SAT), Organizational Dedication Dimension (DET), and Technology and Research Dimension (TEC) positively influences the market mix factor with statistical significance at 0.01.

The analytical results of the causal correlation path of ability in competitiveness of the food export industry of Thailand according to objective 3 - to study the correlation path between external latent variable as per Construct No. 2, concluded that Organizational Effectiveness factor (FIRM) comprising of 4 dimensions such as Work Operation Attitudes Dimension (ATT), Work Operation Satisfaction Factor (SAT), Organization Dedication Dimension (DET), and Technology and Research Dimension (TEC); Market Mix Factor (MARK) comprising of 4 dimensions including Food Product (PRO), Product Pricing (PRI), Distribution Channel (DIS), and Marketing Promotion (SAL); Business Allies Network Connection Dimension (NETW) comprising Governmental Support (GOV), Food Industry Group (FOO), and

Food Industry Supply Chain (CHA) directly and positively influences Organizational Export Strategy (STRA) and is statistically significant at 0.05. In addition, Resources Readiness (RESO) comprising of Financial Readiness Dimension (FIN), Personnel Readiness Dimension (PER), Physical Readiness (PHI), and Business Partners Relations (REL) directly and negatively influences the Organizational Export Strategy and is statistically insignificant at -0.05 .

The analytical results of the causal correlation path of ability in the competition of the food export industry of Thailand according to objective 3 - to study the correlation path between external latent variables as per Construct No. 3, concluded that the Organizational Effectiveness Factor (FIRM) comprising of 4 dimension such as Business Operation Attitudes (ATT), Business Operation Satisfaction Dimension (SAT), Organizational Determination Dimension (DET), and Technology and Research (TEC); Market Mix Factor (MARK) comprising of 4 dimensions such as Food Products (PRO), Product Pricing (PRI), Distribution Channel (DIS), and Marketing Promotion (SAL); Business Allies Network Connection (NETW), and Food Industry Chain (CHA) positively influences the Generation of Competitive advantages of the Food Industry for Export of Thailand (COMP) and is statistically significant at 0.05. In addition, Resources Readiness (RESO) comprising of Financial Readiness Dimension (FIN), Personnel Readiness Dimension (PER), Physical Readiness (PHI), and Business Partners Relation (REL) were directly and negatively influential towards Generation of

Competitive advantages of the Food Industry for Export of Thailand and is statistically insignificant at -0.05 .

Discussion of the Research Results

Regarding the discussion of the various findings derived from the research on the subject of the generation of competitive advantages for the future food export industry, the author presents the interpretation and assessment of findings for production to explain and confirm the research results which were consistent and inconsistent between the findings and the research hypotheses. This is classified by the explanation of the findings mentioning supporting theories applicable in the research study. Furthermore, the author will discuss the data consistent with the hypotheses and discussion of the inconsistent data set forth with necessary details as follows:

Discussion of the Results for Data Consistent with the Hypotheses

Hypothesis 1: Organizational effectiveness directly and positively influences the marketing mix factor.

The analytical results from Table 19 and Figure 56 show that organizational effectiveness directly and positively influences the Market Mix Factor with statistical significance at the level 0.1 and with a path coefficient of 0.69. This explains the market mix variance of 48% ($R^2 = 0.48$). The analytical result was consistent with the hypothesis set forth, which is also consistent with the study of other studies such as the export competitiveness

study completed by Song (2004). The Organizational Effectiveness derived from the work operation was correlated with the ability in the exportation of products abroad, consistent with the Blue Ocean Strategy of Kim and Mauborgne (2005), with the conclusion that the business must develop and improve the product, marketing process, and organization effectiveness (Kim & Mauborgne, 2005). This book, which started from articles published from this team in the 1990s, states that there is a large amount of untapped demand found in non-traditional forms. Furthermore, the boundaries of the market can be redrawn by successful companies implementing the “Blue Ocean” strategy.

Hypothesis 2: Resource readiness directly and positively influences the marketing mix factor.

The analytical results from Table 18 and Figure 56 show that organizational effectiveness directly and positively influences the marketing mix factor with statistical significance at the level 0.05 and with a path coefficient of 0.58. This leads to the marketing mix variance factor of 85% ($R^2 = 0.85$); therefore, the analytical result was consistent with the hypothesis set forth. This is also consistent with the research of Styles et al. (2008) which states that the internal context in an organization is the organizational ability of converting production factors into organizational products. This includes the ability to combine resources both physically existing and physically non-existing, tangible and intangible, to derive the result desired by the organization. The personnel in the organization is a scarce thing and difficult to copy (Barney, 1991).

Hypothesis 3: Resource readiness directly and positively influences the organizational export strategy factor.

The analytical results from Table 19 and Figure 56 show that organizational readiness directly and positively influences the organizational export strategy factor with statistical significance at the level 0.1 and with a path coefficient of 0.57. This explains the export decision variance of the Food Industry Production in Thailand of 75% ($R^2 = 0.75$); therefore, the analytical result was consistent with the hypothesis set forth. The domestic and out-of-country contexts directly and positively influence organizational export strategy with a part coefficient value of 0.91. This shows the variance factor of the generation of advantage in the competition of 82% ($R^2 = 0.82$). Therefore, the research result was consistent with past research showing that an important long-term export strategy would be for the business to adjust to current market conditions in the export markets (Styles et al., 2008).

Hypothesis 4: The marketing mix factor directly and positively influences the organizational export strategy factor.

The analytical results from Table 19 and Figure 56 show that marketing mix factor directly and positively influences the organizational export strategy factor with statistical significance at the level 0.1 and with a path coefficient of 0.79. This can explain the organizational export strategy variance of 81% ($R^2 = 0.81$); therefore, the analytical result was consistent with the hypothesis set forth. It is also consistent with the study of Teng and Cummings (2002) showing that human capital management is important for export businesses to succeed. This leads to the establishment of an export

strategy by making it possible for the organization to continuously increase exceptional food production. The standard should be held high, being more than acceptable to trade partners in various countries. The establishment of product strategy in terms of safety and cleanliness must meet international standards in order for the volume and price of Thai exports to increase.

Hypothesis 6: The business allies network connection factor directly and positively influences the organizational export strategy factor.

The analytical results from Table 19 and Figure 56 show that the business allies network connection factor directly and positively influences the organizational export strategy factor with statistical significance at the level 0.1 and with a path coefficient of 0.62. This can explain the organizational export strategy variance factor of 85% ($R^2 = 0.85$); therefore, the analytical result was consistent with the hypothesis set forth. This is also consistent with Porter's concept stating that a connection of various activities will position a business either in a low-cost structure or an innovation-based positioning (Porter, 1990a).

Hypothesis 7: The organizational effectiveness factor directly and positively influences the generation of competitive advantages.

The analytical results from Table 19 and Figure 56 show that the organizational effectiveness factor was directly and negatively influential on the generation of advantages on the competition factor with statistical significance at the level 0.1 and with a path coefficient of 0.57. Thus, it can explain the generation of competitive advantages variance of 75% ($R^2 = 0.75$); therefore, the analytical result was consistent with the hypothesis set forth.

This is also consistent with research done on the study of the industrial competition of automobile parts from Thailand. This research showed that top level management was highly responsible for the success of the firm (Song, 2004).

Hypothesis 8: The marketing mix factor directly and positively influences the generation of competitive advantages.

The analytical results from Table 19 and Figure 56 show that the marketing mix factor directly and positively influences the generation of competitive advantages for the food export industry in the future with statistical significance at the level 0.01 and can explain the generation of competitive advantages for food export industry variance factor of 78% ($R^2 = 0.78$). Therefore, the analytical result was inconsistent with the hypothesis set forth. This is consistent with the research of Shoham (1998) on the study of the relation between generation of competitive advantages with an adjustment of the marketing mix. The conclusion was that the introduction of a suitable marketing mix for application in the implementation of marketing strategy can generate competitive advantages in the Health Practices (GHP) industry. There were new product developments and new developments in the packaging businesses associated with this industry that help spur growth.

Hypothesis 10: The business allies network connection factor directly and positively influences the generation of advantages in the food export industry in the future.

The analytical results from Table 21 and Figure 56 show that the business allies network connection factor directly and positively influences the generation of advantages with statistical significance at the level 0.5 and with a path coefficient of 0.28. This can explain the market mix variance of 85% ($R^2 = 0.85$); therefore, the analytical result was consistent with the hypothesis set forth. This is also consistent with Porter's research on mutual cooperation and relation connecting one another throughout industrial groups. This could be within the same industry or may include different connecting industries, including the purchasers or procurers and raw material suppliers (Porter, 1990a).

Hypothesis 11: The organizational export strategy factor directly and positively influences the generation of competitive advantages for the food export industry in the future.

First of all, the research result was consistent with that of Kim and Mauborgne (2005), showing important factor of long-term export success strategies. Demand management is key to success, whether it is a traditional "Red Ocean" approach or a more nontraditional, "Blue Ocean" one.

Discussion of Research for Data Inconsistent with the Hypothesis

Hypothesis 5: The resources readiness directly positively influences the organizational export strategy factor.

The analytical results from Table 19 and Figure 56 found that the resources readiness factor directly and positively influences the organizational export strategy factor with statistical significance at the level 0.01 and with a

negative path coefficient value of -0.76 . This can explain the organizational export strategy variance factor of 82% ($R^2 = 0.82$); therefore, the analytical result was inconsistent with the hypothesis set forth. In Thailand, the entire organizational state in all contexts including personnel resources who are knowledgeable, effective, and have potential in managing to be able to produce food products, is advantageous. The resources and the advantages within the organization leading to the establishment of an export strategy make it possible to compete. However, it was shown that many successful companies in Thailand rank low in resource-readiness, but are still able to compete in the export business.

Hypothesis 9: The resources readiness factor directly and positively influences the generation of competitive advantages for the future food export industry.

The analytical results from Table 20 and Figure 56 show that the resources readiness factor directly and positively influences the generation of competitive advantages with statistical significance at the level 0.1 and with a negative path coefficient of -0.76 . This can explain the generation of competitive advantages factor variance of 75% ($R^2 = 0.75$). Therefore, the analytical result was inconsistent with the hypothesis set forth. This is consistent with the research of Hunt (2010) stating the internal context in an organization is the organizational ability in converting production factors into products, including the ability to combine all kinds of resources. All this would affect the generation of competitive advantages. The readiness of

resources has not been observed to provide any particular advantage for Thai export firms.

Anticipated Interests and Benefits Received

The author hopes that the presentation of the research results will be beneficial to various parties comprising academic interests, interests in respect to applications, and research interests with necessary details as follows:

Academic Interest

Academic interests in respect to new knowledge are as follows:

1. Relation models derived from this study could create a new knowledge regarding the following:

1.1 Direct influence and indirect influence that can explain the degree of influence of each causal variable towards dependent variables directionally.

1.2 The ability to predict the export decision making process belonging to Thailand's food export industry producers based on the correlation path model between the variables of the ability to produce, explain, predict, and control the phenomenon in relation to direct influence, indirect influence and total influences.

1.3 For academic interests and the interest of the general public, the study and development model can be of great use, providing the potential to

improve competitiveness and strategic management in the food industry in the future.

Policymaking Interest

1. To suggest strategy and measurements for enhanced effectiveness and degrees of capacity in the competitive trade of food businesses, such as the public sector in preparing promotion projects. The awarded HALAL mark for Thailand food production is a great honor, and launching a campaign for model HALAL Food Product quality could be a great opportunity for Thailand's food producers.

2. To aid interested parties in the public sector and offices interested in using the research results for application in planning and establishing strategy in business promotion for the food industry groups and businesses.

Marketing Interest

1. A guideline for developing the competitive ability and strategic planning of the business organizations in the food industry groups.

2. A guideline for the development of factors and resources which are important and necessary for enhanced capacity in competition.

3. A guideline to be applied by local industrial group entrepreneurs.

Restraints & Suggestions Concerning the Issues of Research Study in the Future

Research Limitations

1. This research received responses mostly from entrepreneurs in the Central Region, therefore, the data/information may not be as extensive as it could be.

2. The research was conducted during a global economic recession which impacted export transactions around the world. This problem was considered a restraint which affected this research indirectly because Thailand's export overview in terms of business results were not on a level they should be at.

Suggestions for Research Study in the Future

1. Additional research study or research studies in the constructed correlation model of factors which are influential to the decision making of other industries should be conducted. Automobiles, automobile parts, and the service industries should be analyzed.

2. Additional in-depth research on various food industries which are produced within Thailand should also be made with emphasis on products increasing in popularity such as organic foods and health foods.

Conclusion

This is the concluding chapter of the complete research work taken from the research results in Chapter 4 that were derived from the analytical data of the sampling group subjects and results of testing the research hypotheses. The results, including both those that were consistent and inconsistent with the hypotheses, were discussed. The open-ended questionnaire used in the study can be found in its entirety at the end of this chapter. With respect to the results of this research, the author has mentioned possible uses and suggestions for interested persons, including ideas for additional research. The author hopes that the results of this effort will eventually benefit national education.

Appendix A

List of Experts for Examination of the Framework Development Instrument

List of Qualified Persons for Examination of Validity of Contents of the
Questionnaire Form

1. Professor Dr. Imron Malulim
Qualified Person of the Sheikhul Islam Office
2. Mr. Aroon Boonchom
Qualified Person
3. Khun Charupha Laisakul
Executive Officer of Chor Chaiwat Industry Co., Ltd.

Appendix B
Questionnaire

461 Nakornsawan Road
Chitrada District
Dusit Area
Bangkok, 10300

March 25th, 2010

To: Product/Export Manager

Subject: Asking for Co-operation in filling out the questionnaire

Enclosed: a set of questionnaire

Dear Sir:

I am Mr. Sarasit Booppanon, studying for a doctorate Degree (English Programme) in the Faculty of Business Administration, Ramkamhaeng University. I am now conducting a research study the topic of which is "Creating High Competitiveness in the future of Food Industry." The main objective of the research is to collect data for the use of writing a doctoral desertation, which is part of the Doctoral Programme.

All the data used in this research will be technically essential to the exportation in Food Industry of Thailand. However, the data collected will be kept confidential and should be presented only in broad generality.

I would very much appreciate your kind co-operation in filling out the enclosed questionnaire and returning it to me by April 20th, 2010.

Thank you very much once again for your kind co-operation.

Mr. Sarasit Booppanon
Doctorate student
(English Programme)
Ramkamhaeng University

Questionnaire

Creating High Competitiveness in the Future of Food Industry.

The Objective of this research is to study the factors which are effective in creative high competitiveness in the food industry in Thailand so that the results of this research study can be of good use in the field of business administration and the export agents of Thailand.

I would like to ask for your kind co-operation in filling out this questionnaire. The data received will be kept confidential and presented only in broad generality.

Name of organization:

Address:

Road:

District:

City:

Postal code:

Note: Please put a cross (x) in front of the item closest to your opinion.

Part 1. General facts about the organization.

1. Size of business (income)

1. Less than 50 million baht.
2. 51-200 million baht.
3. 201-500 million baht.
4. More than 501 million baht.

2. Registered capital

1. Less than 50 million baht.
2. 51-200 million baht.
3. 201-500 million baht.
4. More than 501 million baht.

3. Type of business

1. Single owner
2. Limited Partnership
3. Limited Company
4. Others (please specify)

4. Are there any foreign partnerships?

1. 100% Thai
2. Foreign company
3. Foreign partnerships%
4. Others (please specify)

5. In which parts of the world are your customers (you can choose

more than one answer)

1. Asia
2. Europe
3. America
4. Middle East
5. Others (please specify)

6. Income (2009)

1. Net profit more than 50 million baht
 2. Net profit less than 50 million baht
 3. No gain, No lose
 4. Lose
7. The firm has been doing exporting business foryears.
8. The total amount of exporting of the firm isPer cent of the total revenue

Part 2. Creating Competitive Capacity in Food Exporting

Note: Put a cross (x) in the box which is closest to your opinion. There are five levels of opinion as follows:

- 5 = completely agree
- 4 = mostly agree
- 3 = partly agree
- 2 = disagree
- 1 = disagree completely

Firm Competiveness: Advantageous to Creative Competitiveness

	Questionnaire	5	4	3	2	1
1	The executives think that the success of the firm must come from the long-term benefits and profits of the firm.					
2	The executives believe that exporting will open doors for the firm to gain more profits than doing domestic trading.					
3	The executives have laid good plans and strategies in exporting.					
4	The executives use modern technologies and facilities in planning; emphasizing the data system in management.					
5	The firm has the capacity to prevent any problems from occurring in the future.					
6	The firm is content with the total sales income.					
7	The firm is content with the results of its profitable exporting business.					

	Questionnaire	5	4	3	2	1
8	The firm has a continuous increase in the market share of exporting.					
9	The executives have high potentialities in analyzing problems reasonably.					
10	The firm manufactures standardized goods.					
11	The firm has modern intra-communication facilities.					
12	The executives cooperated with each other in making important decisions.					
13	The firm brainstorms ideas and opinions from all the members in the working team in solving problems.					
14	The firm continuously seeks new opportunities in new exporting markets.					
15	The firm has continuously developed new manufacturing technologies.					
16	The firm has efficient working units and working force to do research in developing better products than other competitors.					

	Questionnaire	5	4	3	2	1
17	The firm has equal or better manufacturing technologies as or over other competitors.					
18	The firm has always invested in new technologies.					
19	The research and manufacturing teams have better knowledge and potentialities over the competitors.					

Marketing Mix: Advantages to Creating Competitiveness

	Questionnaire	5	4	3	2	1
1	Your products are highly acceptable among the customers.					
2	Your firm sets a high standard in producing goods to meet the demands of the customers.					
3	Your firm has a quality control system which abides by the international system in every step.					

	Questionnaire	5	4	3	2	1
4	Your firm has developed the quality of the products and continuously manufactured new products to the market.					
5	Your firm calculates the investment costs before selling the prices.					
6	At present, the prices of your products are cheaper than those of your competitors.					
7	The rate of the investment costs of the exporting products is low.					
8	The firm stresses the importance of delivering products according to the quality and quantity promised.					
9	Your firm makes market plans to increase the value of exporting.					
10	The firm has good relationships with the agents, and so enabling it to develops the distributing of goods more effectively.					
11	The firm has participated in the road shows abroad arranged by the government in finding new markets.					

	Questionnaire	5	4	3	2	1
12	The firm has an idea to improve the way of distributing goods for the best benefit of the customers.					
13	The firm has the capability of advertising and promoting marketing.					
14	The firm gives discounts to the customers who buy a large quantity of goods.					
15	The firm abides by the standard rules of the environment of export marketing.					
16	The firm uses Thailand brand as the selling point.					
17	The firm uses the standard “Halal” certificate to export goods to muslim countries.					

Readiness of Resources: Advantages to Creating Competitiveness

	Questionnaire	5	4	3	2	1
1	The firm is financially viable.					
2	The firm's credit-worthiness in doing business is high.					
3	The firm has the capability of raising investment capital funds.					
4	The firm has highly skilled workers with good knowledge and competency.					
5	The firm uses financial resources in the activities of exporting more than they are used in the domestic marketing.					
6	The firm has the executives and personnel who are as competent and skillful as or more than its competitors.					
7	The research and development personnel have better knowledge and competency than its competitors.					
8	The firm has better designing experts with good knowledge and competency than its competitors.					

	Questionnaire	5	4	3	2	1
9	The firm has enough quantity of good quality raw materials to manufacture good products.					
10	The firm has low-price raw materials to manufacture good products.					
11	The efficiency and quality of the machinery of your firm are better than those of your competitors.					
12	The firm has continually developed the process of testing the quality control.					
13	The executives are efficient at negotiating with customers abroad.					
14	The firm can deliver goods to the customers punctually as promised.					
15	Your firm has participated in marketing strategies with the customers abroad.					
16	The firm uses the standardized system of measuring the satisfaction of customers.					

Linking of Allied Business Network : Advantageous to Creating
Competitiveness

	Questionnaire	5	4	3	2	1
1	The political stability has an effect on the decision making in exporting.					
2	The announcement of the free trade policy of the government has an effect on the firm's exporting.					
3	Trade deals maintains the status and the potentiality of the exporting of Thailand.					
4	Trade Association can reduce the taxes between the trade partners.					
5	The government's promotion in exporting is beneficial to the firm.					
6	There has been a continual cooperation in exchanging new ideas and technologies within the industrial groups.					
7	The firm has participated in the development of manufacturing food products in the food industry.					
8	There has been A cooperation in developing the industrial water sources within the network.					

	Questionnaire	5	4	3	2	1
9	There has been a continual cooperation with food institutions in the research and development of food industry.					
10	The firm has the competency is reduce the duration of delivery time after receiving orders.					
11	The firm has a quick transportation system, both domestic and international.					
12	The firm has developed the efficiency by combenisy the working force with the members of the chains of supply.					
13	The firm is flexible in performing through the cooperation within the chains of supply.					
14	The firm shares with the suppliers in the decision making about the resources of raw materials.					
15	The firm has developed or set up methods of evaluation the performance of business in all the chains of supply.					

Exporting Strategies of the Firm: Advantages to Creating Competitiveness

	Questionnaire	5	4	3	2	1
1	The food products of your firm are unique and no other competitors can imitate them.					
2	The expanding of the cooperation between the government and the private sectors has an effect on the food exporting to various countries of the world.					
3	The food products of your firm are modern and there have been pioneering developments in every aspect compared to the competitors.					
4	The food products of your firm have been value added; (for example, essential food substances and good quality sugar and used for better health.)					
5	Your firm uses the strategy of manufacturing high quality products.					
6	Your firm uses the strategy of setting prices lower than those of your competitors.					

	Questionnaire	5	4	3	2	1
7	Your firm uses the company's brand name for the selling point.					
8	Your firm uses the food reputation of the industrial groups for the selling point.					
9	Your firm has continually invested in doing research studies and developing production methods.					
10	Your firm conducts surveys on the demands of the market in order to adapt and improve the products to meet the needs of the consumers market.					
11	Your firm updates the standards of the products according to the needs of the targeting markets.					
12	Your firm has continually designed and manufactured new products to the market.					

Creating Competitive Advantages in the Future of Food Industry

	Questionnaire	5	4	3	2	1
1	Your firm has high market share.					
2	Your firm increases the value of exporting every year.					
3	Your firm has more market share than your competitors in the same product.					
4	The profits from the export sales are higher than those of the domestic ones.					
5	The total sales in the past five years has increased (in baht)					
6	The profits in the past five years has increased.					
7	The high competition within the country forces the firm to turn to exporting.					
8	Your firm has a working unit which is directly responsible for exporting.					
9	Your firm has created its own trademark.					
10	The government's policy can increase the manufacture's potentialities.					
11	The increasing of the members of customers in each country is satisfying.					

Additional Suggestions

1. Other factors which you think are advantageous to creating competitiveness in exporting food industry.

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The factors you use in measuring the success in exporting food products of your firm are (you can choose more than one choice.)

1. Value of exporting
2. Profits from the exporting
3. The extension of the value of exporting.
4. Others (please specify)

Thank you very much for your kind cooperation in filling out this questionnaire.

Please return this form in the enclosed envelope to Mr. Sarasit Booppanon 461

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