

MARKETING PLAN
FOR SELLING THAI FRUIT TO CHINA VIA ECOMMERCE



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AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE GRADUATE SCHOOL
STAMFORD INTERNATIONAL UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION
ACADEMIC YEAR 2017



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**The Research has been approved by
Stamford International University
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Title: Marketing Plan for Selling Thai fruit to China via ecommerce

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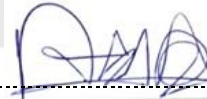
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ACKNOWLEDGMENT

I would like to express my deepest gratitude to Professor Dr. Boonyarat Samphanwattanachai my research supervisor for his patient guidance, encouragement, and sacrifice his personal time revise and qualify my marketing plan. He expressed understanding and flexibility towards all kinds of concerns in order to complete the research, provided useful correcting ad critiques of the research work

I would also like to extend my many thanks to Stamford's academic support team for flexible time, schedule, organization and their support throughout the program duration.

Finally, I wish to thank my parents, for their support and encouragement throughout my study.

Peerapat Traitham

EXECUTIVE SUMMARY

Nowadays, Thailand is producing a unique of tropical fruit where many countries are imported. Recently, the commerce has been integrated with technology. It has been known as E commerce. It can bring many opportunities in today business world. Therefore marketing plan for selling Thai fruit to China via ecommerce was developed.

The purposes of this marketing plan for selling Thai Fruit to China via ecommerce were to determine specific characteristics of market and formulate an appropriate marketing strategy for BJ Fruit Company with existing product as well as the potential product which has ability to sell via Chinese ecommerce. The target market aims to reach Chinese people who live in Guangzhou and Shenzhen. In addition, the target markets for selling fruit via ecommerce in these areas were identified as follows; age between 21-36 years old, average income per month 5,501 – 7,500 Yuan and interested in Thai fruit. The target market enjoys online shopping. Hence, ecommerce channel should be described competitive advantage to create another channel and to increase sales for the company. BJ Fruit Company aims to build brand awareness, to achieve 5 % of fruit selling market share and to gain sales target up to 6 million baht with 12 months.

BJ Fruit Company communicates product's information and selling product to target consumer via Chinese shopping online channel include Weibo, Wechat and Taobao to build brand awareness. The company hires specialist resources to accomplish company objectives. The company provides varieties of product particularly, tropical fruits, fresh fruits and dry fruits which are produced by organic. The products sell via Chinese ecommerce with the budget that was set. The selling price of BJ Fruit's product has been developed base on penetration strategy which provide high quality product with low lower price. Additionally, this marketing plan would develop promotion campaign to motivate the customer. Eventually, evaluation and control plan are necessary for the marketing plan to monitor and measure outcome based on objectives. It could be ensured that the performance of the plan will be measured in term of efficiency and effectiveness.

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CHAPTER 1

INTRODUCTION ON RESEARCH STUDY

Nowadays, e-commerce has become the powerful tool in term of commerce and attractive channel to get into the market; China is one of the countries where the percentage of e-commerce market has grown up, 50 percent of growth per year since 2011 and there is expected to worth USD 1 trillion by 2019(Sovereign, 2016).

The development of e-commerce in China has led to the new business model and service provider as there are exist such as Alibaba, T-mall.com, JD.com Taobao.com and etc. Those kinds of e-commerce provide varieties of business types such as B2B, B2C, and C2C. On the other hand, e-commerce is benefiting both of buyers and sellers all around the world. It allows a million Chinese consumers to access with a huge of selection both of domestic and foreign products which were previously unavailable (Sovereign, 2016).

The kind of E-commerce like new platforms which widely used in China, particularly in emerging middle class that spending online more than offline marketplace according to e-commerce allow them to buy and sell the product everywhere every time(Kuo, 2016). According to the huge value of e-commerce platform, the key categories are in the apparel and consumer electronics which are the top spending on the platform, other key categories include cosmetics, food & beverage products, and baby & mother care products (Coleman, 2015)

In term of selling online in China is very simple as shipping direct to consumers from overseas, using an express or postal service. Third party service provider is involved with the process to facilitate and ensure there is not any issue occurred. However, commerce is easy than before when it turns to be e-commerce but the documentary is still required.

Therefore, service providers could assist the logistic process management completely such as customs clearance, platform search optimization, payment, brand

building, and other important areas required to successfully get your product for Chinese consumers.

Based on above state, it indicates that e-commerce plays a significant role in China business, 600 million internet users are from China where present the largest online population in the world. In 2015 number of online user is growing more than 460 million online users compared with year 2008 at 74 million (Hsu, 2016). It indicates that is a room opportunity for new comer to join with this platform.

E- Commerce market is strongly dominated by Alibaba which has a high market shared both of B2B and C2C business compared with others, the leader of each marketplace belongs to Alibaba group such as Tmall is the largest B2C marketplace and Taobao is the largest of C2C marketplace. However, the ratios of e-commerce market in China (B2C market platforms 2015) are Tmall (58%), JD (25%), Yihaodian (7%), Amazon (7%), other (7%) Suning (3%), Vipshop (2%) and Gome (2%) (Chadha, 2017)

Therefore, e-commerce should be seriously considered as a viable and cost effective channel to market for companies who looking to sell products or services to Chinese consumers.

1.1 Overview of the fruit industry in China

Since China access to the WTO (World Trade Organization), its economy develops rapidly, which present in GDP per capita in China exceeded USD 8,000 and disposable also reached USD 3,452, in 2016. People pay more attentions to imported products, according to residents' livelihoods have improved as well as Chinese economy has developed (Yuanzhe, 2017). Demand for fruit imported is rising as import value of fruit in China has exceeded USD 5 billion in 2016 by mainly import from 40 countries and regions with varieties of fruit included rambutan, durian, jackfruit, longan, mangosteen, mango and banana (Decchina, 2017)

Livelihoods and economy have improved that effect to Chinese consumer behavior have change which is awakening in health consciousness, the demand for imported fruit is increasing compared to domestic fruit because Chinese consumers

believe that the general of imported fruit is better in quality and taste(Hongyi, 2015). Imported fruit is very popular for giving to a special event and/or to friends and relative which drives the demand for imported fruit.

The development of technology, e-commerce, and cold-chain logistics facilitate commerce which has made it convenient and continuously selling fresh food. Especially young professionals as their behavior have changed to online platform, convenience to order and fast delivered within 24 hours to their doorstep are provided as their preferred.

Young professionals and millennial are the potential target group on Chinese e-commerce that should be focused as their high purchasing power. According to Chinese Millennial population is around 31 percent of total population which is representing 415 million. Their spending plays significantly in term of economic as their average annual incomes around USD 5,900 – 13,000 (Lu & Yiu, 2015).

However, millennial is growing up in a digital world, and smart technology that common everything by one click. Millennial is extremely online native as their characteristic is likely to be free and expect to be entrepreneurs. They are involved on online more than offline. Thus, this key demography should be focused. (Roney, 2017)

Market size of the online industry was forecast predicting to reach USD 16 billion and total fresh produce market segment of 15% of 2018 (M.Z. marketing Communications, 2016).

1.2 Statement of the problem

Based on the various statistics addressed above, Chinese e-commerce provides a huge value of economy, the figure of e-commerce was predicted to grow up in further, in particular Thai fruit which has many opportunities in Chinese market. Therefore, this number has caught the attention of researcher. Although Thai fruit is the top ranking of imported fruit in Chinese market, Thai fruit was exported by traditional commerce more than e-commerce channel, even though e-commerce is influence in China.

However, the view of the research which has only the numbers alone is not enough to make an informed of determine the feasibility, thus further exploration is

needed, researcher would like to ensure that using e-commerce can be a channel for selling fruit as well as the number that address above can truly translate into the opportunities for using e-commerce.

As mentioned above, researcher would take BJ fruit Company for the case study of this research, the researcher would create marketing plan for adding e-commerce to be another channel by do not touching tradition way of export and/or sell of company. BJ fruit company are ongoing sale fruit via traditional way which is word of mouth, just only one way, but in the present, e-commerce is a huge opportunity for many kinds of business. Thus researcher would study the feasibility of marketing plan for selling Thai fruit to China via e-commerce.

1.3 Study Objectives

To discover how to communication via ecommerce

To discover decision making of Chinese consumer of buying via ecommerce

To identify potential e-commerce customer in China

To identify the appropriate market in China

Whether e-commerce can selling fruit or not

1.4 Research Questions

Based on the research objective, the research question have been developed as following,

- What is the best ecommerce website that suit for selling fruit
- What is the type of product should be involved?

1.5 Scope and limitations of the Study

This study focuses on the feasibility of marketing plan for selling Thai fruit to China via e-commerce. Thus, researcher would study on fruit producers in Thailand such as Durian, Longans, and Mangosteen as those are the most popular fruits export and sell to China (eurofreash, 2016) including China, e-commerce such as T-mall, JD.com (top two of B2C market share) and Taobao (top share of C2C market) for e-commerce channel (Shepherd, 2016). Using BJ Company as a case study for this research.

1.6 Definition of Terms

E-commerce: e-commerce is a combination between Electronic and commerce which means buying and selling of goods and service conduct over the electronic system.

B2B: Business to Business is a type of transaction of commerce between two or more businesses such as wholesaler and retail or manufacturer and wholesaler.

B2C: Business to consumer is business or transactions conducted directly between a company and consumers who are the end-users of its products or services.

C2C: Customer to Customer is a business model that facilitates an environment, usually online, where customers can trade with each other.

C2B: Consumer to Business is a model where the end consumers create goods and services which are used by businesses.

Feasibility: Analysis concept framework of how successfully a project can be completed as well as to determine potential positive and negative outcomes of a project before investing a considerable amount of time and money into it.

Millennial: The generation that follows Generation X, with birth years ranging from the early 1980s to the early 1990s.

CHAPTER 2

EVALUATION AND SELECTION OF PLAN AND ANALYSIS TOOLS (ESPAT)

Thai Fruit Company is currently most popular in China market; however, in term of commerce in China, the commerce is turned to commerce on electronic platform. E-commerce area quite new for Thai Fruit Company, therefore, as current situation, marketing plan for selling via e-commerce should be performed as well as marketing plans have to be more structured and comprehensive than ever before.

Literature reviews a comprehensive review the marketing plan to the purpose of “marketing plan for selling fruit to China via ecommerce”, and also projects the current situation analysis of this research. The researcher explains what a marketing plan is, what it is designed to do, what analytical tools and data collection techniques should be used in this research. In addition, the literature review will discuss relevant theories and overall marketing mix elements as part of the marketing plan and also determine what tools that are most likely implement in creating the marketing plan. The marketing plan can be achieved by the following;

- | | |
|-------------------------------|-----------------------|
| 1. Marketing plan | 2. Situation analysis |
| 3. Marketing analytical tools | 4. STP |
| 5. Marketing Mix | 6. IMC |
| 7. Brand Management | 8. Online Marketing |
| 9. Thai Fruit | |

2.1 Marketing plans

The marketing plan is a comprehensive plan that often included in marketing plan, is the starting point of business which describes the outline and determine the direction for company, where company is now, where to going and how to get there(Westwood, How to Write a Marketing Plan, 2006). Also, it reflects the feasibility of business based on objective and goals that was set with this plan.

However, marketing plan which is a plan that design based on each business as type of business are differences (Moore, 2008). There are many elements are required

in marketing plan, in each element would analyze to ensure that the plan would success and/or what obstacle that may occur, therefore in each business would have the unique marketing plan.

The uniqueness of marketing plan will lend the business to focus on the right point as well as provide an alternative plan that allows business to decide the best choice which could possible by using the business resource (Westwood, How to Write a Marketing Plan, 2006). Thus, the difference of business such as resource, type of business, objective, goals and etc., those would lead the difference of structure and content of the marketing plan desired.

Structures and variations

The certain content and structural designs are involved in any marketing plan as key aspects to ensure it is effective (Lee & Hayes, 2001). However, marketing plan is consists of eight sections as (Bowen, 2011) Executive summary, current market situation of the company, opportunity and issue analysis, objectives of the plan followed by, marketing strategies and control & evaluation section. (Kotler, 2000)

According to Smith et al, 1999 describe SOSTAC which is the structural design of the marketing plans, SOSTAC model is a model that provides to create a well-structured, comprehensive plan and track are allowed. However, the key item of SOSTAC describes by five stages below (Krishnan, 2015),



Figure 2.1 The SOSTAC model

Source: (Krishnan, 2015); Online

Situation Objectives Strategy Tactics Actions and Control

(1) Situation Analysis: It is designed to accomplish the current situation analysis. Internal environment analysis is to identify strengths and weaknesses. On the other hand, the external analysis offers clues to opportunities, and threats for this marketing research. In addition, the external audit is to help the researcher to identify PESTEL analysis that can exploit through marketing planning. According to (Power, 2017) Situation analysis provides the knowledge of the plan. The company needs to analyze current situation firstly identify where the company currently is and it is the vital part of marketing plan structure. Situation analysis is designed for applying analytical tools. The tools will employ in this section are SWOT analysis, Five Forces Analysis and PESTEL Analysis.

According to (Pride & Ferrell, 2016) it must be said that the situational analysis is approach to all data collection as well as techniques used. In this marketing plan, all of data both primary and secondary source in particular scanning e-commerce environment have to collect in order to analyzing evaluating various those sources in order that the research can select tools that might be appropriate for the marketing plan as well as market situations.

(2) Objectives: This element is designed to accomplish business mission, business objectives, marketing objectives, marketing communication objectives and The SMART test for objectives. After analyzing situation analysis, marketing objectives need to be set.

SMART framework, according to Write (Write, 1999) stated that the SMART framework should be applied to set good objectives of marketing plan in order to know where want to go and what it is going to achieve. SMART Framework can define as below;

- **S (Specific):** A clear statement should be described particularly what exactly to be achieved.
- **M (Measureable):** The objectives should be measured or accessed progress and stay motivated. It helps the company to stay focused, meet timeline, and getting closer to achieved objectives.

- **A (Achievable):** The objectives need to be achievable and it should stretch company abilities to be successful. It is crucial to attain business successful if objectives are too hard to be achieved.
- **R (Relevant):** This is to ensuring the objectives align with other relevant goals.
- **T (Time):** Time scale is a deadline to focus on and achieve objectives. The objective should have a time-bound goal or deadline such as, when.

(3) Strategy: This area is to determine market segmentation, targeting and positioning. According to (Wood, 2007) elimination inappropriate markets and identifying the right segments can help company better understand customers and more effective respond to their needs. (Kotler & Keller, 2005) mentioned that the marketing communication strategy should embrace the message being communicated to the target market is the successful accomplishment of the marketing plan.

(4) Tactics: Stage tactic is to accomplish communication tools; the tactics correspond is deploying the strategy in the target market by advertising or other communicating the objectives through the medium. (Norman & Sheehan, 2005) mentioned that the marketing communication nowadays is not effective only using television advertising since the customers are not always television advertisement audient.

(5) Actions: Action stage is where the formulated strategy and tactics (marketing communication plans) are refined to meet the stakeholder interests (Thomas, 2005).

(6) Control: Control stage is the last element that stakeholders used and the operational managers to monitor the progress of the plan.

Based on the state mentioned above, both of structure almost the same, only executive summary that difference, the difference of structure may from the various purposes of the plan (Westwood, The Marketing Plan, 2002), format style of marketing plan and level of information (Estelami, 2009). However, the executive is not important for this plan. So, the first step that the company should go is situation analyzed. It is not executive according to situation analysis provide where we are now as detail mentioned in SOSTAC.

Time aspect of the marketing plan is another variation. Some of marketing plans focus on shorter timeframe as is more seen an actions plans (Dibb & Simkin, 2008), while other plans focus on a long term which is effective and align with the overall corporate strategic decisions. Somehow medium term plan also involves which is naturally in between. (Westwood, The Marketing Plan, 2002)

However, it seems like time frame is obvious difference but the nature each of one also difference, therefore it is essential to argue. The nature of short term is must more detail than others, focus on 12 months and plan to run the business daily basis, these are often tied to the company's financial year (BPL Experts, 2015). Medium term is cover 3 years and it is likely to reflect what would be happened as the plan which close to the present, scope of this term may introduce the product, larger financial investments and/or utilize resources (houlder & Nandkishore, 2016). Long term aims at assessing future trends of the business environment for many years ahead and relates these finding to the overall corporate objectives, when executing the marketing (Lobel, 2006) .

As the variation of each plan indicate that there is a huge limitation of long term plan, according to business environment today is changing rapidly. According to ecommerce business is very attractive and very easy to join with less budget; competitor was created as well as the regulation may change as the time changing (Kerai, 2014). Therefore, it can be a difficult engages in a long term strategic marketing planning. Thus, short and medium term would be focused in this research as the first phase of the plan if there is success then go through the further step. Even though, short term and medium term are lack of alignment with overall objective as mentioned above but it seems more practical and implementable in this research as well as relevant in the near future.

Furthermore, this research design for short term and medium term to meet objective including budgetary is consideration as also argued by the literature to be crucial for entry marketing plan as well as mentioned above the long term plan could not be realistic if short time is not yet successful.

2.2 Situation analysis

A situation analysis is required before conducting a marketing plan and market strategy. (Dodds & Swayne, 2011) A situational analysis is a crucial part of any business or marketing plan. It should be reviewed intermittently to ensure that it keep current. Also a situational analysis defines company internal and external factors and clearly identifies the capabilities, customers, potential customers and the business environment and the impact they may have on that business. (Glowik & Smyczek, 2011)

After setting a marketing plan, situation analysis is the next step and is a critical step in establishing a long term relationship with customers. Moreover, this tool is used by analyzing both of internal and external environment as well as capabilities, customer of the firm. (Boundless, 2011)

The situation analysis is the systematic collection and study of past and present data to identify trends, forces, and conditions potentially to influence the performance of the business and to choose the appropriate strategies. (Blythe, 2014)

By state mentioned above, it is essential to conduct situation analysis as it provides internal and external factor analysis as well as identifies trends, forces and conditional which are necessary for the marketing plan. This would be the benefit for company in order to accomplish a long term customer relationship and design what would be market strategy.

Situation analysis's analytical tools; once analyzing the internal and external environment of the business, there are an essential thing to understand that analytical tools should not stand alone but it should corroborate and support one another for a reliable analysis. For this research the analytical tools used in situational analysis would be addressed as following.

2.3 Marketing Analytical tools

SWOT Analysis

As described above situation analysis would involve with analytical tools and SWOT is one of the tools that involved with. SWOT refers to identify internal and

external factor that business must be realized. (Ghazinoory, Abdi, & Azadegan-Mehr, 2011), They referred that, it is a systematic framework which allows management to develop business strategies by assessment of internal and external of their performing organization.

SWOT analysis provides the business to identify the key area which is possible areas for change, exploring new initiatives and/or refining and redirecting efforts plan (Fallon, 2017), by analyze the main four elements; strengths and weaknesses for business's internal factors, and the opportunities and threats for its external factors of performance (Ghazinoory, Abdi, & Azadegan-Mehr, 2011).

SWOT is using as a structure plan that contains subjective opinions from analyst based on the research. Thus the analyst result will be discussing and finding in order to obtain the certain result and place into the correct area in SWOT element (Watkinnes, Day, & Reavis, 2006). Opportunity area is the main issue element, uncertain factor that involves in analyzing of opportunity may lead the marketer to misunderstand to identify the opportunities statement as well as this would impact to the end result (Conroy, 2015).

Furthermore, SWOT model could not provide the precise actionable solution due to the information analyzing from inside, thus it can be valuable to turn SWOT into TOWS model (Wehrich, 1982). TOWS model provides the outside perspective as information may analyze by the people who is executing is (Koontz & Wehrich, 2006).

However, it allows company to obtain the precise actionable solution and turn weakness into strengths and threats into opportunities (Wehrich, 1982). Therefore, in my personal opinion, limitation of SWOT must be taken into consideration but it is still a useful tool in the situational analysis as long as the limitations are addressed. The research would conduct by using SWOT analysis through TOWS model in order to ensure the result are turned into the strategic actionable.

SWOT analysis's analytical tools; the data for analyzing are collected from various source both of qualitative and qualitative but before analyzing the data, it should be ensured that the data is reliable (Wippel, 2014). Thus, the reliable sources of information should be (financial resources) indicate the strength such as value of

company infrastructure, strong performing would lead business to take opportunities in the future, (market research) may indicate in opportunities as effective marketing research would show room availability to take advantage, if not then analyzing to find the right point. Performance indicators indicate weakness and competitor performance indicates threats (Oster, 2017).

Strengths and weaknesses; the data could collect from Thai fruit association where fruit export company are in as a member, as well as internal source as an research that company had conducted in previous would be considered as long as data is reliable and relevant to element. However, to gain efficiency data collection, in depth interview with key person who has knowledge, expertise and experience could be conducted which provides the insight information.

As opportunities and threats are external analysis, secondary data should be a great source to be collected. A quantitative approach such as market research among competitors and customers can lead to identify threats and opportunities as characteristic of result present in a large sample of marketing information. Somehow the result can utilize on an internal level as well. The information would have collected by secondary data which is valuable source of the analysis. The data can be online, news, report, journal and all the filed that relative with competitors and customer (Grimsley, n.d.).

Moreover, the analysis data result both of internal and external are sufficient information of relevant data the lead the company to utilize in term of determination the conclusion in the SWOT analysis. These of valuable information can naturally be the key final of SWOT analysis.

Additional, the company has a broader picture of the current situation in regards to SWOT element. Importantly is analyzing result can help the company to determine what the strategic should be. Absolutely, improve the negative to be positive, turning weakness into strengths and threats into opportunities through extended the result into a TOWS analysis which is previously mentioned.

Porter's Five Forces

In term of analyzing industry and marketing strategy Porter's five forces should be conducted. Porter's five forces provide the analyzing in external factors which related to industry and the outcome information would affect to company decision making.

Porter's five forces of competitive position analysis; it was developed by Michael E. Porter in 1980. It is a simple framework for assessing and evaluating the competitive strength and position of a business organization. It determines the competitive intensity and attractiveness of a market. Porter's five forces help to identify where power lies in a business situation. (Asad, 2011)

The Porter's five forces are a simple tool to understanding where the company power lies in a business situation. The porter's forces also helping company understand the strength of a current competitive position as well as can be used to identify areas of strength, to improve weaknesses and to avoid. (UKessays, 2015)

This tool is helping the company to understand the forces in its environment or industry that can affect your profitability. It allows company to adjust the strategy accordingly. For example, you could take fair advantage of a strong position or improve a weak one, and avoid taking wrong steps in future.

As Porter's five forces provide external factor which related with industry and being one of often tool used but the five force lack of broader environmental forces as a PELTEL (Bristoll, 2013) and also seems like five force is outdated as only provides a "here and now" industry snapshot

However, Bristoll mentioned that it is still a valuable tool which should be including in situational analysis (Bristoll, 2013). As profitability of this tool that provide the understanding of industry as well as can assess the potential of opportunity and risks through develop strategic advantages over competitors in the industry as data gained.

In term of analysis and data, the five forces tools take as a micro environmental approach which related in the current situation of the company. So, the data that is

required, somehow is difficult than other tools like SWOT and PESTEL. The five force analyze by define the rivalry in the industry including some player keep secret for sensitive data which useful for utilizing the result.

The data collection should be covered by 5 sections; (1) Competition among Existing Competitors, (2) Bargaining Power of Customers/Buyer, (3) Bargaining Power of Suppliers, (4) Threat of Substitute Products and (5) Threat of New Entrants. Thus, secondary data as online source was considered in term of collecting data. It provides the great source to identify potential of new companies and competing products. Moreover, industry reports, summaries and reviews could prove that is helpful in understanding exactly what is going on and how easy it would be for new entrants to expand the market.

The outcome of information the generate by this tool is clear understanding on how competitive the industry is and how hard or easy that competition can enter and clear understanding about in substitute product that can be a treat of the firm.

Eventually, the outcome would describe the associations among company's buys and supplier and information about distribution of power in these relationships. Those of outcome are valuable for company in order to utilize the result through design marketing mix and marketing strategy as the information gained. Additional, in term of competition, it is benefit to company to make a decision based on the finding result to stay competitive in the market in the future. The researcher interprets the data from supplier reports, market industry intelligence or industry reports for the fruit as well as financial statement of company and competitors which can be access from the online source such as BBL Economic Intelligence Center analysis, Thai fruit association of Thailand, The ministry of commerce and Thai – Chinese chamber of commerce.

PESTEL analysis

Micro environmental was analyzed by five force analyze, but to be successful in marketing plan macro environmental should be applied, therefore PESTEL is a tool that provide the factor related with macro as well as impact on the current situation. (Young & Pagoso, 2008)

PESTEL framework is referring to the overall macro-environmental factors affecting the market with consists of political, economic, social, technological, environmental and legal. With each perspective allows the assessing of the current environment and potential changes. The idea is, if the project is better placed than its competitors, it would be able to respond to changes more effectively (Hiebing & Cooper, 2011).

PESTEL analysis is a scan of the external macro-environment in which an organization exists. It is a useful tool for understanding the influencing forces that would impact the corporate objective as well as can be used for evaluating market growth or decline, and as such the position, potential and direction for a business (Downey, 2007).

PESTEL analysis should be significant content in a marketing plan (Hiebing & Cooper, 2011). The researcher uses PESTEL analysis in collaboration with SWOT analysis to give clear understanding the key external forces which create both opportunities and threats for an organization. (Oxford Learning lab, 2013)

As stated above, it is absolutely, before any kind of strategy or tactical plan can be implemented, it is fundamental to conduct a situational analysis and the PESTEL forms part of that. Therefore, PESTEL must be conducted in marketing plan in order to gain the better result, and minimize limitation of five forces that focus on micro and lead the business to be successful.

PESTEL analysis's analytical tools

Data required in this tool quite different from other tools, according data strongly focus on external factor as a macro environment and it is uncontrollable. The data must be relevant in each element; therefore data must be collected in a scientific and well planned manner to allow company to create a valuable and reliable PESTEL analysis (Boeninger, 2013).

As PESTEL is an external analysis the sources of data would be collected from external environment. Secondary data is a valuable source to the analysis. The data can be online, news, report, industry forecasts and all the filed that relative with politic as well as touching on technological and environmental developments, legal issue are

important sources for development of the PESTEL analysis (Washington State University, 2017).

Apart of secondary data, another qualitative data such as an interview should be involved with. In some areas of PESTEL, interview with an expert would be valuable to help for the future impact on these factors (Smith, 2013). Observation is another type of qualitative data that might be collected in specific areas such as surveys or focus group helps Company to better understand the important trends in the macro environment

Outcome of external research as in deep understanding, provide how each of factor impact on the company as present and in the future as well as valuable information as a whole picture of macro environment which is present in both negative and positive way.

Based on the outcome gained from analyzing by PELTEL allows company to make a decision as well as utilize the outcome in term of opportunities an avoiding the threats. Design their strategy to best choice with macro environmental forces that can impact the success both of now and the future.

PESTEL analysis: the understanding of external factor is focused. Secondary data would collect through online sources and offline reports about the element within the PESTEL such as BMI research group (BMI Reserach, 2016), Thailand 4.0, UN website and related sources. So, as the PESTEL requires a vast amount of data. The findings can be valuable to determine what the external environment looks like, impact and how it will develop in the future.

Based on the company situation which selling via ecommerce, PESTEL needs to collect data and analyze as mentioned above. However, Economic, Social and Technologies might be the main factor that company should focus on. These affect to the company than other elements which are economic and social would indicate the spending of consumer as well as technologies indicate the ecommerce platform through payment, distribution and promotion.

2.4 STP

STP is a tool of marketing for identify market segment, evaluate the target, and develop brand positioning. The result can be a guideline for communication plans and encourages SOSTAC marketing plan in tactics processes. STP helps marketers to develop and deliver a message to engage with different audiences. Utilizing STP in this marketing plan helps the researcher to know who is target of the market and how to deliver relevant messages to commercially appealing customers (Hanlon, 2017).



Figure 2.2 STP Model

Source: (Annmarie, 2017); Online

Segmentation is separating a market into each segment with their similar needs and behaviors (Kotler, 1999). Segmentation has similar purchasing behaviors and attitude towards marketing messages. This approach can be delivered any kind of product or service to different market subsidiary to the same group and the marketers would be planning appropriately. The segments of audience include:

- Demographics Segmentation is break down by age, gender, income, education, ethnicity, marital status, education, household (or business), size, length of residence, type of residence or even profession/Occupation.
- Geographic Segmentation can be break down by country, region, area, location, population or even climate.

- Psychographic Segmentation can be identified by personality, attitudes, social class, culture, hobbies, and etc.
- Behaviors Segmentation refers to study the way of consumers behave. It can helpful for segment based on consumer buying behavior.

Targeting is a selection based on a particular segment of the market to respond the customer needs.

Positioning is identification of the brand for designing of market strategy. The positioning objective is to create image as what customers thinking of a particular product (Mapeak, 2015).

2.5 Marketing mix

This is defined as a set of controllable variables and marketing tools that a company uses to influence the buyer's responsibility and to achieve its marketing objectives in the target market (Leong, 1999). The tools for marketing mix include: product, price, place and promotions. (Kotler, 2012) suggested a company had access to the four key controllable variables which could be used to develop a unique selling point and a brand image appealing to consumers for improving success in the market. According to The Economic Times, marketing mix is a set of actions or strategies (tactics) a company adopts to promote either its brand or its product in any market it represents. In addition, the concept is so important that each element of the marketing mix influence each other to make up the business plan to give the company a great success when handled appropriately.

In other words, the market mix is defined simply as putting the right product (or combination of products) in the right place, at the right time and at the right price, which of course has the basis of understanding all aspects of the business plan. It was developed by a marketing expert, (Severally, 1960). It has been used in the teaching of business and marketing concepts.



Figure 2.3 The 4P's of Marketing

Source: (Mind Tools, 2017); Online

Product: This is referred to as the item that is built or produced to meet the needs of human, in the group or individually. The product can be classified as tangible or intangible. The product might set by the company addresses the issues, challenges and opportunities within areas, and then provides a solution or the process of creating something else of value to resolve the consumers' problem or to meet their need.

The product is what is going to serve the market and the various target segments identified. Thus the product strategy requires cooperation between many departments and groups within the organization increasing the difficulty of developing and implementing such product strategy as mentioned by (Wit & Meyer, 2010)

Product life cycle might take into consideration as a strategy. It is including introduction, growth, maturity and decline phase. However, the strategy is depending on which stage of the product is in, the product strategy can be changed or reinforced to be as successful in the market as possible. (Sandhusen, 2000)

Price: is the amount a customer pays to enjoy a particular product and it is as important as the product itself in the marketing mix as the company's profit and survival are determined here. The great impact can be caused by the overall marketing strategy while the sales and demand of the products are affected as well.

The price strategy is a crucial part of the marketing mix, the changing of price can have immediate impacts on consumer demand and it would lead company to be success or failure depending on the strategy design. However, the pricing strategy should naturally be a result of the proposed positioning strategy and support the other

marketing mix components. The target segmentation, the target segments willingness to pay must be considered as well as the competition established in the competitor's analysis.

As there are many various pricing strategies such as psychological pricing, bundle pricing or product line pricing but the four major generic pricing strategies should take into consideration, Economy, Market Penetration, Skimming and Premium. (Mcdaniel, 2012)

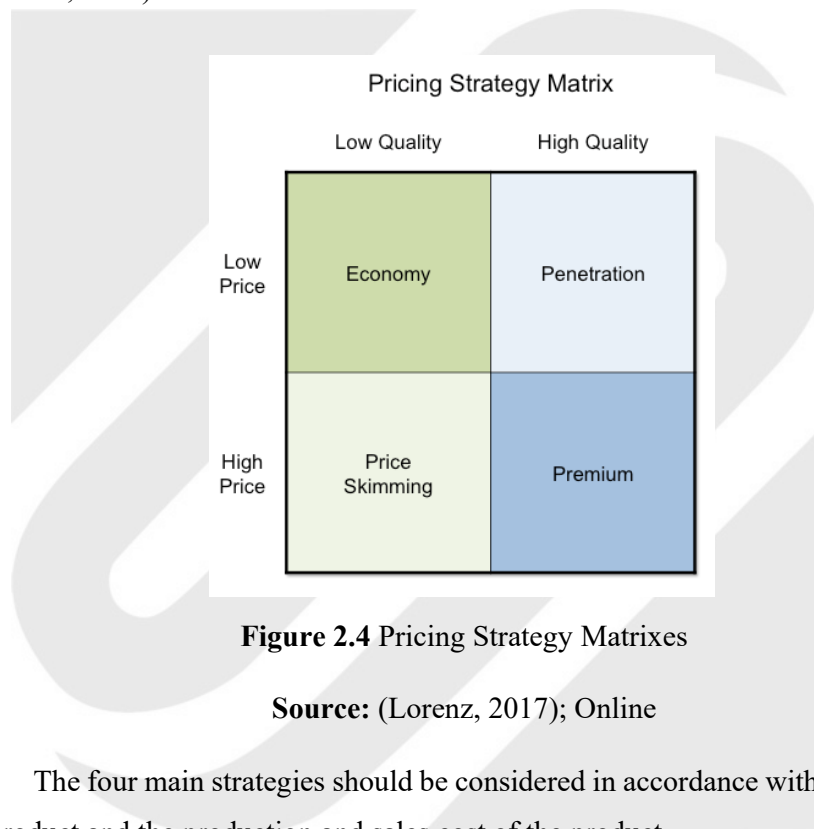


Figure 2.4 Pricing Strategy Matrixes

Source: (Lorenz, 2017); Online

The four main strategies should be considered in accordance with the quality of the product and the production and sales cost of the product.

Economy based pricing strategy; this might be applied in case company wishes to keep the pricing at a minimum and keep marketing expense at a minimum. *Market penetration pricing strategy*; this might be applied in case company produces a quality product, but wishes to enter into or penetrate a market. *Skimming strategy*; this might be applied in case company chooses a high starting price, by doing, company enables the possibility of keeping profits high for a certain period. Lastly *premium pricing strategy*; it is kind like a psychological way to give the product a premium position in the minds of the consumer. It can be profitable but it requires the brand to have

established and proven itself as premium brand, a huge of investments in marketing is required in this strategy.

Based on the situation analysis, found that price strategy is an important factor that heavily influences customer purchasing decision to purchase fruits via e-commerce. Pricing strategy helps the company to align sale strategy, in another word, pricing strategy can increase sales and motivate customer to buy company's product.

In brief, customer normally compares the price with others. Therefore, marketing plan strategy and pricing strategy of the company is very crucial to approach customers. Penetration pricing strategy is adapted, selling a quality premium fruit via e-commerce, at introduction phase; the price would set low to medium price when the company introduces a new product to penetrate the market quickly.

Place: is one of the crucial factors as naturally the products need to be accessible to target segment and/or potential buyers. The design must be positioned right and distributed appropriately.

Place strategy is related to the product strategy. Some products would most effectively be sold through retailers or wholesales, while others might be better sold through online channels. However, the company has two overall strategies to choose, indirect or direct distribution strategy. (Lowe, 2008)

Absolutely, each of strategy has pro and con differently, direct distribution are high starting costs and logistics management difficulties (Ashe Edmunds, 2015). On the other hand, it provides greater control and is more cost efficient in the long run if implemented (Ross, 2015). Market, target segment, company capabilities and the product itself are affected to place strategy design. Company must decide of engaging distribution. *Intensive distribution*; usually required where customers have a range of acceptable brands to choose from. In other words, if one brand is not available, a customer will simply choose another. *Selective distribution*; company is using a limited number of outlets in a geographical area to sell products. *Exclusive distribution*; it is an extreme form of selective distribution in which only one wholesaler, retailer or distributor is used in a specific geographical area. (Boone & Kurtz, 2015)

Moreover, the place and distribution effectiveness, and ability to meet demand is key and the overall distribution strategy and design must be fully understood and designed in an effective way.

Based on company situation, e-commerce is distribution channel that company would use. As most of Thai Fruit company are selling via traditional way. Therefore, in term of place, selective distribution with e-commerce is the suite channel for gain an advantage from other competitors.

Promotion: For every market that desires boosting or enhancement of its brand recognition, coupled with its sales; promotion is a component that cannot be overemphasized.

This phase the company tries to define the promotion strategy; many factors must be taken into consideration. It is relating to the situational analysis and the product, price strategy and the target segment. Thus, company must understand their own capabilities and overall objectives, to set the best promotional strategy possible.

Promotion tools have the different approach, such as discounts, product trials, user engagement contests, referral programs to name a few where each has its pros and cons (Verma, 2012). Several of these approaches can integrated to support and strengthen one another and make the overall message as a part of an integrated of marketing campaign. However, decisions should be based on the previous analyses to determine which channels and strategies would be most effective (Semenik, 2008). Packaging is a part of promotion strategy (Panwar, 2004) and must take into consideration. The packaging is crucial part as it often the last chance to persuade customers. However, there are many combinations and designs of the promotions and the communication strategy that company can utilize.

Push and pull promotion strategy for the product(s) is depend on company decides to approach the target segment (Yeshiin, 2006). The characteristic of “ *Push* ” strategy or outbound marketing is the company tries to find the customer and once interested will act and purchase the product. On the other hand, describing the product directly to the consumer and push the product to the target segment through more traditional marketing channels. The characteristic of “ *Pull* ” strategy or inbound

marketing create interest pulling interested consumers to the product and supply answers to the questions as they have built up, or focusing on awareness, brand visibility and lead generation.

The characteristic of promotional strategies is difference, thus company must design the strategy that suite to the company and relations to the objectives, the current capability, customer needs, internal resources and other elements of the marketing mix in order to be successful in promotion term. No matter the design strategy, the aim is to get consumers to purchase the product.

As company is selling fruit via ecommerce, and current situation is the aim to create awareness as well as gain competitive advantage. Thus, promotion strategies are applied which create packaging, discount, co-promotion and communicate to customer via e-commerce platform which is function available for promoting the product such as Taobao, Wechat ant etc.

However, in every single element of marketing mix are important to reach the aim of company. In each element of marketing mix need to design to be suite with the company situation. On the other hands, before going to set marketing mix, the reliable information need to be collected in order to analyze and design the best suite to the company.

2.6 IMC Tool

IMC (Integrated Marketing Communication tools) refer to marketing communication tools integrating various communication tools such as advertising, sales Promotions, public relation activities, direct marketing, personal selling, public relation and so on to promote firm to deliver similar message reaches a wider target audience (Holm, 2006). IMC uses for communicate effectively with customers (Ahmed, 2014), communication is important strategic areas of the company's success. IMC tool identifies a company's target customers, analyzes all competitive, and also conducts research to evaluate the effectiveness of company's promotional strategies. There are six primary Integrated Marketing Communication tools by as following;

1. **Advertising:** Advertising can get company's messages to reach to widely customers or mass market such as TV, Radio, Magazines, Newspaper, Internet, billboard and other mobile technological communication devices.
2. **Direct Marketing:** Direct marketing tool refers as direct advertising utilize direct email, sales catalogs, encourage direct responses, telemarketing and so on in order to reach targeted customers to promote advertising of product or service, increase sales or to test new products and alternate marketing tactics of company.
3. **Digital / Internet Marketing:** Digital media is an electronic media platform to promote a brand's product or service by taking the advantage of internet growth like social media, mobile phone, digital media and so on, most company integrate digital media with traditional media to make communication more both effectively and efficiency.
4. **Sales Promotion:** This tool is a marketing activity to create stimulation repeating of buyer through extra value provided to customers (Monkolchan, 2015). This tool can divide into 2 types (Belch, 2015)
5. **Public Relation:** This marketing tool is to execute programs to build trust, and goodwill by represent the company positive image through public relation activities such as, news/press releases or special event ,sponsorships, public activities, fund raising.
6. **Personal selling:** Setting sales venders or sales meeting, appointment with buyer to offer and sell product and strengthen company relationship with their clients.

The concept of consumer purchasing behavior

The objective of this marketing plan is to observe the market to understanding consumer purchasing behavior of skin whitening supplements in order to set up a proper marketing strategy to satisfy customer needs.

Consumers' behavior, which in turn brings about their decision-making, has long been a matter of interest to researchers. Several theories are in place to support the idea, with the most prevalent being the "Utility Theory", whose proposition is on how

choices are made by consumers on the basis of their expected outcomes of what decisions they have made. The utility theory sees a consumer as a rational economic man but the recent research on the consumers' behavior has more consideration on the factors that influence the consumers- bringing it beyond simple purchasing, with more focus on the diverse consumption activities that abound- such as recognizing the needs, searching for information, evaluating the alternatives, act of purchasing, consumption and disposal. Over the past century, quite a number of these behaviors have evolved in certain stages. With the continuity in the evolution, the notion of consumer behavior only responded to the conception and growth of modern marketing in the 1950s.

According to the American Marketing Association, consumer behaviors is how affect and cognition interact, the behavior and environmental events by which the exchange aspects of human lives are conducted (Peter & Olson, 1996).

The buying decisions of consumers are also affected by several factors as people buy differently to satisfy their needs and these purchases are influenced by: cultural, social, personal and psychological characteristics.

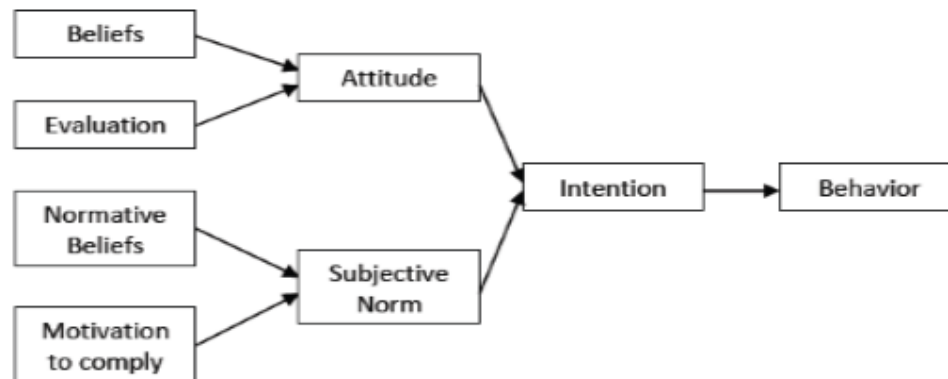


Figure 2.5 Diagram of Theory of Reasoned Action

Source: Fishbein, 1975: Online

Theory of Reasoned Action, which was created by Martin Fishbein and Icek Ajzen in the late 1960s; focuses on how important pre-existing attitudes in the decision-making process are. In other words, it posits that the behaviors of consumers are based

on them wanting to get a particular outcome or result; placing consumers as rational actions who make their choices on their best interests. Further explained, a consumer would only take certain actions when he expects to get some results from the actions. The Theory of Reasoned action focuses on the behavior of the individual which is pushed by some function of the individual's attitude towards the behavior and subjective norms which surrounds how the behavior performs.

2.7 Brand management

Brand management is handling both the noticeable and intangible characteristics of a brand. This includes the product itself, packaging, pricing and etc. On the other hands, Branding involves assembling an integration of the right marketing campaigns to create and reinforce company identity. So, if it is going to the correct direction, company can even create a brand that is able to break through the noise and create brand loyalty. (Sekhar, 1989)

Creating and identifying brand positioning is the first stage of the strategic brand management process (Keller, 2008) because brand positioning can offer clear direction to a communication (Aaker, 1991). Thus; in order to establish the brand positioning, it must be referred from research on market segmentation and targeting. (Sekhar, 1989) Moreover, four aspects as following should be considerate, target market identification, the nature of competitors, the ideal of points of parity, and the points of difference.

1. Identifying target market; It is a crucial part in establish a strong positioning because the difference segment may have diverse brand knowledge structure or perceive the same brand in different way vary by own attitudes, beliefs, and experience.
2. Nature of rivalry; decided type of target can imply the nature of rivalry because businesses usually target that same segment in terms of category membership. Once the appropriate competitive frame of reference for positioning has been formed, the correct points of parity (POPs) and points of difference (PODs) are able to make.
3. Point of parity (POPs) are characteristics or benefits that may common with other brands separated into two forms: category and competitive. *Category*

point of parity is a standard association expected by customers to show the credibility of companies. *Competitive Point of parity* is associations designed to establish rivalry Point of difference. It is used when company want to break even the area that competitors are attempting to seek an advantage and achieve advantages in some other areas.

4. Point of difference, on the other hand, comprises of strong, favorable and unique associations for a brand based on attribute or benefit association in the mind of customer. It is associations that customers believe that they couldn't find in the competitive brand. It is considered by functional basis, performance-related consideration and imagery related criterion, which are competitive strengths and insight about consumers' motivations.

2.8 Online Marketing

The broad online marketing spectrum varies according to business requirements. Effective online marketing programs leverage consumer data and customer relationship management (CRM) systems. Online marketing connects organizations with qualified potential customers and takes business development to a much higher level than traditional marketing. Online marketing synergistically combines the internet's creative and technical tools, including design, development, sales and advertising, while focusing on the following primary business models:

1. Company branding; Company can generate a lot of momentum from successful entrepreneurs who lead them. Branding the product to gain an opportunity and leverage a more trustworthy, company image to promote the brand. It also provides more power to meet and network with others, form more partnerships and lend a face to company otherwise faceless organization. (Stec, 2016)

2. Content marketing; content marketing takes a variety of forms, it depends on company strategy or it could accomplish a number of different goals. For example, company could use white papers, e-books and other long-form content to attract downloads, signups and conversions, or uses an on-site blog to attract more inbound traffic to company. (Cohen, 2014)

3. Search engine optimization (SEO); SEO is the process of making company more visible in search engines, so it offers more traffic from people searching for the products or services that company offer. Much of company's organic search position ranking comes from the technical structure of site and going content development strategy of company. However, SEO is not much more of an investment if company already creating new content regularly. (Booth, 2014)

4. Conversion optimization; Conversion optimization helps company gain more value out of each and every visitor by maximizing company rate of conversion. Somehow, this means including more conversion opportunities, and other times, improving the ones of company that already has. (Cambra, 2014)

5. Social media marketing; Social media marketing is significant potential in building and nurturing a social media audience. Content will come into play heavily here, as it will likely be the factor that attracts audience to begin with. Social media allow company to gain greater brand visibility, a greater reputation and far more inbound traffic with company's syndicated links. (Daoud, 2016)

6. Email marketing; Email marketing has a potential for ROI because it costs almost nothing to execute. Start collecting subscribers from existing customer base, social media followers and other new opportunities; from there, even a simple content newsletter can help encourage repeat traffic, facilitate more engagement with brand and keep brand top-of-mind with audience. (Blue Fountain Media, 2015)

2.9 Thai fruit

Thailand is one of the major tropical fruit producers in the Southeast Asian region. At present time, 1.9 million households are engaged in fruit production and fruit growers represent 30% of the total farm households in the country. Up to 57 different fruit species are commercially produced in Thailand with a total area of 1.31 million hectares and an average production of 7.5 million tons and a total annual value of USD 2,823 million. Of this USD 928 million of which is being generated from exporting Thai fruit. Export markets are mainly in Asia where *China, Vietnam, Taiwan, Japan* and *Korea* are major customers for fresh fruit. The current six major economic fruit in

Thailand are *longan*, *durian*, *mangosteen*, *rambutan*, *mango* and *longkong* covering around 0.9 million hectares of land area and producing 4.45 million tons of fruit annually. (Dipt, 2014)

Thailand is the world's largest exporter of durian. The export volume in 2015 was 596,422 MT, valued at US\$414 million. It was mainly exported as fresh fruit (76%) and dried fruit (22%) and to a less extent as canned (2%) and frozen longan (less than 0.5%). The major markets of fresh fruit were in China, Hong Kong and Indonesia. Fresh fruit exported to USA must be irradiated with gamma rays. For dried durian, China was also the major customer followed by Vietnam and Hong Kong. Malaysia, Singapore and USA were important customers of canned durian while Japan and Hong Kong were important customers of frozen durian.

Durian: Total production area in 2015 was 93,101 hectares with total production of 524,387 MT. As durian is the true tropical fruit, its major production regions are in the humid area in the eastern and the southern parts of the country. *Chanthaburi* and *Rayong* provinces in the eastern region were the major production area followed by *Trad* and *Prachinburi* provinces. *Chumphon*, *Nakhon-Si-Thammarat*, *Surat-Thani*, *Ranong*, *Songkla*, *Yala* and *Narathiwat* provinces were the major production area in the Southern region. The pocket area in *Uttaradit* province in the northern region with suitable microclimate is also well known for durian production. There are more than 100 durian types in Thailand but only four types including '*Mon Thong*', '*Cha-nee*', '*Kra-dum*' and '*Kan Yao*' are common in the market. '*Mon Thong*' is the major type representing 65% of the total production. The average yield of durian in Thailand was 5,690 kg per hectare. The average price was USE 1,056 per MT for mixed grade. (Food and Fertilizer Technology Center, 2014)

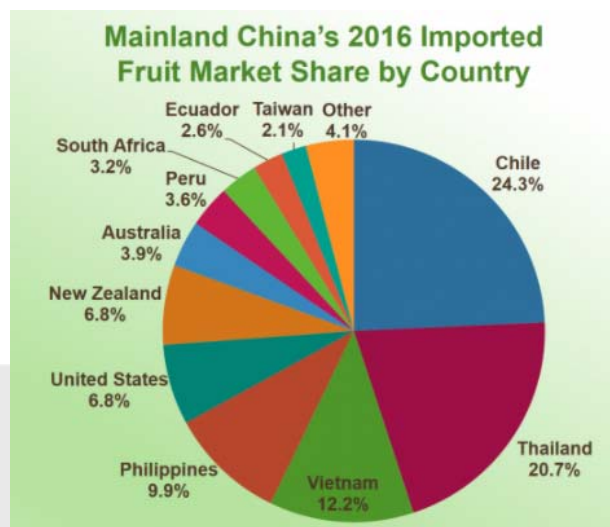


Figure 2.6 Mainland China's 2016 imported fruit market share by Country

Source: (Produce Report, 2017) : Online

As shown in Figure 1.1, a pie chart presents the percentage of imported fruit in China in 2016, Chile has largest slice of imported fruit market while Thailand becomes the number two and Vietnam, Philippines, United States, New Zealand, Australia, Peru, South Africa and Ecuador which are the ratio from high to low respectively. The point is even though the geography of Thailand facilitates for logistic more than Chile, Chile market share was the largest slice in a pie chart, according to Chile had taken advantage from non-seasonal fruit such as grape and plum that Thailand could not produce (Thai Trade Center, 2017) However, 42.8 % of pie chart is from South East Asia, particular the percentage of Thailand is 20.7% present a significant for fruit industry in China (Produce Report, 2017).

CHAPTER 3

RESEARCH METHODOLOGY

In order to collect the data for the situational analysis, that will act as the main point of the decision marketing mix in regards to the design of the marketing mix, a data collection strategy must be defined. In the following section the data approach for each of the analytical tools, as mentioned in the literature review, will be outlined and discussed.

3.1 Data Collection

Qualitative Method

The first part of the situational analysis is conducting a SWOT analysis. As the literature review suggests, key person can be valuable source due to their experience, know-how and expertise. Thus the primary data would be conducted as the qualitative approach in the depth interviews with the two members of Thai fruit association BJ fruit Company and Kuiya Company.

The interview is conducted as semi-structured which means a set of topics will be discussed but no strict agenda will be followed. This interview form enables the respondent and interviewer to have a casual conversation around many topics or open-ended questions which allows for a great deal of elaboration from both side (Andersen, 2008). This also enables the possibility of finding new unexpected but valuable data since the conversations do not follow a designated path throughout (Mitchell & jolly, 2009).

The pre-made list of topics relates to the internal and external aspects of company, organization and its resources or lack of such must are determined. The secondly, the question will relate to the parts of the marketing mix to get a better understanding of what choice the company has made in relation to these so far and what possibilities in each area including four Ps will be asked as well.

Quantitative Method

Secondary data will be collected to support these interviews and develop further knowledge to the external factors and the opportunities and threats that exist to company. The list of interviews question can be found in appendix.

The source from Ministry of Commerce will be collected which provides information relate with e-commerce and market development, strategy and other related. The website content and report in side would be studied to get an understanding of the e-commerce and Thai fruit.

In additional, Bangkok Bank journal, Kasikorn Bank center research which provide detail of export Thai fruit as well as competitor such as Vietnam that export fruit to China as the same of Thailand. This will helpful to understanding competition in an industry related.

Through the secondary data collection all the sources of information will be combining in order to analyze from a critical point of view to determine whether the data is in fact reliable or not. However, as literature suggests, all data is crucial in the research process (Ness & Grofton, 1997)

After the data collection and analysis, the relevant outputs will be added to the SWOT analysis model to give a broad and reliable picture of the internal and external factors. As the literature mentioned the SWOT model lacks the ability to turn the findings into strategic actions. Thus the SWOT conclusions will be used in the creation of a TWOS model. The result can turn weaknesses into strengths and the external threats into opportunities.

In term of industry analysis, secondary data will be collected as an approach to data collection. The source would be covered e-commerce, Thai fruit and Chinese.

An interesting source will be PWC report which relates with e-commerce china (PWC, 2017), Thai fruit export industry and supplier analysis reports would be found and utilized as well as additional information found through online sources such as BBL Economic Intelligence Center analysis. Some sources might have an interest in feeding

specific information. Various online sources outline the various players in the industry which will be interesting to study.

Outcome for each of part of five forces enables the analyst to define each aspect on the rating scale from low to medium to high. Based on this rating scale the final outcome is a detailed understanding of the rivalry in the industry and the specific areas that requires more attention. Thus the valuable industry data will have impacts on the marketing plan in this research.

PESTEL analysis: the understanding of external factor is focused. Secondary data would collect through online sources and offline reports about the element within the PESTEL. So, as the PESTEL requires a vast amount of data. The findings can be valuable to determine what the external environment looks like, what the external environment impact and how it will develop in the future.

PESTEL data collection, the interesting sources will be e-commerce, Chinese, Thai fruit. Political issues that have an impact on business would be found through BMI research group which has country specific reports (BMI Reserach, 2016). Economic trend source will be World Bank that provides global economics research which has country specific reports (The World Bank, 2016).

Social trends can be studied through report from Report Linker, a market and consumer trend research, to understand social consumer trends related to the e-commerce as related to this research. Technological trends would study through Thailand 4.0 (BOI, 2017).

In term of Environmental would be found through the sources such as UN website which provides environmental reports of Thailand and China. Lastly, the legal part would be found through the sources such as the law reform commission of Thailand and China law & policy.

Gathering data on the target segment(s) is important to be able to optimize the marketing efforts specifically to their needs, wants and behaviors. Quantitative survey would support the findings from the other analytical tools, to get a broader picture of the current situation and these finding in the creation the marketing plan. Thus, at first

of the process is to determine the population of the research and define the sample size taken.

3.2 Population, sample size and target segment

The population for this survey is Chinese tourism who traveling in Bangkok, determine by focusing millennial group, the reason for this choice is this group, they spend time on online more than offline with suitable on this research and they would be potential sample of represent for Chinese buyer.

Sample Size: The study of research utilizes of Sample size calculating formula for infinite population applied to (Yamane, 1973). To determine the adequate of sample size, the researcher has researched on the Chinese tourism population in Bangkok in 2016 is estimated data 498,253 people (Department of Tourism, 2016) therefore the calculating sample size is explained below

$$n = N / 1 + Ne^2$$

When n = sample size, N = Population, e = significant level

$$n = 498,253 / 1 + (498,253) \times (0.05)^2$$

$$\text{Population in Bangkok} = 400$$

After using (Yamane, 1973) formula to calculate the sample size, the result sample size is amount 400 people. As the sample size needed is 400 respondents, all of these should come from this target segment. Thus the survey has to be executed through a channel where this is possible. The survey would be distributed in Bangkok area as places are reached to the sampling group is very likely to have a large number of respondents within the target segment.

The point is that 400 respondents will provide a picture of the population as a whole but not necessarily the target group. To make sure to identify which respondents are in the target segment the design of the questionnaire plays a vital role, which will be described in the following section. The goal is to get a sample size of the target segment of 400 respondents as determined through the sample size formula. The survey would distribute to four hotels in Bangkok particular in tourist area such as Sathorn

(Ascott Bangkok, Somerset suanplu) and Sukhumvit (Grand president, Salil Hotel) area with focus on millennial generation, approach by 10 questions of questionnaire (to be found in appendix) (Burns & Bush, 2010). Approaching by distributing survey in English language according to millennial generation can communicate in English. This study would analyze by descriptive statistic which is involved with frequently distribution, percentage (Gates, 2010).

3.3 Research Design

According to (Burns & Bush, 2010) quantitative data is resulted from numerical records. The purpose utilizes quantitative in this marketing research because the result is specific and the researcher needs to know exactly what information about to develop a successful marketing plan.

Survey will contain of 10 questions (to be found in the appendix) and have a natural and easy flow throughout. The first part will be easy questions, act as control questions to ensure the respondents are within the target group. Start the questionnaire easy is helping to improve the chance of a higher completion rate (Andersen, 2008). The ending part of the questionnaire will contain slightly more complicated questions and will try to determine basic information in regards to Thai fruit and e-commerce. However, as easy questionnaire has a better chance at obtaining large numbers of respondents.

Questionnaire will be design to be a likert's scale in last two parts to obtain 10 customer's opinion and to behavioral. The likert's scale of last two parts, questionnaire were used of a rating scale to understand the satisfaction, 1=Most important, 2 = slightly important, 3= moderately important, 4= slightly less important and 5=Less important. Moreover, the last question also used rating scale, 1= never, 2 = sometime and 3 = always. However, to ensure the effectiveness of questionnaire, reliability test need to be conducted (Staines, 2016) .

3.4 Pretest of research Instrument

Reliability test; a reliability analysis of the variables is to test the questionnaire with a pre-test with a sample of 40 sample and reliability analysis of variables is to test

the questionnaire to 400 samples. The pretest for reliability would run by using Cronbach's Alpha Coefficient which should be greater than 0.7 is acceptable (Panayides, 2013). It means that the pre-test is accepted in order to distribute the questionnaires to target. After questionnaire was distributed, the results were most of respondents spent less than 10 min for answering and the Cronbach's a coefficient value was 0.947 (to be found in appendix)

3.5 Bias and limitations

There is the issue of people who did not paying full attention to a survey. The short and easy design is naturally chosen to limit this bias. Using closed questions might limit some interesting responses to the questions which might contain valuable data that due to the closed question approach will be lost. However, by having a mix of primary qualitative and quantitative data, supported by a large amount of secondary data collected, the marketing plan of the research will have the foundation to be developed successfully.

MARKETING PLAN

FOR SELLING THAI FRUIT TO CHINA VIA ECOMMERCE

4.1 Company Introduction

As researcher was chosen to interview the members of Thai fruit association (BJ fruit Company) to conduct situational analysis in order to create marketing plan for the company and other companies who have plan to sell fruit product via ecommerce and/or company who are ongoing selling product by using ecommerce.

BJ Company has been operated for two years. They build the business by their own capital. The company started running the business when China has high demand of Thai Fruit. Later on the business had performed. Currently, BJ Company exports mainly in Asia including China (70%), Taiwan (20%), and Hong Kong (10%). The variety of products is provided but mainly is Durian.

The technology is fast moving. The competition is increasing because Thai fruits are Chinese demand product. Thus, the company is looking for how to increasing efficiently of business one way or another. Regarding to interview, they are thinking about plan to expand the business with using less invest but gain high return due to limitation of business. BJ fruit company believes that Ecommerce is an appropriate initially way at this moment to increase revenue and create brand awareness of the company. Therefore, this marketing plan is appearing; create for businesses that are looking for selling products via ecommerce.

Vision: *“To become number one of Thailand export fruit leading in the world*

Mission: *“Offering the best quality of fruit and to exceed the high expectations of customers”*

4.2 Situational Analysis

As the first step of the marketing plan, after describe the actual business, is to conduct the situational analysis. As mentioned in the literature a useful tool to do is PESTEL analysis to understanding of the macro environmental situation surrounding of company.

Table 4.1 PESTEL

Political	<p>Political is one of the big factors that affect the company who has activities with china, China is a communist system which has strong system, new regulation and policy are created aim to support the economic. Beside, Chinese government promotes e-commerce system in order to increasing the economic (Adamkasi, 2015) However, in term of commerce, market access for fruit imports into China is related to political issue. A good bilateral relation is important in gaining expeditious market access. Which countries signed FTA would take benefit for zero of tariff which is Thailand and China had signed since year 2000 (DFT, 2015).</p>
Economic	<p>As mentioned in political, China aim to increase economic. China consumer spending are slightly up, means Chinese consumer tend to purchase more goods (Trading Economics, 2017) due to the middle class's rate are growing up and this will be powered by policy that push wages up through employment and income growth, and the rising of private enterprise, which should encourage productivity and help more income accrue (Barton, Chen, & Jin, 2017). That is positive impact to export Thai fruit business as present in export percent are increasing 20% (Prachachart News, 2017)</p>
Social	<p>As spending rate are growing up, Chinese consumer has high purchasing power, thus the behavior is changed, particular fruit; safety standards and regulation are realized more than in the pass. They traditionally place high value on fresh fruit as a method of staying healthy. Domestically grown fruit is widely considered to be of a lower quality and have inferior safety standards as compared with foreign imported fruit. (M.Z. marketing Communications, 2016). China is using online services and has a higher level of smart phone penetration. There were 751 million internet users in China; China internet penetration rate has reached</p>

54.3%, 1.1 percentage points higher than in 2016 (China Internet Watch, 2017). This trend is also to be seen as a result of the fact that consumers to a greater extent are looking for comfort and convenience in their purchase patterns. As many people see an increasingly busy lifestyle at and off work, they are drawn to products that can help them free time.

Technological As mentioned above the digitalizing of the Chinese society is an ongoing process which is closely related to the technological factors. E-commerce will be the main channel for all activity, such as buying, selling and even paying. (10 Trends & Predictions for China's Tech Industry in 2017, 2017) The speed of technological advancements is faster than ever. It means that new products with new innovative features are existing every day. Technological update is the roll out of many kinds of payment and using experience of customer which will help increase the overall experience of the product.

Environmental Before China joined WTO, pollution was the issue of China, the situation was better after joining WTO, safety and concern were realized, policy and regulation were launched to protect the environment and improve livelihoods of Chinese populations. (The World Bank, 2015), (WTO.org, 2017). In terms of fruit, Chinese consumers place a high value on foreign fruit as a quality and import standard.

Legal In terms of fruit imported in China, there are requirements to follow AQSIQ as a bible which covers all the criteria that relate to fruit such as import-export food safety, certification and accreditation, standardization, as well as administrative law-enforcement, to ensure all the products meet all the required criteria (M.Z. marketing Communications, 2016).

Porter's Five Forces

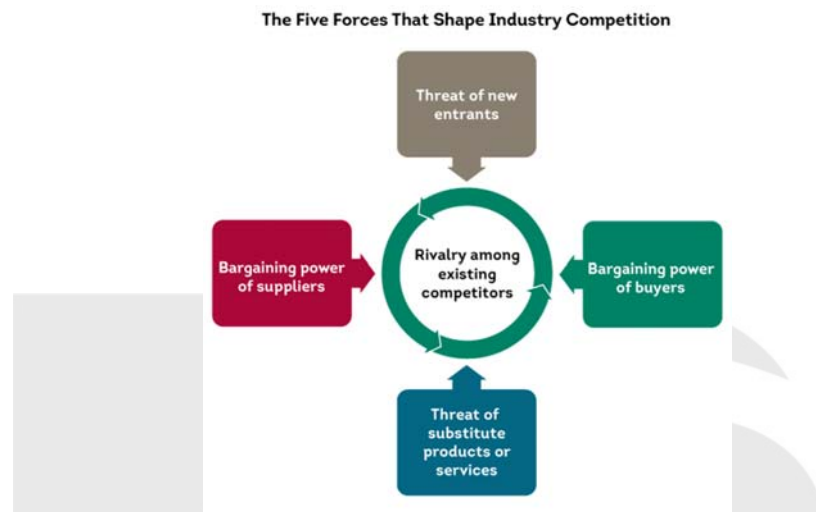


Figure 4.1 Porter's Five Forces

Source: (Chaturvedi, 2015); Online

Bargaining power of Supplier

There are many fruit farm in Thailand and naturally of fruit product is seasoning product (Tgfresh, 2016). The product has a limit in each season and period of itself. Therefore, these might impact to the bargaining power of supplier to high level. However, the level of bargaining power will ranking to medium to high, it depends on the period of commerce (FIC, 2016). Example; in the during season bargaining of supplier is medium buyer has many alternative farm select to buy the product but once it almost end of season of that kind of fruit the bargaining power of supplier will automatically high due to the product has limit before the fruit will change to the next season.

Bargaining power of Buyers

Level of bargaining power of buyers is medium. In the case of buyers, buyers of Thai fruit may classify to 2 groups, the actual end customer and wholesaler. Wholesaler can negotiate as they have huge amount of order but as fruit is naturally season product the price would be followed by the market price and it would high when

almost end of season. However, in term of end customer, even though there are many suppliers to select but as their order is less than wholesaler, it absolutely the bargaining power would be low. Therefore, the bargaining power is depending on the season and volume of order.

In term of e-commerce, Thai fruit selling on e-commerce is not many compare with other product as well as e-commerce quite new for Thai fruit business. Therefore, customer has not many choices. Buyers still low level of bargaining power.

Threat of new entrants

Level of new entrants is medium, as in deep interview with owner, They mentioned that as their experience, they join the business easily, this business is not required for high investment as well as Thailand is produce many unique fruit which is easy to find in Thailand where other country in the world could not produce (Thaibizchina, 2015).

This kind of business is promoted by government as there are many knowledge business that allow new comer to consult through banking support for performing the business as well as in term of FTA, company would enjoy the benefit which is reduce tariff once there is commerce in group country as signed in FTA (Customs.go.th, 2015), these are attractive for this type of business. Therefor the easy of new entrants would automatically create new rivals in industry.

In term of e-commerce, the huge limitation of Chinese e-commerce is language (Lloyd & Zhang, 2015), as the main customer on e-commerce platform is Chinese customer. Moreover, e-commerce is a new for Thai fruit industry, that means who would like to do business on e-commerce need to find the source provide the detail about it.

Threat of substitute product

The uniqueness of fruit is taste, quality and origin of fruit; means is not a substitute product but not only Thailand that can produce the fruit. There are other country can produce similar fruit such as Vietnam, Philippines, Indonesia (VietnamnetBridge, 2016). However, quality is absolutely not the same, thus for

customer who is not concern about the taste and quality, it might be substitute, in contrast, who is concern about taste and quality, it can be substitute product.

In term of wholesaler, as there are many type of fruit in the market, but the taste and quality are taking into consideration, to prevent the customer dissatisfy (Zuo, 2016). Thus both of end customers and wholesalers, level of threat of substitute product is medium

Those four factor mentioned above indicate that level of rivalry among existing competitor is medium. Thai fruit is not a new in the market, particular Thai fruits in Chinese market. Thai fruit is very successful in Chinese marketing as uniqueness itself as well as Thai fruit is demand product in Chinese market.

Thus, this point is attractive to fruit business as well as threat of new entrant is medium, those are automatically creating competitions among the industry. Even though, there is new comer joining in industry but seem like is insufficient for Chinese demand. This would benefit to company. On the other hand, product development, channel, advertising and other related would be taken into consideration.

Those factors are obviously that the product need to develop to run away of the competition among the market as well as accessibility are important to consider as channel to access to end customer.

Table 4.2 Summary 5 Forces factor

Forces	Level
Bargaining Power of Suppliers	Medium to high
Bargaining Power of buyers	Medium
Threat of New Entrants	Medium to high
Threat of Substitutes	Medium
Competitive Rivalry between Existing Players	Medium

Table 4.3 SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Quality of fruit • Varieties of fruit • Experience of fruit • Offer reasonable price 	<ul style="list-style-type: none"> • Lack of experience in e-commerce market • Limited business resources • Small organization • Lack of brand awareness
Opportunities	Threats
<ul style="list-style-type: none"> • Market needed • Market trends • Spending rate are grow up • Online trends 	<ul style="list-style-type: none"> • Substitute products • Competition • New entrants

Strengths

In term of selling the quality of product would be a first priorities to consider, company provide the best quality of product to make customer satisfaction and re-buying. Beside, company does not provide only needed product such as durian but also company serves with varieties of fruit. However, the reasonable price will be strengths of company. As the company has certain level of experience in fruit industry which has been performing for 2 years. With 2 years the regular customers are trust and it will be a network of other customer in the future.

Weakness

Lack of experience in ecommerce can be seen the weakness of company, according to the plan to selling fruit via ecommerce, knowledge and skill are required to understand. Small organization and limited business resource might turn out to be a weakness, if market reacts in such a good way in expansion. It might be slow response to market through lose opportunity of selling.

Opportunities

Tropical fruits from Thailand are reputation and market needed as taste and quality that Chinese preferred. Market trends; as mentioned in PESTEL, Chinese

consumer trends to buy foreign fruit as they place the high value more than domestic fruit. Online trend, Chinese consumer more existing online compared with the pass and online allow to connect to end customer and/or access to the target both of whole sale and retail, means apart of off line that company traditional selling, they may expand to online selling as well. Another opportunity is percentages of spending rate are growing up. It implies that purchasing power is high; it is a good signal for company.

Threats

Competition in the market can be seen a threats, this will be further elaborated in a later section. Some point of opportunity can be seen the threats for company, in term of online channel, it allows for every business and company not matter big or small, therefore, company need to aware a competitor as they may get into online channel and serve the substitute products to customer.

TOWS

As literature review suggested the SWOT does not provide clear strategic directions. Thus the TOES matrix below has been conducted.

Table 4.4 TOWS Analysis

<p>Internal Factor</p> <p>External factors</p>	<p>Strengths</p> <p>S1. Quality of fruit S2. Varieties of fruit S3. Experience of fruit S4. Offer reasonable price</p>	<p>Weaknesses</p> <p>W1. Lack of experience in e-commerce market W2. Limited business resources W3. Small organization</p>
<p>Opportunities</p> <p>O1. Market needed O2. Market trends O3. Spending rate are grow up O4. Online trends</p>	<p>SO Strategies</p> <p>- Marketing investments to access to customer - Hire staff that is aligned with employee</p>	<p>WO Strategies</p> <p>- Hire expertise of ecommerce - Emphasize market needs to build business network</p>

	characteristics	
Threats	ST Strategies	WT Strategies
T1. Substitute products T2. Competition new entrants	- Invest in marketing to emphasize product USP	- Join venture with existing competitors - Improve weaknesses to combined with strengths

Comprehensive Competitive Analysis

There are many of export Fruit Company in Thailand that provides variety of fruit with high quality and reasonable. It seems like most of the things are very similar but absolutely, in term of size of business is affect to the business efficiency such as type of product and company channel.

Even through, the competitors in business are very similar in term of fruit but the other factors are difference. Somehow, they may advantage than BJ fruit Company. For example; Kuiya company (Kuiya Company) have own farm and many experience including provide more type of product such as dry fruit which are increasing chance to serve customer, while JCI Oriental fruit company (JCI-Oriental-Fruits-CoLtd) have more expertise among fruit company which are shown on table below, they have more varieties of fruits as well as type of products, and importantly they have more chance than others to promote the product as they have website, trade show and word of mouth (Thaifruitassociation, n.d.).

Apart of product, channel will be an essential element that should be focused. Excellence product but less promoted affect to target customer which could not access to your product, by considering among the competitors show table below, ecommerce is a channel that no one has. Therefore, e-commerce will be the appropriate channel that should be focused.

Table 4.5 Competitive analysis of BJ Fruit Company

Category	BJ Company	JCI Oriental fruit company	Kuiya company
Experience (Year)	2	5	10

Farm owner	✗	✗	✓
Product			
Variety of fruit	✓	✓	✓
Dry fruit	✗	✓	✓
Frozen fruit	✗	✓	✗
Reasonable Price	✓	✓	✓
Channel of accessibility			
Website	✗	✓	✗
E-commerce	✗	✗	✗
Trade show	✗	✓	✗
Word of mouth	✓	✓	✓

Positioning; as defined the competitors as mentioned above the positioning will be show below,

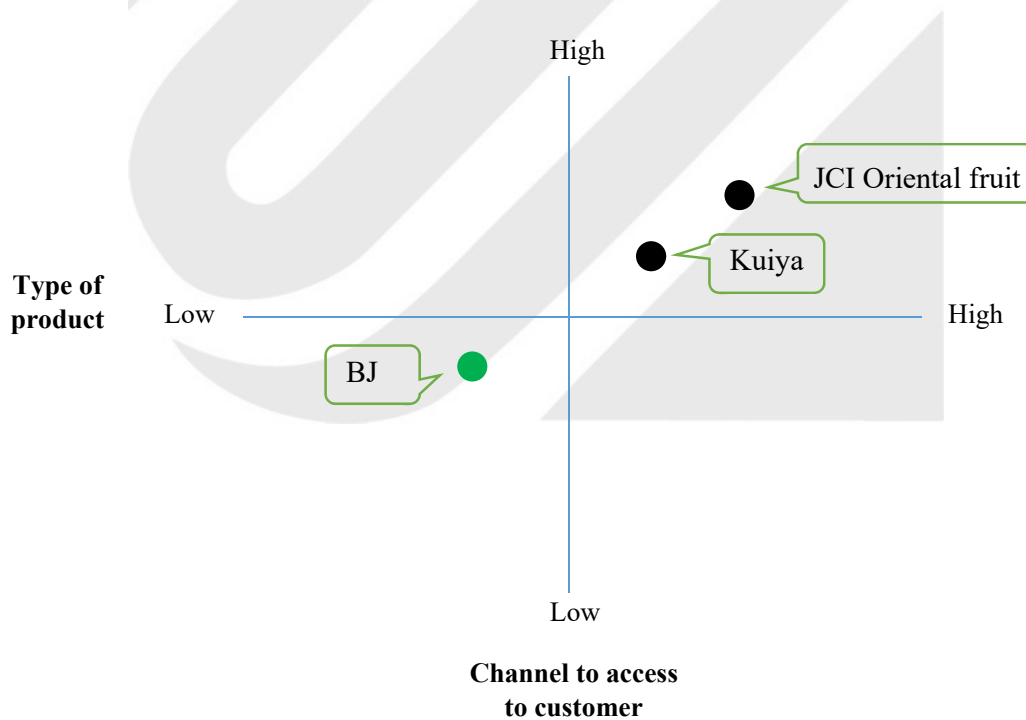


Figure 4.2 Positioning map of Competitive analysis

In term of positioning, it divides by type of product and channel to access to customer. By means; (type of product) how many type of product provide customer such as fresh, dry and frozen fruit. Channel to access to customer as table provided such as website, word of mouth, trade show and e-commerce. Those are based on competitor.

4.3 Key finding from primary research

The results in the first part of questionnaire represented the founding of demographic factors. The results are present by using percentage.

Table 4.6 Frequency and percentage of demographic classified by Age

	Frequency	Percentage
< 20 year old	0	0%
21 – 35 year old	283	70.8%
36 – 50 year old	117	29.3%
> 51 year old	0	0%

Based on the table 4.6, the result presented demographic classified by age. Collect data from 400 respondents, 283 respondents (70.8%) are age 21 - 35 year old while 117 respondents (29.3%) are age 36 - 50 year old.

Table 4.7; Frequency and percentage of demographic classified by average income (Unit = Yuan)

	Frequency	Percentage
0 - 3,500 Yuan	0	0%
3,301 - 5,500 Yuan	28	7.0%
5,501 - 7,500 Yuan	193	48.3%
7,501 and up Yuan	179	44.8%

Based on the table 4.7, the result presented demographic classified by average income. Collect data from 400 respondents, 28 respondents (7%) are average between 3,301 - 5,500 Yuan, 193 respondents (48.3%) are average between 5,501 - 7,500 Yuan

and the rest of respondents; 179 respondents (44.8%) have higher average income more than 7,501 Yuan.

Table 4.8 Frequency and percentage of marketing mix classified by place for buying the product

Shop	Frequency	Percentage
On – line shop	328	82%
Off – line shop	72	18%

Based on the table 4.8, the result presented marketing mix classified by place for buying the product. Collect data from 400 respondents, 328 respondents (82%) are buying product on-line and 72 respondents (18%) are buying product off-line.

Table 4.9 Frequency and percentage of marketing mix classified by website for buying the product

Website	Frequency	Percentage
JD.com	88	22.0%
Alibaba	111	27.8%
Taobao	193	48.3%
Tmall	8	2.0%

Based on the table 4.9, the result presented marketing mix classified by place for buying the product. Collect data from 400 respondents, 88 respondents (22%) are buying the product via JD.com, 111 respondents (27.8%) are buying the product via Alibaba, 193 respondents (48.3%) are buying the product via Taobao and 8 respondents (2%) are buying the product via Tmall.

Table 4.10 Frequency and percentage of marketing mix classified by type of product

Type of product	Frequency	Percentage
Fresh Fruit	164	41.0%

Frozen Fruit	89	22.3%
Dry Fruit	147	36.8%

Based on the table 4.10, the result presented marketing mix classified by type of product. Collect data from 400 respondents, 164 respondents (41%) preferred fresh fruit, 89 respondents (22.3%) preferred frozen fruit and 147 respondents (36.8%) preferred dry fruit.

Table 4.11 Frequency and percentage of marketing mix classified by willingness for buying fresh durian one kg. (Unit = Yuan)

	Frequency	Percentage
< 60 Yuan	147	36.8%
61 – 70 Yuan	153	38.3%
71 – 80 Yuan	88	22.0%
81 and up Yuan	12	3.0%

Based on the table 4.11, the result presented marketing mix classified by willingness for buying fresh durian one kg. Collect data from 400 respondents, 147 respondents (36.8%) willing to buy below 60 Yuan, 153 respondents (38.3%) willing to buy below 61 - 70 Yuan, 88 respondents (22%) willing to buy below 71 - 80 Yuan and 12 respondents (3%) willing to buy above 81 Yuan.

Table 4.12 Frequency and percentage of marketing mix classified by willingness for buying dry durian one hundred g. (Unit = Yuan)

	Frequency	Percentage
< 60 Yuan	152	38.0%
61 – 70 Yuan	192	48.0%
71 – 80 Yuan	44	11.0%
81 and up Yuan	12	3.0%

Based on the table 4.12, the result presented marketing mix classified by willingness for buying dry durian one hundred g. Collect data from 400 respondents, 152 respondents (38%) willing to buy below 60 Yuan, 192 respondents (48%) willing to buy below 61 - 70 Yuan, 44 respondents (11%) willing to buy below 71 - 80 Yuan and 12 respondents (3%) willing to buy above 81 Yuan.

Table 4.13 Frequency and percentage of marketing mix classified by willingness for buying frozen durian five hundred g. (Unit = Yuan)

	Frequency	Percentage
< 60 Yuan	138	34.5%
61 – 70 Yuan	163	40.8%
71 – 80 Yuan	97	24.3%
81 and up Yuan	2	0.5%

Based on the table 4.13, the result presented marketing mix classified by willingness for buying frozen durian five hundred g. Collect data from 400 respondents, 138 respondents (34.5%) willing to buy below 60 Yuan, 163 respondents (40.8%) willing to buy below 61 - 70 Yuan, 97 respondents (24.3%) willing to buy below 71 - 80 Yuan and 2 respondents (0.5%) willing to buy above 81 Yuan.

Table 4.14 Marketing mix; Mean and standard deviation of advertising founding on website (Where are you found fruit advertisement?)

Descriptive	\bar{x}	S.D.	Interpreting
Weibo	3.70	0.46	Sometime
Wechat	4.00	0.63	Sometime
Alibaba	3.90	0.54	Sometime
Taobao	3.70	0.46	Sometime
Tmall	4.20	0.40	Sometime
JD.com	4.00	0.77	Sometime
Travel website	4.20	0.75	Sometime

Based on the table 4.14, the result presented marketing mix classified by advertising founding on website. Collect data from 400 respondents, the overall of large group of respondents answered “Sometime” ($\bar{x} = 3.96$, S.D. = 0.57) for each of website shown on table 4.14.

Table 4.15 Marketing mix; Mean and standard deviation of purchasing decision factors by consumer behavior (What is the factor for your buying Thai fruit online?)

Descriptive	\bar{x}	S.D.	Interpreting
High Quality	4.57	1.00	Very Important
Variety of product	4.19	1.20	Important
Organic product	4.53	0.90	Very Important
Packaging	4.56	1.02	Very Important
Price of product	4.35	1.33	Important
Convenience for buying	4.59	0.97	Very Important
Delivery time	4.23	1.11	Important
Advertisement	4.14	1.19	Important
Discount	4.32	1.03	Important

Based on the table 4.15, the result presented marketing mix classified by advertising founding on website. Collect data from 400 respondents, the large group of respondents in high quality, organic product, packaging, and convenience for buying answered “Very important”, while the large group of respondents of the rest of purchasing decision factors answered “Important”. However, the overall answered “Important” ($\bar{x} = 4.38$, S.D. = 1.08).

Market Segmentation including segment Analysis and profile (STP)

Based on the survey result, there are showing various segments. However, in order to segment the marketing, researcher based on based on two element variables, being age, income and one behavioral factor.

As also touched on in the methodology section the marketing of this research must be segmented in order to choose what target segment to target. Below is the segmentation

Table 4.16 Market segmentation

7,501 and up				
5,501 – 7,500				
3,501 – 5,500				
Below 3,500				
Income / Age	< 20	21-35	36-50	> 51

Based on the result of survey presents the significant percentage of aging is 70.8% represented age 21 – 35 year old as well as the significant percentage of average income is 48.3% represented average income 5,501 – 7,500 Yuan per month, therefore the target audience would present below,

Table 4.17 Target market selection

7,501 and up				
5,501 – 7,500				
3,501 – 5,500				
Below 3,500				
Income / Age	< 20	21-35	36-50	> 51

Marketing Segmentation

Geographic: Guangzhou and Shenzhen (China)

Demographic: 21 – 35 year old / Salary 5,501 – 7,500 and up

Behavioral: Who are looking for convenience, discount, and gift for festival. Usually shopping online, existing on online, Thai fruit, preference for imported, high-quality products, Food safety, health foods, organic produce very important.

Psychographics: Social media, Internet, Mobile, friends, Social events, Healthy

The market segment for this research has been based in Guangzhou and Shenzhen of China as those cities are highly using ecommerce and behave like busy life (M.Z. marketing Communications, 2016), that appropriate with business as selling on ecommerce, the age would be 21-35 year old and THB 25,000 up for salary.

However, on this research, researcher would focus age 21-35 year old as the main market segment, according to when the communication is performed, it would easier to focus, as well as this group are present millennial generation who are native in online, income are growing up and trend to looking for healthy product (M.Z. marketing Communications, 2016). The rest of respondent, about 29.3% is age 36-50 year old, these is not yet focus, as the rank of age are difference, means communication would difference as well. With the budget and resources are limited. Therefore, if first phase with millennial group is successful; other group would be taking into consideration.

Target marketing strategy

Based on the result of survey, it should focus on selling the convenience because the research presented here indicates 82% of respondent is on-line shop for place for buying the product online as well as result were show that high quality and organic product are top two of factor for buying ranking. Therefore, Target should be the people who are living in China and frequency using Chinese online shopping and preference for imported, high-quality products, Food safety, health foods, organic produce very important.

Positioning

Positioning of BJ Fruit Company stands by varieties of product type. The company would like to provide the varieties of product type such as fresh fruit, dry fruit and frozen fruit to respond customer needs as well as to enhance efficiency of company to be competitive with competitor.

Another factor of positioning is accessibility. The company would focus on channel to access to customer. According to the results of survey, it indicates that percentage of online customer is significantly than offline. Thus the company would enhance accessibility by using e-commerce such as Taobao, Alibaba to be a channel to access to customer as well as this would be another competitive advantage.

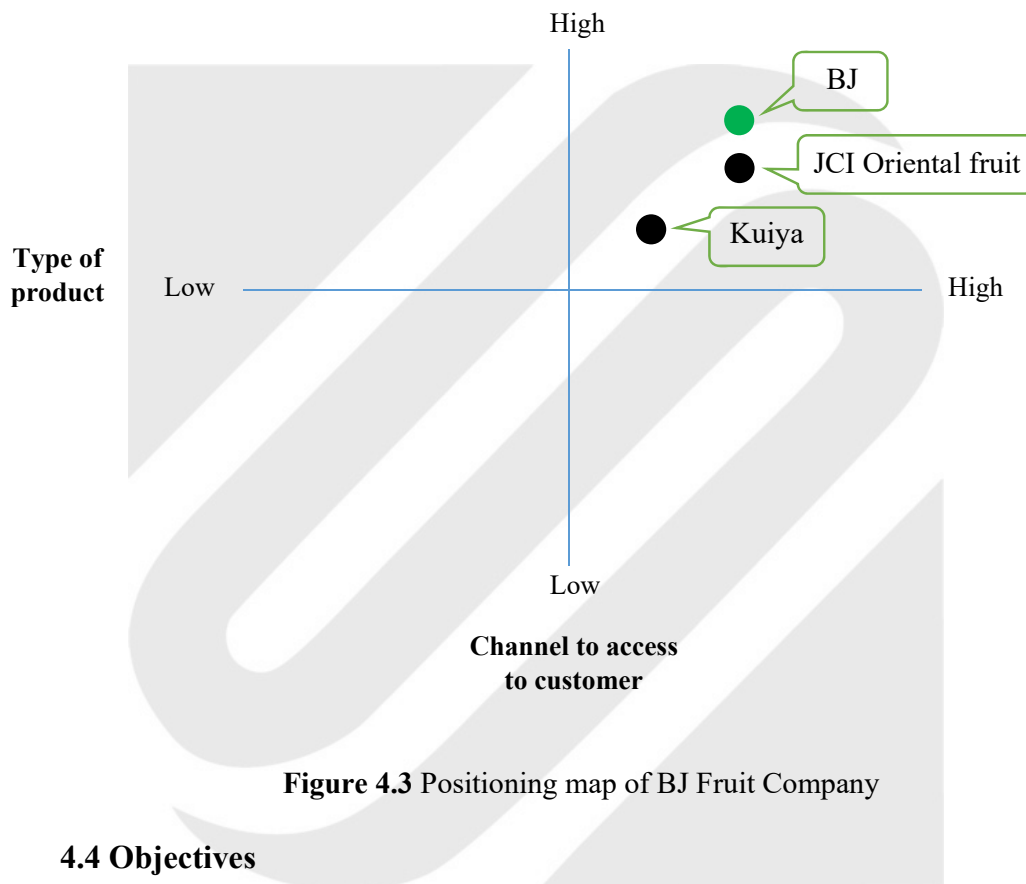


Figure 4.3 Positioning map of BJ Fruit Company

4.4 Objectives

After defining the internal and external factors, having segmented the market, chosen target group and position, the actual objectives of the marketing campaign can be defined. This is crucial as a guideline and to have something measurable at the end of the camping to establish if it has been successful or not. The objectives below follow the SMART framework as discussed in the literature review.

1. To create a brand awareness within 6 months.
2. To achieve sales target 6 million baht within 12 month
3. To achieve 5% of Thai Fruit Market share on ecommerce platform

4.5 Marketing Mix

Product Strategy

The product of the company will be offering by fresh durian with high quality and reasonable price. However, as the organization are small and limited resources. Moreover, the company is not capability to build factory. Therefore, the strategy below will be implemented. OEM or the other word Original Equipment Manufacturer is described as produce under the brand that was determination of owner (อุดมธนะธีระ, n.d.). OEM will be involved at the first phase of the plan. The company is able to transform fresh durian to be dry and it will be responded to target market as the survey result shown 36.8% of dry fruit. It is easy for transportation because of low weight. In addition, shelf life is still longer than fresh fruit also. This is an alternative option for the company to sell fruit via ecommerce.

The result from the survey represents that Taobao is the website where the target market can assess the fruit advertisement. Therefore, the company will implement branding strategy before advertisement. The branding strategy creates for building reputation and value added. In term of selling product via commerce, the company realized that branding can introduce the company. After the company is popular this can be seen as a selling point. Moreover, the result indicates that packaging is “Very important” for purchasing. It seems that packaging influences on customer purchasing decision. Thus, package and story are developed. Those can be created uniqueness of product. Besides, it can increase more chance the engagement of target customer and add value. For example, it educate the customer that where the product come from by story etc. However, information should be presented into two languages; Thai and Chinese as the target customer is Chinese people.

The developed product will acknowledge the customer that the product from where and product is organic. On the other hand, competitors not provide the organic product because they are simply focus on whole sale. Based on the survey, high quality product, organic product and package represent the most significant percentage. Thus, the company will focus on those factors.

Unique selling point,

The result of the survey indicates that the target market is not access organically grown fruits yet. Besides, it has already shown that the target market will be motivated buy organic over non-organic fruits. Therefore, the unique selling point will be one of point that can help the company to create differentiation of the product. ORGANIC will be added by presenting on the package which mentioned above. This can create attractiveness and capture the target market. Since healthy trend and foreign fruit has been increasing for Chinese customer.

Packaging: the company product is perishable product. Thus, the packing both wholesales and individual customer will be difference. Large order wholesale will be used container temperature control to remain the freshness of product (FoodNetworkSolution, 2012). For individual customer will use cold shipping package to remain the freshness of product (FedEx). The company occasionally uses third party to manage the packaging from packing the products both individual and wholesale through managing export the product to customers. The products are stocked at farm where company has commerce with and then the third party will pack the product at the farm except individual customers. The next step, the products are sent to warehouse's third party to be packed in cold shipping.

After-sales service is very crucial for running a business. The company's policies provide product returning. The wrong specification is allowed to return to The Fruit Company. However, the customer needs to be responsible for the transportation cost for returning the product. By the customer simply send the product back to the company, and then the company will deliver the new one to the customer. Moreover, damage product can be claimed to the farm owner as the sales agreement. The after-sales service's condition and information will be show customers on the company website on information's Alibaba and Taobao. When customers do have a problem about returning the product, the company will replace the new one and sent it to the customer. However, as mentioned above, the customer needs to be responsible for the transportation cost for returning the product. In this process, it absolutely takes time for sending the new one. All condition about after-sales service and sales agreement are shown on the website and ecommerce website as well.

Price Strategy

According to the research, it shows that the characteristic of Chinese customer presents 61 to 70 Yuan (305 to 350 Baht) is the average of buyer's willingness to spend on the product per time. This result can turn into the company price strategy. Therefore, the company will set the price around below 61-70 Yuan for fresh durian per one kg., 61-70 Yuan for dry durian per 100 g.

Price is often used to attract customers. In other word, price strategy is an important key that affect customer's decision directly. Thus, the company provide reasonable price to customer. However, the advantage of ecommerce facilitates for setting the price because the ecommerce reduce the middle man which means that customers can buy the product in low price and the seller can sell higher price.

As the marketing plan objectives are to create brand awareness to the target customers and penetrate the market. Therefore, created product and Chinese customer's trend can be set up by market penetration strategy by providing high quality product with low price to enter into the market and penetrate the market through create loyalty customer. In other word, maintain the loyalty customers of company through focus on profit oriented or satisfactory profits for long-term survival. Additionally, wholesale will be considered as an interesting target. The price strategy apply will be tier price which depend on the order volume; minimum order will be shown for wholesale dealer in order to get the tier price.



Figure 4.4 Price strategy

Source: (Business Set Free Ltd, 2013); Online

Place Strategy

The result of the survey indicates that 82% of total respondent are using online shop for buying Thai fruit, 48.3% of online website is Taobao and 27.8% is Alibaba. Therefore, online website is considered as the best place strategy which appropriate with the target market. Obviously, online website or ecommerce is the main channel of company as plan was set initially. Every process of these; communication, sales, payment and delivery the product to customer will be involved by ecommerce. Ecommerce platform provides security cover all, the relate elements which are online website to place the product, promotion; payment term which support by Alipay (chinasalesco, 2017), and delivery the product by the third parties of ecommerce. Therefore, customers can reach the product easily by online searching (ecommerce) through direct contact to the company for selling like a wholesale order.

Ecommerce website where customer can access to buy and/or find the products are Taobao and Alibaba. However, company website should be created. In other words, the information may show on the ecommerce website where company places the product.



Figure 4.5 Taobao website
Source: Taobao.com; Online

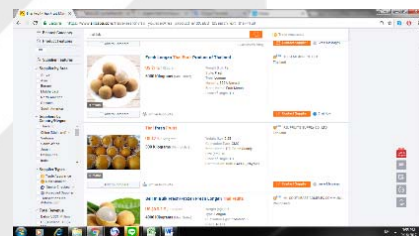


Figure 4.6 Alibaba website
Source: Alibaba.com; Online



Figure 4.7 Alipay
Source: Alipay.com; Online

Company website can be a place strategy for another channel that customer can reach the product. The website creates for communicate to customer as well as be another channel to increasing company revenue. The website work by covering about order, payment, distribute through after sale. However, the website would automatically link to Alibaba and Taobao website for easy to manage and cost saving, both of order individual or wholesale can order and make a payment via those websites (Support by Alipay).

The full version of company website has its own payment. The order will be further step to implement because this plan is the first phrase. Also, investment of full version company website is quite expensive (*www.itorama.com, 2017*). The company needs a lot of money to buy domain, transaction fee with VIS, IT support team and etc. If the first phase is successful based on the objectives, the full version company website will be taken into consideration for implementation.

It is beneficial for the customers who prefer to contact to the company directly. The system of billing and distribution will be the same practice of traditional sales which the customers must deposit 30% of total amount, once the product is ready. It is optional for customers in term of distribution such as the whole process would responsible for company or split responsibility to be 50%. However, the price depends on the option of customer selection.

In term of delivering the products, the company normally assigns the third party for export process because company is not expert in this field. The process and necessary documentary through delivering the product to customers are managed by the third party. However, the flow of export will be provided as following.

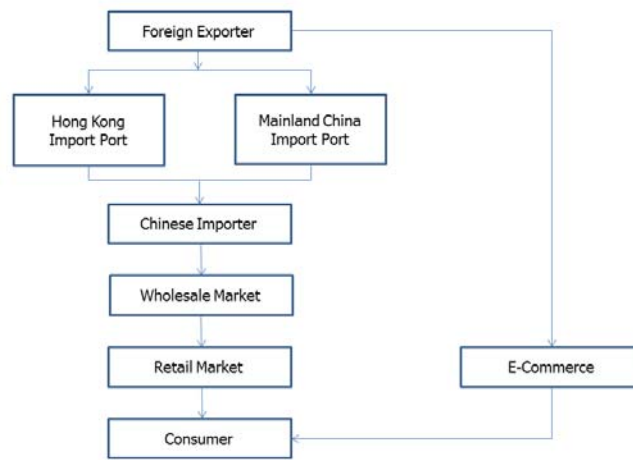


Figure 4.8 China's Imported Fresh Produce Distribution Model

Source: (M.Z. marketing Communications, 2016); Online

As the figure above present the structure of export since company to customer which the entire exporter must follow the structure. Exporting to China can export via Hong Kong or Mainland China Import, the difference is Hong Kong would less strict compare with mainland China but absolutely transportation fee would more charging (Thaibizchina, 2015). After pass main port either Hong Kong or mainland China, the flow after that would be the same until reach to customer (wholesaler). However, before reaching to end customer, it need to pass many middle man as company cannot access to end customer. Additional; the attractive export channel is ecommerce which is able to access to end customer Based on the figure above, company will approach the customers via ecommerce since it is able to access direct to end customer. Even through, the export must be followed by the structure. However, ecommerce can help the company to remove middle man which is the price is decreased (Tsang, 2016). On the other hands, transportation process will be organized by the third party as their service manage all the necessary tasks to serve the product to customer's hand (Teng & Chen, 2017) (Kehakaset, 2017).

Promotion Strategy

Promotion is the activity to communicating with customers as provided information of the products, services, brand and company in order to stimulate the decision making to purchase the products or services. In term of promotion push strategy will be used to make the overall communication stronger.

Because of the result of survey, the frequently of advertising founding on website is “*sometime*”, which means if company attracts by advertisement, it would be high chance to reach to target customer. The result of survey represents that discount, price of product and advertisement are significant factors that can affect buyers to buy the product. Therefore, promotion strategy should be classifying by two objectives of promotion; communication and selling. In term of communication, online channel will be taken in the first priority to consider (Lawton, 2015), (Li, 2016). As the research presents that the target group who uses online sources can be tremendous extend. That is why many of such channels will be utilized. Chinese social media such as Weibo and Wechat are significant channels for Chinese customers that these provide accessibility to the company’s target customer (Referred from result which is to be found in Appendix). These aims are to create brand awareness, build royalty customer through reach main target group.

In term of selling, at the first phase; creating attraction product can be the first priority. The co-promotion with ecommerce such as discount campaigns and free shipping are performed. Besides, the volume base pricing strategy is offered for the customers. With this strategy the company expects to gain the long term relationship and loyalty. The bargaining price (Quantity discounts) will be offered for the customers, who need to collaborate in B2B with the company.

4.6 Implementation

After defining the marketing mix, the actual implementation plans will describe the marketing initiatives to reach the marketing plan objectives.

Choice of marketing channels and communication

The survey conducted; provide the conclusion that the website is important to the target group were Taobao, Alibaba, Tmall, Weibo and Wechat from high to low. Therefore, all the communication in the marketing plan will perform as following.

- **Taobao Marketing**

Taobao website has network includes many sub sites such as Tmall, Alipay, Alibaba. Means company can utilize Taobao marketing to link to another sub website.

Taobao SEO (Search Engine Optimization) can use to increase the rankings of company's products for when users search them on Taobao.com and/or sub website.

Taobao ad-words; Taobao has its own pay per click platform built in. It is performing as the same concept with Google which is (CPC) cost per click. Company can configure ads for their products or store, set keywords and bids.

Taobao affiliate: Company can promote with less requirement on the advertiser side, only commission need to pay based on cost per sales. Company can configure ads and commission payouts. Publishers can then post affiliate links on their websites or elsewhere and earn a cut.

- **Social Media**

Wechat and Weibo can be benefit of being a firm place a message to keep customers interested in the product.

Weibo is similar with twitter but Weibo is widely using as twitter is not allowed in China, the communication will run through Weibo marketing tool and it would show up on user's new feed. The show case is based on the demographics. The communication will focus on quality, Thai and healthy.

Wechat is similar with line but its feather is advance than Line in term of selling product and payment system. Wechat has section that enables company to post news and other relevant marketing communication.

- **Sales campaigns**

In order to promote and earn more credits. Campaign participation should be involved. In each ecommerce website has campaigns to gain attention of customer. Example “Singles’s Day”, Taobao build campaigns one time a year, this campaign kind like a black Friday which is offered promotion and deep discounts in one day. Festival campaign such as Chinese New Year, e-commerce website often designs to feature the symbols corresponding to that year.

- **Company website**

Company website would set up; the website will provide all the necessary information that customer and partners need including advertise, introduce company product and promotion.

Resources required

As described in previous sections more personnel are needed to carry out the marketing plan. Thus, new employees will be added to the company organization. So, packaging; admin would take the orders and process them once admin get an order from volume for ecommerce but before order, it must approve by MD (Managing Director).

In term of process admin would take responsible to ensure the entire package would deliver safety, packaging is covered both of individual and wholesale. Product; as company products are fruit, it links through the relationship, thus MD would take action for this term, MD would deal since the price, amount, period through keep relationship with farmers. In term of relationship, it might be tread them as a partner is not a customer and buyer, such as buy them first before looking another farm. Absolutely, there is a return the product. Thus, admin (Chinese language) will responsible for this part, which is asking the problem, provide the condition of returning policy through sending the new one to customer.

However, these will have each of their area of expertise: Chinese e-commerce who are taking care of content and advertise on those kinds of China e-commerce website, and Chinese coordinator; as the big limitation of Chinese e-commerce for Thais is language, this position will be focus on translation.

Apart of that, training is involved, as China has own channel and media, therefore, specific is needed. Example as following;

- China digital marketing solution by Click China Consulting, LERT Global Group, Shoot2China Marketing, Siam Secret Sleep Balm (LERT ดิจิตอลมาร์เก็ตติ้งจีน @ Lertglobalgroup)

- www.thaibizchina.com; provide information that necessary for company who prefer to perform in China market.

4.7 Time frame and task assignment

The Gant chart below shows when the marketing will be carried.

Company website is going to be run cover 12 month which is show all the information needed as well as promote and communication to target customer of other customer who are interested. Including contact and/or returning company product.

Weibo is going to be run cover 12 month which is place daily message to keep customers interested in the product. The show case is based on the demographics. The communication will focus on quality, Thai and healthy.

Wechat is going to be run Jan to May and Aug to Oct. Wechat is expensive than Weibo according to their feature are cover the payment and set the shop on Wechat, but company using Wechat to promoted and communicate. So, the reason is not going to run every month is June, July and November and December. There is other activity that running (Taobao activities).

Taobao activities would allocate in every month but difference type of activities. SEO: Run on January to March and July to September according to there are Chinese festivals in that period, thus company run for advertising cover before the period of festival (Timeanddate, 2017). However, the company would join website campaign.

Ad-words is going to run to full fill the gap in during month according to the cost of Ad-wards is not expensive compare with other activity, therefore, Ad-words is going to run on January to February, after that is every other month.

Taobao Affiliate	9 Months	180,000	Content marketing
Company			
Website	12 Month	240,000	Admin
Staff salary*			
E-commerce expert	12 Months	300,000	
Content marketing	12 Months	300,000	
Admin	12 Months	240,000	
Customer service	12 Months	240,000	
Total Fixed cost		2,160,000	
Variable cost**			
Taobao commission		5%	
Alipay commission		1%	
3PL		10%	
Promotion		10%	
Cost of product		20%	
Total Variable cost		46%	

***Staff salary**

Thailand average salary is 13,600 baht / month in 2016 (Trading Economics, 2017)

BJ Company needs to hire exports which require more salary,

E-commerce expert = 22,000 x 12 = 300,000

Content Marketing = 22,000 x 12 = 300,000

Admin = 20,000 x 12 = 240,000

Customer service = 20,000 x 12 = 240,000

****Variable cost**

As BJ fruit Company has promotion activities, thus variable cost would be *Taobao* commission is required 5% for every transection that occur via system, *Alipay* commission is required 1% for every transection that occur via system, *Third party* is required 10% of sales price, *Promotion* BJ fruit company budget in 10% or sales price, *Cost of product*, according to BJ fruit company use OEM to produce the product, so the cost of product would be 20% of sales price

Pricing sources

- * www.ihdigitalco.th/เอเจนซี-รับทำการตลาด-ออ/ (www.ihdigital.co.th, 2017)
- ** <https://www.marketingtochina.com/weibo-advertising/> (marketingtochina, 2017)
- *** <https://walkthechat.com/advertising-on-wechat-moment/> (walkthechat, 2017)
- **** <https://searchenginewatch.com/sew/how-to/2200749/taobao-seo-a-guide-to-one-of-the-worlds-largest-consumer-marketplaces> (www.searchenginewatch.com, 2017)
- ***** <https://www.itorama.com/portfolio/synova> (www.itorama.com, 2017)

4.9 Break even analysis

The first the total costs are a shown in the table above THB 2,160,000. The following 5 years the fixed costs will be continues salary for the team as well as an allocated THB 1 million budgets to marketing, maintenance and etc. Means that the average fixed cost for BJ fruit Company in the next five year would be,
 $(2,160,000 + 2,080,000 + 2,080,000 + 2,080,000 + 2,080,000 / 5) = \text{THB } 2,896,000$

However, based on Company objective that to achieves 6 million baht within 12 months, thus break even analysis looks like below,

Fixed cost	2,896,000
Variable cost	46%
3 PL	10%
Alipay	1%
Taobao	5%
Promotion	10%
Cost of product	20%
Sales price (THB)	350

Net units	Net revenue	Fixed cost	Variable cost	Total cost	Total Profit
15,323	5,362,963	2,896,000	2,466,963	5,362,963	(0)
17,500	6,125,000	2,896,000	2,817,500	5,713,500	411,500
19,250	6,737,500	2,896,000	3,099,250	5,995,250	742,250
21,175	7,411,250	2,896,000	3,409,175	6,305,175	1,106,075
23,293	8,152,375	2,896,000	3,750,093	6,646,093	1,506,283
25,622	8,967,613	2,896,000	4,125,102	7,021,102	1,946,511

Break even formula $(2,896,000 / (350 - 46\%)) = 15,323$ orders

Figure 4.9 Break even analysis

This breakeven analysis shows that BJ Fruit Company will break even on their marketing investment after 15,323 orders. Additional; based on the survey result, it is showing that customer 82% or around 328 respondent are buying Thai fruit via online which is BJ Company used (To be found in key finding). As company objective that to achieves 6 million baht within 12 months, thus the order should be achieved by 17,500 orders

4.10 Evaluation and Control Plan

In term of marketing plan monitoring, the objective of company needs to be accomplish and the outcomes of the marketing activities need to be measured.

- To create a brand awareness within 6 months.
- To achieve sales target 6 million baht within 12 month.
- To achieve 5% of Thai Fruit Market share on ecommerce platform

Company would validate total sales and ROI (return on investment) whether the company money that invests into the marketing plan has profits in results in order to measure marketing effectiveness.

1. The company will measure the budget spent on each campaign against the amount of sales brought each campaign executing in each month in specifically.

2. The total sales numbers of this year will be estimate by the objective and growing up ten percent per year.

Table 4.20 Forecast sale and profit for a year

Year	Net units	Net revenue	Fixed cost	Variable cost	Total cost	Total Profit
2018	17,500	6,125,000	2,896,000	2,817,500	5,713,500	411,500
2019	19,250	6,737,500	2,896,000	3,099,250	5,995,250	742,250
2020	21,175	7,411,250	2,896,000	3,409,175	6,305,175	1,106,075

Table 4.20 was described about forecast sale and profit for a year. The formula refer from break even analyze, so the data of year 2018 referred from company

objective which is to achieve sales target 6 million baht within 12 months therefore net unit is 17,500 units and total profit of year 2018 is 411,500 baht. The company estimate to growing up 10% per year, therefore Year 2019 the net units would be 19,250 units, total profit is 742,250 baht and year 2020 the net units would be 21,217 units, total profit is 1,106,075 baht.

The key performance indicators (KPIs), company will use to measure marketing effectiveness of content marketing goals.

Table 4.21 Evaluation plan

Objectives	Audiences	Tracking
Brand awareness	Weibo	- Amount of check Like, follow and share
	Wechat	- Engagement, like and comments
	Website	- Traffic
Advertising	Taobao SEO	- Analytical Taobao SEO
	Taobao ad-words	- Analytical Taobao ad-words
	Taobao Affiliate	- Analytical Affiliate
Sale	Online sale	- Amount of online sales
		- Taobao annual report

Measuring criteria (KPIs)

Objectives 1: Company will measure brand awareness within 6 months.

Measuring 1:

- Weibo; monitor people engagement via the number of comments and likes
- Website; monitor the company's website by website analytics, amount of traffic (page views).
- Wechat; monitor people engagement via the number of comments and likes

Objective 2: To achieve sales target 6 million baht within 12 month.

Measuring 2: Measure in units sold from online shop (Taobao).

Objective 3: To achieve 5% of Thai Fruit Market share on ecommerce platform

Measuring 3: See the Taobao annual sales report, units sold, annual revenue generated after year plan.

Moreover, company will monitor a marketing budget, including total of marketing activities cost to minimize spending expense and maximize profitability. The company will be able to control and maintain company budget and know exactly marketing spending increases from where.

Controls

To maximize the effectiveness of a marketing plan, there need to be controls in place to monitor the plan's to gauge performance; expenses, customer feedbacks, target market shares, ROI and sales number.

Contingency Plan

In realistic, the plan might go wrong direction and/or under performance, therefore contingency plan should be prepared. However, in the case of the marketing plan under performing, the plan might be adjustment and/or revision.

Scenario I; in case of marketing plan is underperformance, according to internal factor such as staff and/or knowledge and skill. Corrective action, management speeds up the process at a evaluating and corrective the problem at hand.

1. Revise strategy; it can defined inappropriate as factors might have changed as well as revise the structures, systems or support.
2. Revise activities; training might be insufficient, there is a lack of motivation, or lack of coaching, that has negative impact on the task and its performance. Additional; objective for the task was revise due to changing external and internal environmental factors.

As the sales number is huge proportion of the plan, thus Sales number will be addressed to identify where sales are satisfying and where it is not to know where to put the change of efforts. Scenario II; in case of marketing plan is underperformance,

according to external factor such as business environmental. Corrective plan will be as following,

1. Management will do through investigation of changes in the business environment to see if they have had an impact on the overall lack of performance.
2. Management will address and revisit the competitive environment to try and determine if this is the root of the issue.
3. Based on the finding the management will clarify the marketing messages and communication to make sure that the message is in fact breaking through to the target customer.

The action was performed but still not in line, management might redesign the overall strategy and re allocate the resources to better combat competition and staying competitive.

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APPENDIX A
SURVEY QUESTIONNAIR

QUESTIONNAIRE**MARKETING PLAN FOR SELLING THAI FRUIT TO CHINA VIA
ECOMMERCE**

Instruction: Please complete all question by marking “✓” in the given options below.

1. Age?
 - Below 20
 - Between 21-35
 - Between 36-50
 - Above 51
 - Between 55-64
 - 65 and over
2. What is your monthly income level? (Unit = Yuan)
 - Less than 3,500 Yuan
 - 3,500 – 5,500 Yuan
 - 5,501 – 7,500 Yuan
 - More than 7,501 Yuan
3. Do you usually buy Thai fruit by online (e-commerce) or offline (Shop)?
 - On-line
 - Off-line
4. If you buy Thai fruit online, which online website that you prefer to buy?
 - JD.com
 - Alibaba
 - Taobao
 - Tmall
 - Other
5. What type of fruit that you prefer the most?
 - Fresh
 - Frozen
 - Dry
6. How much money that you willing to pay for Durian 1 KG? (Unit = Yuan)
 - Less than 60 Yuan
 - Between 61 – 70 Yuan
 - Between 71 – 81 Yuan
 - More than 81 Yuan
7. How much money that you willing to pay for Dry Durian 100 g? (Unit = Yuan)
 - Less than 60 Yuan
 - Between 61 – 70 Yuan
 - Between 71 – 81 Yuan
 - More than 81 Yuan
8. How much money that you willing to pay for frozen Durian 500 g? (Unit = Yuan)

- Less than 60 Yuan
- Between 61 – 70 Yuan
- Between 71 – 81 Yuan
- More than 81 Yuan

9. What is the factor for your buying Thai fruit online, rank these factors that importance to you? (1= most important to me – 5 = Least important to me)

	1	2	3	4	5
High Quality					
Variety of product					
Organic product					
Packaging					
Price of product					
Convenience for buying					
Delivery time					
Advertisement					
Discount					

10. Where are you found fruit advertisement, (1= Never, 2= sometime, 3 = Always)

	1	2	3
Weibo			
Wechat			
Alibaba			
Taobao			
Tmall			
JD.com			
Travel website			

A large, light gray watermark logo is centered on the page. It consists of a stylized, flowing shape that resembles a letter 'S' or a similar symbol, set against a background of diagonal stripes. The logo is semi-transparent and serves as a background for the text.

APPENDIX B
INTERVIEW COMPANY

Interview with BJ Company owner, K. Apiratee (Bew)

Me: Sawadee kab K. Bew, thank you very much for you time to talk with me. By the way I have prepared a fairly short list with a few topics on this interview.

K. Bew: Okay let start

Me: First of all, please tell me a bit about background of company such as type of your business, how long that you have been doing the business?

K. Bew: It is start since 2 years ago, I had traveled to Fruit farm as all the people going to, in personally I am a fruit lover, I love to eat all kind of fruit especially Durian. So back to the story, I quiet surprise that I found many Chinese people in the farm, I through that Chinese tour company would normally take them to shop of somewhere else, but not the farm like this. From that point, the idea came up that if Chinese are favorite Thai fruit like this, it might be turn to money. So the was reason why, the business was born.

Me: It is great idea; you are very sporting person. That is very fantastic. However, what about your organization.

K. Bew: Well, we are a small company, as I have told you, I have been performing the business for 2 years, by the way, I am a very open mind person all the people can come and share all the idea that can drive the company. So now we have 5 people not including outsource.

Me: What do you mean “Outsource”?

K. Bew: As I told you, we are a small company, so most of the process, we are using outsources because I just assign then they serve, very easy.

Me: I see, so what about company product and why is that

K. Bew: Now we are serve only fruit. As we can see in the moment Thai fruit are very popular for Chinese people. So, we have plan to diverse the product line in soon.

Me: I have agreed with you; I think diverse the product which is cover customer need. It can gain an advantage from others. So, who is your main customer?

K. Bew: Absolutely, China; as I told you since the beginning, Chinese customer is a main target, they are buying everything of fruit but the popular one is durian.

Me: I see; what the strength of product is and why customer should buy you

K. Bew: I think, taste and quality, both of that are the big concern, in every order, I have to check by myself to ensure the produce delivered are qualify to prevent the return as I provide guarantee of damage or wrong specification of product.

Me: Normally, you are selling whole sell or retail and how you can reach them such as word of mouth or trade show

K. Bew: Normally, we are selling wholesales as the main type of selling. For reaching, there are two type of approach, first; word of mouth, customer is telling friend and second I am not sure where are they from, they text me on Wechat then the business is performing.

Me: Normally how much they are spending per order?

K. Bew: It is start from THB 100K to 1 MB.

Me: That is very a lot. How do you distribute to customer?

K. Bew: Again back to begging, we are using outsource to do all the process for us since Fruit farm to customer.

Me: What about tax, tariff and customs process

K. Bew: Absolutely, outsources will do it for us as well

Me: What are the main obstacles for this type of business (competitor?)

K. Bew: Money, resources and competitor. Those affect direct to the business. If you don't have enough money the business can't run, limited of resources including connection are the obstacles for driving the business and absolutely competitor. Can you imagine demand higher than supply and competitor buy those supplies, so there is nothing to serve customer. Therefore we have to make relationship with farm owner.

Me: K. Bew, this is the last question for this interview, a part of traditional commerce, do you have plan for the future, do you heart about selling online.

K. Bew: You can ask me more if you still have question. So, I realize about ecommerce, but I really do not how they work and the big concern of mind is language. However, I think if I can sell the product via ecommerce, it can make money a lot. However, if it can be success and drive the business, I might learn in the future, or maybe you can guide me as you are doing this topic.

Me: Absolutely, once I have completed, I would send to you, by the way, thank you very for you time and all the information that you provided are very useful.

K. Bew: Thank you and good bye.

Interview with Kuiya company owner, K. Narakorn (Golf)

Me: Sawadee kab K. Golf, thank you very much for you time to talk with me. By the way, I have prepared a fairly short list with a few topics on this interview.

K. Golf: Okay let start

Me: First of all, please tell me a bit about background of company such as type of your business, how long that you have been doing the business?

K. Golf: Actually, the business is start since my parents; it has been performed for 10 years. As they have fruit farm, buy in the pass, fruit is not popular like this moment, after Chinese tourist are travel in Thailand and durian becomes to the popular fruit, that way, the business are growing up until now, by the way, we are not serve only durian but also verities of fruits.

Me: That is great story; I haven't known that durian is not popular in the past. However, what is about your organization.

K. Golf: So, although we have big fruit farm, but we have not much staff, we are hiring season by season, but we have permanence who are monitor and responsible for farm area.

Me: What do you mean "Outsource"?

K. Golf: It is not really an outsource, they are relative of permanence staff who are working with me. They have many experiences for fruit farm.

Me: I see, as you mentioned so far your main product is fruit, so who is your main customer?

K. Golf: Absolutely, China; there were Chinese company approaching to buy the entire farm, but I am not rally touch them, I prefer commerce with Thais. However, we cannot refuse that China is a big customer for this moment.

Me: I see; what the strength of product is and why customer should buy you

K. Golf: Taste and quality, both of that are the selling point of my product, and Thailand I think, as I told you I have an expertise to ensure all the product delivered are qualify.

Me: Normally, you are selling whole sell or retail and how you can reach them such as word of mouth or trade show

K. Golf: Actually, we are selling wholesales as the main type of selling. For reaching, there is only word of mouth, customer is telling friend.

Me: Normally how much they are spending per order?

K. Golf: It is start from THB 5 - 10 MB per order but there are only 3 – 4 orders per year

Me: That is very a lot. How do you distribute to customer?

K. Golf: As I told you, the main customer is wholesale, therefore I am not export by myself, and my responsibility is end of sending fruit to wholesale company.

Me: Do you have planned to export by yourself?

K. Golf: Absolutely, yes but not coming year. I think there are a lot of thing to do.

Me: I see, I have agreed with you that would be take time, however, seem like this business can create a lot of money. So, for your opinions, what are the main obstacles for this type of business (competitor?)

K. Golf: For me as I am a farm owner, the main obstacles might be wholesale, the beginning of business you have to find customer such as wholesale, or deal with travel business something like this, and another obstacles is money, which is the big thing to run the business.

Me: K. Golf, this is the last question for this interview, a part of traditional commerce, do you have plan for the future, do you heart about selling online.

K. Golf: So, I realize about ecommerce, but I really do not how it work and the big concern of mind is language. So, if I can sell via ecommerce, it can make a lot of money. However, if it works like this, I might learn in the future, or maybe you can guide me as you are doing this topic. By the way, if you still have question you can ask me more.

Me: Absolutely, once I have completed, I would send to you, by the way, thank you very for you time and all the information that you provided are very useful.

K. Golf: Thank you and good bye.



APPENDIX C
RELIABILITY TEST RESULTS

Variables / Questions	Cronbach's Alpha
Age	0.950
What is your monthly income level? (Unit = Yuan)	0.951
Do you usually buy Thai fruit by online (e-commerce) or offline (Shop)?	0.944
If you buy Thai fruit online, which online website that you prefer to buy?	0.944
What type of fruit that you prefer the most?	0.945
How much money that you willing to pay for Durian 1 KG?	0.951
How much money that you willing to pay for Dry Durian 100 g?	0.951
How much money that you willing to pay for frozen Durian 500 g?	0.951
What is the factor for your buying Thai fruit online,	0.943
Where are you found fruit advertisement,	0.943
Total	0.947



APPENDIX D

NOTICE TO PROCEED WITH IS PLAN FORM



STAMFORD INTERNATIONAL UNIVERSITY
FACULTY OF BUSINESS AND TECHNOLOGY
MBA – NOTICE TO PROCEED WITH IS PLAN FORM



The student will fill this part.			
Name – Surname ชื่อ-นามสกุล (In English)		Student ID No. เลขที่ประจำตัวนักศึกษา	
Perapat Taritham		316131007	
Student Email	P.trai.tham@gmail.com	Telephone	092 689 9561
IS Option and Topic in Thai ชื่อเรื่องภาษาไทย		IS Option and Topic in English ชื่อเรื่องภาษาอังกฤษ	
Marketing plan สำหรับขายผลไม้สด จากประเทศไทยไปจีน		Marketing Plan for selling Thai fruit to China via- e-commerce	

The Advisor will fill this part.

*This must be attached as an appendix to your IS final report

As advisor for your IS Project, I have reviewed the Proposal (Introduction, Literature Review and Methodology Chapters) that you have submitted and find that they meet, at a minimum, an "Acceptable" rating for all categories as described in the IS Rubric. You are thereby granted approval to proceed with the creation of your IS Project as outlined in the Methodology Chapter of your IS Proposal.

Approval Signature	
The student should obtain approval signatures before you submit this form to the Faculty of Business And Technology, Stamford International University.	
Advisor's Comment	Advisor's Signature
Approved	<i>Perapat S.</i>
	Date: 17/10/2014

The MBA Support Staff will fill this part.	
Signature of MBA Support	Date of Entered data into the IS Tracker

A large, light gray watermark logo is centered on the page. It consists of a stylized, thick, curved line that forms a shape resembling a lowercase 's' or a similar abstract symbol. This central element is set against a background of two large, light gray triangles that meet at the center, one pointing towards the top-left and the other towards the bottom-right.

APPENDIX E
RESEARCH ORGANIZATION INFORMED CONSET FORM

Lampang Campus
16 Mahavej Rd., Phrae, Bangkok 10221 Thailand
Tel: +662 7591600; Fax: +662 2741099

Harbin Campus
1451 Heilongjiang St., Qiqihar, Heilongjiang 161000, China
Tel: +86 453 2742822; fax: +86 453 2742824



Research Organization Informed Consent Form

Stamford International University

Completion of this form is required whenever research is being undertaken by STIU staff or students within any organization. This applies to research that is carried out on the premises, or is about an organization, or members of that organization or its customers, as specifically targeted as subjects of research.

The researcher must supply an explanation to inform the organization of the purpose of the study, who is carrying out this study, and who will eventually have access to the results. In particular, issues of anonymity and avenues of dissemination and publications of the findings should be brought to the organizations' attention.

Researchers Name: Peerapat Taritham

Staff/Student ID No. (If applicable): 218121007

Researcher's Statement:

This research aims... Please fill out this section

Any organization manager or representative who is empowered to give consent may do so here:

Name: R. Apichat Krasin

Positions/Title: MD

Organization Name: RT First Company

Location: 74/22 Soophae Nangloekkitpittay Road, Bangkok, Thailand 10200

Anonymity must be offered to the organization if it does not wish to be identified in the research report/academic article/conference paper. Confidentiality is more complex and cannot extend to the makers of student work or the reviewers of staff work, but can apply to the published outcomes. If confidentiality is required, what form applies?

- No confidentiality required
 Masking of organization name in research report
 No publication of the research results without specific organizational consent
 Other by agreement as specified by appendix

Signature: [Signature] Date: 28 Sep 2017

This form can be signed via e-mail if the accompanying email is attached with the signer's personal e-mail address included. The form cannot be completed by phone, rather should be handled via post.

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Research Organization Informed Consent Form

Stamford International University

Completion of this form is required whenever research is being undertaken by STIU staff or students within any organization. This applies to research that is carried out on the premises, or is about an organization, or members of that organization or its customers, as specifically targeted as subjects of research.

The researcher must supply an explanation to inform the organization of the purpose of the study, who is carrying out this study, and who will eventually have access to the results. In particular, issues of anonymity and avenues of dissemination and publications of the findings should be brought to the organizations' attention.

Researcher's Name: Peerapat Taritham
Staff/Student ID No. (If applicable): 316131007

Researcher's Statement:

This research aims... Please fill out this section

Any organization manager or representative who is empowered to give consent may do so here:

Name: Parolcom Mee-in
Positions/Title: MS
Organization Name: Ruhan Company
Location: 89 Moo 5, Wang Toa, Long Sen, Chumphon Prov Thailand

Anonymity must be offered to the organization if it does not wish to be identified in the research report/academic article/conference paper. Confidentiality is more complex and cannot extend to the makers of student work or the reviewers of staff work, but can apply to the published outcomes. If confidentiality is required, what form applies?

- No confidentiality required
 Masking of organization name in research report
 No publication of the research results without specific organizational consent
 Other by agreement as specified by appendix

Signature: Peerapat Taritham Date: 28 Sep 2017

This form can be signed via e-mail if the accompanying email is attached with the signer's personal e-mail address included. The form cannot be completed by phone, rather should be handled via post.

BIOGRAPHY

NAME	Mr. Peerapat Traitham
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