

MARKETING PLAN:

**FROZEN SEAFOOD (PRANTALAY) MARKET EXPANSION TO
CALIFORNIA, USA**



SUJITTRA THIANYOI

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

**FROZEN SEAFOOD (PRANTALAY) MARKET EXPANSION TO
CALIFORNIA, USA**



SUJITTRA THIANYOI

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



© 2017

Sujitra Thianyoi

All Rights Reserved

**The Research has been approved by
Stamford International University
The Graduate School**

Title: Forzen Seafood (Prantalay) Market Expansion to California, USA.

Researcher: Sujitra Thianyoi

The Independent Study Committee:

Advisor



(Dr. Pakakorn Rakrachakarn)

Committee Member



(Dr. Scott Shaw Roach)

Committee Member



(Dr.Ake Choonhachatrachai)



(Mr. Adam Tyler Thompson)
Asst. President, Academic Affairs &
Dean of Business and Technology

November 2017

Title: Forzen Seafood (Prantalay) Market Expansion to California, USA.
Researcher: Sujittra Thianyoi **Student ID:** 316131026
Degree: Master of Business Administration
Advisors: Dr. Pakakorn Rakrachakarn
Academic year: 2017

Abstract

The main purpose of this study is to identify customer preferences toward frozen food that is exported from Prantalay Company, Thailand, to California, USA. This study will help in understanding consumer behavior that is related to the purchase of Prantalay seafood. This marketing research focuses on the customer preferences such as price, quality, availability (distribution or place), product attributes and promotional channels that can be used in the marketing plan to successfully impact Thailand's export of frozen seafood from Prantalay. The study aims to determine the response of Californian consumers towards the importation of seafood from Thailand, understanding the drivers behind consumer behaviour and to identify means to improve sales for Prantalay company. With that said, and after undertaking a complete IMC evaluation. Several conclusions can be determined. The idea is to bring about Prantalay's IMC tools to focus at touting the 'Thailand' factor into its product offering by using the slogan on all marketing material "From the Fresh Oceans of Thailand". They are recommended to follow an intensive distribution strategy with reputable retailers such as Whole Foods and Walmart to gain access to the mass target market. A market penetration pricing strategy should be employed to undercut competitors and gain market share

ACKNOWLEDGEMENT

I would like to thank my supervisor, Dr. Pakakorn Rakrachakarn, who has helped me in understanding my research to the utmost requirement. I believe that her guidance has been extraordinary and times correcting me flawlessly. I am more than fortunate to have her as my supervisor and I can see why many have suggested her. In addition to this, I believe her critiques on my work was the reason why I have been able to break the benchmark of this work and attain something I believed not possible. I would also like to thank my other teachers, for their advice and support throughout my education.

More importantly, I would like to thank my family for their consistent help and assistant in ensuring a brighter future for me. I am in forever debt to their kindness and love for me.

Sujitra Thianyoi

CONTENTS

	Page
Abstract	i
ACKNOWLEDGEMENT	ii
LIST OF TABLES	vii
LIST OF FIGURES	viii
CHAPTER 1: INTRODUCTION	1
1.1 Background of the Study.....	1
1.2 Problem Statement	4
1.3 Research Question.....	4
1.4 Objectives of the study	5
1.5 Scope of the study	5
1.6 Research significance of the study	6
1.7 Limitations of the Study.....	7
CHAPTER 2: LITERATURE REVIEW	8
2.1 Consumer Behaviour and Consumer Preferences: Definitional Constructs	9
2.2 Communication Channels: Traditional and Online Channels.....	10
2.3 Marketing Mix (4P's).....	13
2.3.1 Product.....	14
2.3.2 Price	14
2.3.3 Promotion	15
2.3.4 Place.....	15
2.3.5 Perception of Price and its Influence on Consumer's Preferences.....	16
2.3.6 Perception of Product Quality and influence on consumer's preferences.....	17
2.4 Marketing Plan	18
2.5 Marketing Tools and Market Analysis.....	19
2.5.1 SWOT analysis.....	20

CONTENTS (Cont.)

	Page
2.5.2 PESTEL	23
2.5.3 Competitive analysis.....	25
2.6 Brand Management	26
2.6.1 Brand Management Overview.....	26
2.6.2 Brand Management Strategies.....	27
2.6.3 Brand Elements.....	29
2.7 Prantalay Company Overview	30
2.8 Global Seafood Industry.....	31
2.9 Previous Studies	35
2.10 Research Gap.....	37
CHAPTER 3: RESEARCH METHODOLOGY	38
3.1 Research Method.....	38
3.1.1 secondary data	38
3.1.2 Primary data.....	38
3.2 Quantitative Research Design	39
3.2.1 Population.....	39
3.2.2 Sampling method.....	39
3.2.3 Sample size.....	40
3.2.4 Data collection technique	41
3.2.5 Reliability	42
3.3 Data Analysis Technique	43
3.4 Ethical concentration.....	44
CHAPTER 4: MARKETING PLAN	46
4.1 Executive Summary	46
4.2 Situational Analysis.....	47

CONTENTS (Cont.)

	Page
4.2.1 Company Information.....	47
4.2.2 Product Range.....	47
4.2.3 Company Structure:.....	49
4.3 Mission, Vision, Value, and Current Company Goal	49
4.3.1 Mission	49
4.3.2 Vision.....	50
4.3.3 Values	50
4.3.4 Strategic Goal	50
4.4 SWOT Analysis.....	52
4.5 PESTLE Analysis.....	54
4.5.1 Political.....	54
4.5.2 Economical	56
4.5.3 Social	60
4.5.4 Technological	63
4.5.5 Environmental	64
4.5.6 Legal	65
4.6 Industry Analysis: Porter’s Five Forces in California.....	66
4.6.1 Bargaining Power of Suppliers-Low	66
4.6.2 Bargaining Power of Customers-High	66
4.6.3 Threat of Substitutes- Very High.....	67
4.6.4 Barriers to Entry-Low.....	67
4.6.5 Competition-Very High.....	68
4.7 Comprehensive Competitive Analysis	68
4.8 Market Analysis	72
4.8.1 Need Analysis.....	76
4.9 Market Segmentation	78
4.9.1 Target Market	82

CONTENTS (Cont.)

	Page
4.9.2 Positioning.....	84
4.10 Marketing Strategy.....	85
4.10.1 Goals and Objectives.....	85
4.10.2 Marketing Mix.....	88
4.11 Implementation.....	100
4.12 Evaluation and Control.....	106
4.13 Conclusion.....	111
References.....	113
Appendix 1: Survey Questions.....	135

LIST OF TABLES

Table 2.1 Consumer Behaviour Definition	9
Table 2.2 Previous Studies	36
Table 3.1 Cronbach Alpha Test: Checking Reliability	43
Table 4.1 SWOT	52
Table 4.2: Competitor Analysis Gorton's of Gloucester	69
Table 4.3: Competitor Analysis Gorton's of Gloucester	70
Table 4.4: Competitor Analysis Lotus Seafood	71
Table 4.5: Respondents Demographics	72
Table 4.6: Market Segmentation	79
Table 4.7: Segmented Market	83
Table 4.8: SMART Objectives and Marketing Strategy	86
Table 4.9: Targeting specific needs through product offerings	91
Table 4.10: Reputable Retail Stores and No. of Locations	95
Table 4.11: Additional Elements of the Marketing Mix-Place	96
Table 4.12: Objectives and Activities to implement	98
Table 4.13: Schedule and Budgeting	102
Table 4.14: Marketing Analysis	102
Table 4.15: Breakeven Analysis	103
Table 4.16: Sales Forecast and Monthly Marketing Expenditures	104
Table 4.17: Evaluation and Control Plan	106

LIST OF FIGURES

Figure 1.1 Export Destinations of Thailand in 2016	1
Figure 1.2 Total Food exports during November 2016 to April 2017	1
Figure 1.3 Shrimp production and export volume in 2011 for major Asian countries in ASEAN	3
Figure 1.4 Spenders on Seafood based on age groups in USA	6
Figure 2.1. Global Production Distinction between China and the Rest of the world	31
Figure 2.2 Top Producing countries	32
Figure 2.3 Export of Tuna Products from Thailand in 2013	33
Figure 2.4 Export of Tuna Products from 2009 to 2013	34
Figure 2.5 Conceptual Framework	37
Figure 3.1: Sample Size Population Confirmation	41
Figure 4.1: Location	48
Figure 4.2: Travel Time	48
Figure 4.3: Organizational Structure	49
Figure 4.4: USA GDP PPP 2006-2016	56
Figure 4.5: Food Categories Price Changes (%)	57
Figure 4.6: U. S Seafood Industry Jobs and Sales by state	58
Figure 4.7 U. S Seafood Industry-Sales, Income and Value Added by state (\$ Billion)	59
Figure 4.8: Economic Impacts of the USA seafood industry (\$ 000's)	59
Figure 4.9: Economic Impacts of the USA seafood industry (\$ 000's)	61
Figure 4.10: Endangered Species in California	64
Figure 4.11: Increase in Food offerings	68
Figure 4.12: Purchase Frequency	73
Figure 4.13: Awareness of Prantalay Food brand	74
Figure 4.14: Location of Purchase	74

Figure 4.15: Factors affecting Purchase	75
Figure 4.16: Preferences: Local or Imported	76
Figure 4.17: Percentage of households	77
Figure 4.18: Food introduction category 1987-2002	78
Figure 4.19: Positioning	84
Figure 4.20: SMART	85
Figure 4.21: Importance of Quality in Purchase decision	89
Figure 4.22: Healthy and taste of Imported seafood	89
Figure 4.23: Pranatalay Frozen Seafood has High quality?	90
Figure 4.24: Importance of Price	92
Figure 4.25: Affordability of Imported Frozen seafood	93
Figure 4.26: Accessibility as a factor in purchasing decision	94
Figure 4.27: Reputation of store as a factor in Purchase decision making	95
Figure 4.28: Advertisement messages influence on purchase decision	97
Figure 4.29: Advertisement influence on Purchase of Frozen seafood ready meals	98
Figure 4.30: GANTT Chart	105

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Thailand is the world's third largest food exporter in the world. The country is known for its exports of rice, sugar, and tuna fish, with its agricultural exports elucidating roughly 11% of total exports (WITS, 2016).



Figure 1.1 Export Destinations of Thailand in 2016

Source: WITS, 2016

	APR 2017	MAR 2017	FEB 2017	JAN 2017	DEC 2016	NOV 2016
1 Exports	581,717.15	726,021.13	647,360.39	609,543.21	640,023.03	657,623.62
2 Food	77,119.91	86,801.41	78,356.70	71,034.26	85,600.25	84,660.13

Figure 1.2 Total Food exports during November 2016 to April 2017

Source: BOT.or.th, 2017i

According to BOT.or.th (2017), in 2017, the Kingdom of Thailand possesses 10,000 food processing companies which employ more than 900,000 workers, and is also a distribution hub for the rest of the region. With its growth at a rate of 9% per year, around 80% of the food is cultivated/produced in Thailand. More than 50% of the Kingdom's food production is sold outside the country, in fact, up to US\$25 billion was earned in 2012, from its food exports, mainly to ASEAN countries, others including the USA, Japan, China, Russia and the European Union. According to the European Union (EU) Agri-food Trade Statistical Factsheet, 2 387 million euros worth of Agri-food was exported from Thailand to the EU, placing the Kingdom at number 13 in the top trading partners of the EU (Agri-food Trade Statistical Factsheet, 2017). The Thai food industry consists of 4 major categories: Processed foods, primary agricultural products, Livestock and Poultry, and Fisheries (Thailand: Food Exports Soaring, 2013). In 2016, Thailand exported 138 million euros worth of processed foods (including wine), and 665 million euros worth of primary agricultural products (including livestock and poultry). Other than the EU, Thailand exported \$1,349 million agricultural products and only imported \$414 million worth of agricultural products to and from the United States of America (USA) (Sirikeratikul, 2016). The amount of Thailand's food exports is higher than its imports by a very broad margin, which means that it has the capacity to produce more than its population consumes. Thailand's economy is heavily dependent on exports, with exports accounting for more than two-thirds of its gross domestic product (GDP). This is why Thailand is so commonly known as "The Kitchen of The World" (Thailand: Food Exports Soaring, 2013).

Many of the exporting companies in Thailand are accused of using children as labor and Thailand being a major exporter for seafood to different countries is attracting bad publicity from the human resource organizations. Another issue apart from using underage workers is that the seafood itself is infused with different kinds of ingredients and some even allegedly contain antibiotics (Hayes, 2014). Furthermore, there is another issue which became a problem in the 1920s was the politics played by USA to inflict the prices. USA had started imposing high tariffs on other Asian countries except for Thailand. However,

this did not work out well for Thailand because of the shrimp dumping and because of the issue of finding antibiotics in the shrimps. The tariff policy and antibiotics crisis also increased the drop in the shrimp price. This is also an example of how bigger countries impact the international prices through their trade policies. According to the FAO FishStat, in 1996, Thailand exported 24.5% of the shrimp exports to USA, out of the total of 76.2%, which was in the majority of total exports of shrimp from different countries (Debaere, 2010). The following Figure 1.3 demonstrates shrimp production and export volume in 2011 for major Asian countries in ASEAN:

Country	Avg Annual Wild Harvest (metric tons, 2010-2011)	Avg Annual Aquaculture Production (metric tons, 2010-2011)	Avg % of Production from Aquaculture (metric tons, 2010-2011)	Avg Annual Total Production (metric tons, 2010-2011)	Avg % of Global Production (2010-2011)	Avg Annual Exported Volume (metric tons of product, 2010-2011)	Running Total of Exported Volume (metric tons of product)	Running Percent of Global Shrimp Exports
Thailand	50,031	588,995	92%	639,026	8.9%	411,045	411,045	16%
Vietnam	152,900	325,500	68%	478,400	6.7%	340,968	752,013	28%
China	1,161,835	1,501,702	56%	2,663,536	37.1%	290,140	1,042,152	39%
India	344,752	178,457	34%	523,209	7.3%	225,370	1,267,522	48%
Indonesia	239,419	389,435	62%	628,854	8.8%	144,662	1,412,184	53%
Malaysia	112,565	77,354	41%	189,919	2.6%	84,359	1,496,542	57%
Bangladesh	106,941	106,310	50%	213,251	3%	53,245	1,549,787	59%
Myanmar	42,000	48,656	54%	90,656	1.3%	21,121	1,570,908	59%
Philippines	47,417	55,120	54%	102,537	1.4%	8,300	1,579,208	60%
Cambodia	8,244	90	1%	8,334	0.1%	242	1,579,450	60%
Total	2,266,102	3,271,618	-	5,537,720	77%	1,579,450	-	-

Figure 1.3 Shrimp production and export volume in 2011 for major Asian countries in ASEAN

Source: Portley, 2016

Thailand has an advantage for exporting seafood because food has unlimited demand and Thailand on the other hand has a lot of coastal areas where fishing is a practiced for means of exporting and making money. However, the demand of USA importing from Thailand is falling, Japan however is taking full advantage and using Thailand as a source of their seafood. This should be an eye opener for Thailand and strict controls should be imposed, the problem of using child labor should be completely eliminated as it is one of the strongest reason for the backlash, secondly quality control

needs to be implemented in a way that there are no default or wrong units or close to none (Kanokvilaratana, 2013).

Prantalay started the fishery business in 1980 and in last 25 years it went into frozen food processing business. Prantalay has more than 15 fishing boats with 2 major boats which are most modern and they all cover vast area of the river to gather varieties of fishes. The company has been involved in processing and distributing frozen seafood for some time and they currently export to markets of USA, Australia, Japan, Russia and many others. They look forward to improving their market in the USA. The products basically include processed shrimp, fish, octopus and squid (Prantalay, 2016). This study aims to help Prantalay understand customer preferences that positively affect their export of frozen food to US market by conducting analysis regarding their target market in California in order to create strong marketing plan for Prantalay's market expansion to California.

1.2 Problem Statement

There has been a decline on the amount of seafood products available worldwide. Similarly, this drop in the availability of seafood products is also a problem in the United States, that leaves people with trouble accessing the right type of seafood in various places (The Food Institute, 2015). There has been no study that provides the understanding regarding the factors that successfully affect Thailand exporting of frozen seafood for Prantalay Company. In addition, no study reflects on the various factors that have an impact of Thailand seafood to USA specifically. Therefore, this study aims to investigate and analyze the Californian consumer's preferences, in order to create an effective marketing plan which can be applied to generate positive consumer behavior and purchase towards the imports of the frozen seafood from Prantalay Company.

1.3 Research Question

What are the customer preferences that influence the exportation of frozen seafood from Prantalay Company in Thailand to California, USA?

1.4 Objectives of the study

The main purpose of this study is to identify customer preferences toward frozen food that is exported from Prantalay Company, Thailand, to California, USA. This study will help in understanding consumer behavior that is related to the purchase of Prantalay seafood.

- 1.4.1 To examine the consumer behavior and preferences toward communication channels such as online channel or social media on the consumer behavior towards the import of frozen seafood from Prantalay company Thailand to California, USA.
- 1.4.2 To examine Californian consumer's preferences towards prices and promotions on imported frozen seafood from Prantalay Company.
- 1.4.3 To investigate the influence of product quality level on the preferences of Californian consumers toward frozen seafood from Prantalay Company.
- 1.4.4 To create the most effective marketing plan to increase sales volume for Prantalay seafood frozen products to California, USA

1.5 Scope of the study

This marketing research focuses on the customer preferences such as price, quality, availability (distribution or place), product attributes and promotional channels that can be used in the marketing plan to successfully impact Thailand's export of frozen seafood from Prantalay. The study aims to determine the response of Californian consumers towards the importation of seafood from Thailand, understanding the drivers behind consumer behaviour and to identify means to improve sales for Prantalay company. With that said, the focus of the study is to evaluate the responses and identify preferences from the main target group which are Californian consumers who are capable of sustaining their very own income, and thereby being ages 25 to 54 years old is selected. The justification for selecting this age can be noted from the following Figure 1.1 that depicts that the highest spenders

on seafood range from the age group of 25 years old onwards up to 54 years old, and the age group 45 to 54 is being the highest spenders.

Item	All Units	Under 25	25-34	35-44	45-54	55-64	65-74	75 & Up
Number of Consumer Units (000)	125,670	8,275	20,707	21,257	24,501	22,887	16,024	12,018
Average Annual Expenditures	\$51,100	\$30,373	\$48,087	\$58,784	\$60,524	\$55,892	\$46,757	\$34,382
Average Number of Persons	2.5	2.0	2.8	3.4	2.7	2.1	1.9	1.6
Food	\$6,602	\$4,698	\$6,197	\$7,920	\$7,907	\$6,711	\$6,020	\$4,144
Food At-Home	\$3,977	\$2,602	\$3,559	\$4,641	\$4,701	\$4,232	\$3,728	\$2,825
<i>Meats, Poultry, Fish and Eggs</i>	\$856	\$580	\$775	\$993	\$1,048	\$898	\$809	\$538
Beef	\$219	\$141	\$185	\$276	\$249	\$243	\$215	\$128
Pork	\$170	\$105	\$146	\$184	\$211	\$183	\$177	\$112
Poultry	\$170	\$126	\$175	\$215	\$213	\$154	\$139	\$91
Fish And Seafood	\$122	\$93	\$113	\$119	\$159	\$131	\$113	\$85
Other meat	\$119	\$75	\$101	\$138	\$154	\$128	\$107	\$76
Eggs	\$56	\$40	\$54	\$61	\$63	\$58	\$58	\$45

Figure 1.4 Spenders on Seafood based on age groups in USA

Source: The Food Institute, 2015

In addition, as stated in the findings of the Food Institute (2015) along with other researches that there is an increasing number of studies have suggested how men and women, both, play a role in grocery shopping, which can involve the purchase of imported seafood products (canned tuna, frozen shrimps, prawns, fresh-water fish and etc). Therefore, the selected gender for this study is both men and women. Moreover, as the focus is on income-sustaining individuals, the pre-requisite for the target group is to be those who are within working class individuals or those who have a constant source of income. This is because, seafood on many levels are seen as a luxury consumption and therefore respondents that have sustainable incomes would more likely purchase seafood products for daily or weekly consumption (Silverstein and Sayre, 2009). Lastly, California is the selected state for this study since Prantalay has already plans on increasing their export presence in the USA by engaging in Californian market.

1.6 Research significance of the study

The outcome of this research is significant for many purposes. Firstly, the research findings of this study would help organizations to understand what customer preferences play a role in affecting, influencing and motivating the export of frozen seafood products

from Prantalay, Thailand to California, USA. Secondly, this research can be useful for those who are currently studying on a similar field or are wishing to expand further on a similar topic but on a different part of the world. This could be beneficial in helping them to understand what factors may lead in the improvement in sales. Thirdly, it can help identify effective marketing plans that can further boost the sales of frozen seafood in California. Lastly, this research will provide insights regarding the attitude of consumer towards Thailand frozen seafood Prantalay and what can be done to improve sales.

1.7 Limitations of the Study

One of the biggest limitations of this study is that such a specific study for a specific organisation such as Prantalay has not been previously conducted, thereby leaving less information availability to be positioned as a basis for further research on this subject. Therefore, there is a lack of sufficient information regarding other companies, which can be result in generalizability of the findings.

Moreover, the use of 385 respondents within California itself, is a very difficult procedure and might take considerable amount of time in ensuring the survey results are valid, credible and reliable.

Finally, due to the distance between Thailand and the US, the researcher is not geographically located in the United States, therefore, the geographic differences can result in generalizability of the results. The researcher is aware that being physically present in the United States would result in a much stronger finding, however due to the limited resources and limited timeframe, such a venture into California for the sole purpose of this study is not feasible. Moreover, the researcher is fully dependent on the online platform to ensure that the respondents who answer the question are Californians.

CHAPTER 2

LITERATURE REVIEW

This particular section of literature review would evaluate various theoretical concepts and industrial statistics in relevance to the topic of discussion, which is regarding frozen seafood exportation to California, and studying consumer preferences based on quality, price, product, and distribution. Since the objective of the study is to develop a marketing plan, it is vital for this literary analysis section to feed in the required theoretical foundation and knowledge to do so.

With that said, the literature review would start with a depth evaluation of the global seafood industry, the frozen seafood industry of the United States, and to move onto theoretical concepts in relation to the topic such as consumer behaviour, consumer preferences, marketing mix, implications of marketing mix (perception of price, perception of quality and etc.) and brand management.

The topics that are reviewed to support this study is listed as follows:

- 2.1 Consumer Behaviour and Consumer Preferences
- 2.2 Communication Channels: Traditional and Online Channels
- 2.3 Marketing Mix (4P's)
- 2.4 Marketing Plan
- 2.5 Marketing Tools and Market Analysis
 - 2.5.1 SWOT analysis
 - 2.5.2 PESTEL
 - 2.5.3 Competitive analysis
- 2.6 Brand Management
- 2.7 Prantalay Company Overview
- 2.8 Global Seafood Industry
- 2.9 Previous Studies
- 2.13 Research Gap

2.1 Consumer Behaviour and Consumer Preferences: Definitional Constructs

In implementing a well-developed marketing plan, it is vital to evaluate and understand the target segment's behaviours. This is precisely why consumer behaviour has been of great interests to companies and marketers. By being able to understand consumer behaviour, the marketer is able to evaluate the thought-process of the consumers, followed by their emotional attachments, selection criteria and their needs as well. The following table provides a brief definition of consumer behaviour defined by two very popular literary analyst and consumer behaviour scientist Solomon and Engel:

Table 2.1 Consumer Behaviour Definition

Definition of Consumer Behaviour	Authors
As stated by Solomon (1995: 7) "is the study of processes involved when individuals or groups select, purchase, use, or dispose of products, services, ideas, or experiences to satisfy needs and desires".	Solomon (1995: 7)
"those acts of individuals directly involved in obtaining, using, and disposing of economic goods and services, including the decision processes that precede and determine these acts"	Engel et al., (1986: 5)

Source: Solomon (1995) and Engel et al., (1986)

Behaviour of a consumer is influenced by multifaceted aspects, both internal and external, ranging from personal, social, cultural and even psychological factors. As majority of the factors are not controllable by the marketers, the ones that can be controlled are then used to manipulate and motivate consumers to make decisions as per the marketer's requirement (Foxall, 1987; Greenley and Foxall, 1997; Engel et al., 1986). In addition, consumer behaviour is not only inclusive of the processes involved in the purchase itself, but as stated by Donthu and Gilliland (1996), it also involves pre-purchase behaviour and post-purchase behaviour as well. This multi-facet nature of consumer behaviour puts it in a position of complication and sophistication, thereby there is always a need to extend the literature in consumer behaviour. As argued by Morrison and Roberts

(1998) that each year literature review of consumer behaviour expands, starting with a general perspective and moving on to more specific and specialised areas.

When it comes to consumers making a decision between product A and B, it is the duty of the inbuilt and “motivated” consumer preferences to play its role. A consumer/customer would utilise their preferences when it comes to comparing more than one product (Laukkanen, 2007). When preferences come from a scientific evaluation, such as product A is proven to be better than product B, then the decision is quite reasonable and easy to undertake. However, in a real-time and real-life scenario, consumer preferences are subjective to various factors. For instance, a real-life scenario, the information viability, accuracy and even credibility might not be as good as a consumer might want it to be, or the resources available by the consumer might affect their consumer preferences, even if the product A was to be better than Product B, but product B was cheaper (Bamoriya and Singh, 2012). With that said, marketing has become a crucial part of this scenario, whereby implementing marketing plan that motivate and influence consumer preferences. In addition, marketing plays a vital role in target markets and even in concept generation-selection via the use of matrix for scoring. Marketing has been thoroughly grouped into two classifications, for example, concept selling and product selling. The showcasing and marketing of any item may be achieved simply because of its concept selling (offering of ideas). The part of the idea offering is to pitch the idea to the clients in the wake of getting their criticisms through eye to eye associations, online reviews, word of mouth, and other communication mediums available for the consumers to use in communicating with the brand. Above depicted strategies may be consistent and accommodating for concept generation as well. It will help the advertisers to showcase the item more artless, prominent and conceivable. This is why understanding consumer preferences becomes a vital component of both academic and managerial arenas.

2.2 Communication Channels: Traditional and Online Channels

For years prior to the outburst of technology, traditional means such radios, TVs, newspapers and magazines have been used. However, the advancements in technology has

opened up a broadened and dynamic scope for communication channels mainly consisting of online methods (Digital Marketing vs. Traditional Marketing, n.d.).

The traditional ways of communicating a message are proved to be very effective on a small scale as they are already understood by the general public. These methods are proved to incur more costs on printing, publishing and the analysing of the collected data. Traditional methods are considered effective because they allow businesses to target selected local and income groups (Cave, 2016). However, they provide a very inaccurate result of the message since it is impossible to analyse which campaign had affected how many people and in what way.

As the technology has expanded exponentially, it has naturally affected the marketing methods in critical ways. This transformation of communication channels has allowed the possibility for newer ways of communication between the businesses and the costumers. Internet, above all has opened and is continuing to open endless channels to get the word across on a global scale. With the advent of WWW (World Wide Web), the marketing game has levelled up. Along with so many laptops, computers, cell phones and smart TVs, it has become a challenge for some and an opportunity for most to harness and exploit these mediums as a portal for putting out their product (Salehi et al., 2012).

Apart from that some digital communication channels are considered as cost-effective as compared to the traditional methods. Such as Social media. This channel allows reaching a vast and distinct type of audience which also allows small businesses to go head-to-head with a bigger competitor. Also, it's easier to keep a track of the reached audience as on a website or an online ad it's easy to keep track of visitors, number of clicks, respective countries of the audience and their respective preferences.

This hands-on availability of data allows the businesses to rebuild their strategies as well as assess their strong and weak points quickly. Also with the help of tools such as blogs and forums, businesses can build a trust with the costumers as well as get a sense of what the public really needs and wants.

As of June 5, 2017, the list of global representatives from the seafood industry passed a staggering number of 580. This data was collected from the SeaWeb Seafood

Summit 2017, Westin Seattle. (Bass, 2017). The very conduction of this event enforces the idea of how important the World Wide Web is even for the seafood industry. This not only allowed people to reach local shoppers who are digitally qualified, but also make the current company, it's approach towards the audience and its promotions more viral among the general public.

Such publicly held, real life as well as virtual events, allows many people to connect with each other and makes a database of emails and phone numbers for the companies and later on gives them the option to reach the people of various areas and markets worldwide via the electronic mails, phone calls and text messages. This method also helps generate repeat sales by constantly reaching out costumers on their private and business contacts with an automated system. Also new products and services can be introduced easily. Also, it can provide a good medium to get the public feedback about the products and the services.

Furthermore, the global fish production is predicted to increase by 1.1% in 2017 since 2016. The main cause of this increase is the aquaculture around the world, that continues to increase by 4-5% every year (ReliefWeb, 2017). However, the uncertainty in the political sector in various markets is hindering the increase of the seafood trade in a global market. Furthermore, according to the Food and Agriculture Organization of the United Nations the seafood captured since the 1990 has fluctuated between 80 and 100 million tonnes. the FAO has predicted the number to remain constant till 2022 (Shen, 2014). However, it's recorded data and prediction about the aquaculture rises from 100 million tonnes as of 1990 rises over 180 million tonnes by 2022 (Alder, 2012). FOA also shows that as of 2010, the world total of seafood supply totalled 130.1 million tonnes live weight equivalent, and 18.9 kilograms per year per capita (The World Bank, 2013). Not so surprisingly, the world total excluding China is 85.7 million tonnes live weight equivalent and 15.4 kilograms per year per capita. The dynamics of technological advances and the market growth and hold can be seen clearly. As compared to the numbers seen before the technology outburst, the Global seafood industry has seen a critical positive turning point. There are many reasons for this change, one of the reasons is the ease and effectiveness of

the new communication channels through which companies interact with their customers to increase their sales as well as provide for their demand.

All these feats are also possible mainly because the digital marketing is much more cost effective in comparison with the traditional ways. The cost of an advert online is far reaching and one-time investment whereas the cost of printing and distribution is a continuous expenditure and the results are unclear and inaccurate. The feedback and ratings by the costumers also makes a huge impact on the overall trust built by a company as other customers can rely on information provided by the fellow buyers and get an idea of the quality of the product and service.

The advertisement is a collective way to promote seafood knowledge and spread the awareness of its nutritional benefits along with maintaining an industrial image and a goodwill in the market. The brand images are concerned with the price mainly where factors such as sustainability, ethics, safety, quality and trustworthiness has to be maintained whereas the marketing sector deals more with the integration and harvest of earlier mentioned elements such as the digital engagement, consumer education, trade shows, public relations, point of sale and of course advertisement (Horvat, 2015).

2.3 Marketing Mix (4P's)

As stated by Chong (2003), the marketing mix theory initially originated from a micro-economic theory with "Price" as the preliminary factor. However, McCarthy (1964) introduced marketing mix into the academic world, whereby it was aimed at ensuring marketing plans can be implemented into practice. Marketing Mix should not be noted as a scientific theory, but rather a conceptual framework whereby managers and marketers are able to categorise their products based on the needs and desires of the consumers. In order to introduce a new product in a market, which is both wanted and needed, marketers need to come up with the best marketing mix which suits the product and the market in question (McCarthy, 1960; McDaniel and Hise, 1984). There are four elements in the marketing mix, namely; product, price, promotion and place, which help us plan better in terms of the product and its success in the market (Moller, 2006).

Therefore, marketing mix is a term used to explain all decisions made by a company in relation to the process of bringing services or products to a market. The 4P's classifies these decisions into 4 parts. Together these 4 factors define a company's marketing mix (MaRS, 2014). Marketing mix is one of the most important factors in a business plan, especially for the Global sea industry. This section shows the products profile, how and why the pricing is set in a certain way, how is the product promoted and to whom, and lastly the location of where it will be sold. These decisions are incorporated in the 4P's, which are:

2.3.1 Product

A product is an item produced to satisfy the needs and wants of a certain group of people. It can be tangible (goods) or intangible (services). In this element, it must be decided how the product is going to stand out and be unique from its competitor's products. Once the product has been decided, marketers must also consider the right product mix, as every good or service goes through a certain life cycle which includes the growth, maturity and decline phase (Palmer, 2004). This relates mainly to the overall product profile. Such as, what is the product, what needs does it satisfy, what is its main features, how will it be used, what size and color is it, what is it called, how is it different from your competitors etc. basically this section includes all things related to the product's characteristics. (Mindtools.com, n.d.). In case of the Global sea food industry it is essential to add all the products which are offered by the company, as well as all of the product/service's characteristics.

2.3.2 Price

Once we have decided on what our product will be, we move on to decide on the right pricing strategy. This element of the marketing mix impacts the supply, demand, profit margins and marketing strategy, it also determines the survival of the firm. It is very important for marketers to consider the perceived value that their product offers to their customers while setting the product price as it helps them plan their profit margin better.

Lastly, there are three major pricing strategies to choose from depending on the age of the product and its competitor's prices, namely; Market penetration pricing, market skimming pricing and, follow pricing (Forth and Forth, 2017). Price shows the value of the products. In the global seafood industry, a company should highlight the prices of each of their products. The company should also provide information about what kind of customers are they targeting, are they price sensitive or not. Other than that, a comparison should be done between the prices of your company and the competitors.

2.3.3 Promotion

After the product and its price have been decided, marketers must then think about their promotion strategy. This element also helps boost brand recognition and sales (Marketing Mix Definition - 4Ps & 7Ps of the Marketing Mix, 2017). There are a number of ways how this step could be performed; Television commercials, online advertisements and print media are the most basic forms. In this element, marketers must also focus on improving public relations and improving brand image to familiarize the product to its customers. Another very important and perhaps the most efficient and effective way of promoting a product is word of mouth. This type demands no extra cost, as it depends entirely on pleasing your customers with the product itself. If they are satisfied they would recommend their friends to use it as well. This relates to the marketing activities done by the company (Fulton, n.d.). In the global seafood industry, a company should show all the communication channels used to promote a message to the target market, as well as show any aspects which effect the promotional activities. Such as customer preferences, changing behavior or changing usage of different communication channels.

2.3.4 Place

Another very important decision that needs to be decided is the placement and distribution of products. Firms must decide on which place would be the most feasible and accessible for the target group of customers. Some of the distribution strategies that are usually used and considered include, Intensive distribution, selective distribution and

selective distribution. This relates to the location of where the product will be sold. In the global seafood industry, it is vital for the company to highlight where the product will be sold, once that is identified it is important to give a more detailed information about the location. For example, if the company is selling its products in a store it is vital to show what kind of a store is it, does it have online store as well? Is it limited to just super markets? Or does it have both? Other than that, it is also important to give information about what kind of sales force is being used as well as how the methods of location selling differ from your competitors.

These four elements of the marketing mix are very crucial for planning the right strategies for the selected product. They give a proper insight of the target market and target customers, realize their needs and wants, and plan accordingly. They also enable a firm to successfully introduce a product or service which would be appreciated and satisfy its customers. Jerome McCarthy who reduced Neil Borden's marketing mix model to these 4 elements called "The Four Ps" has indeed done the marketing world a huge favour (Branded, 2017).

2.3.5 Perception of Price and its Influence on Consumer's Preferences

Price as discussed earlier is the amount of financial resources an individual, usually a consumer, is willing to spend in order to attain a product or a service. Zeithaml (1988) suggested price is valuable because it is a sacrifice undertaken by the consumer. In understanding the perception of price, it must be noted that there are two price factors: one is the actual price, the other is 'perceived price'. The actual price is the real-time price of the product, whereas the perceived price is the consumer's perception of the product in comparison to its quality (Dodds et al., 1991; Dodds and Monroe, 1985). Depending on how a consumer perceives the price, the influence on the buying behaviour of the consumer is affected either positively or negatively. Hoch and Banerji (1993) suggested that when financial crisis is underway, many of the consumers tend to be more conscious and this resultantly puts their perception of price (that is price and quality) at an all-time low, due to their inability to sustain normal income levels as they did during high economic

development. Resultantly, this study by Hoch and Banerji proved that perception of price is also a multifaceted aspect that is influenced by various factors such as income level, age, gender, economy, social issues, politics and others. However, in the most basic of its assumption, a consumer that see the quality of the product to be not worth the price would have a negative perception of price, while a consumer that sees the quality of the product to be more than its price, then they have a positive perception or perceived price (Donald et al., 1989). Therefore, in the context of Californians buying frozen seafood from Prantalay, it is important to consider the price-factor, as if it is too expensive, then it might demotivate purchase intention, and if it is too low, it might demotivate product quality. It must be placed within the right standards in order to attract the interest of the consumers (Monroe and Krishnan, 1985).

2.3.6 Perception of Product Quality and influence on consumer's preferences

Perceived quality as defined by Zeithaml (1988) is the identification and demonstration of superiority and excellence in a product and/or service. Further as argued by Nguyen (2014: 14) "in the previous studies, some researchers argued that quality cannot be defined and quality is objective which can be measured. In a different thought, others believed quality cannot be measured". Therefore, Anselmsson and Persson (2007) came up with two forms of quality: perception of quality and objective of quality. The objective of quality is the quality that is based on the characteristics of the products such as its aesthetic value, physical attributes and durability and etc. However, perceived quality on the other hand is how the consumers see the quality of the product. It is important to notice that even if a product is proven to be highly durable, but that quality might not be in alignment with the consumer's perception of quality. Therefore, the ability of the consumers to see the quality becomes a very important attribute. One of the ways to make this a reality is by starting the perception of quality from providing actual quality. In the context of Prantalay seafood exported to California, it is paramount that for the price that is sold for, also demonstrates superior quality. Price and quality a very much inter-related and this can affect how quality plays a role in the consumer decision making process. When

price and quality are well integrated then the perception of value for the product (price and quality) is improved and therefore directly and positively affecting the purchase intention of the product.

2.4 Marketing Plan

According to the Fisheries Research and Development Corporation (FRDC) the foundation of a successful marketing business plan comprises of tackling market issues faced by all the departments, for example issues faced by the supply chains, getting market data and determining funding approaches (Horvat, 2014). It's critical to advance your knowledge in the market factors and consumer's preferences, it should comprise of what the consumers demand to what motivates them to buy the product; it is especially important for developing an evaluation method for marketing activities. The best tool for building an effective marketing strategy is to first determine where, why and, by whom is your product being purchased. Efficient implementation of a good marketing strategy is essential for success. Market trade data tells you what is being sold where, which can give the producers the initial point for their marketing. FRDC is currently working on all three aspects, market data, and evaluation and funding (Horvat, 2014).

Your marketing plan must narrow down your target market which tells you the demographics of your most likely customers, what they buy and, how much they are likely to buy (UAA, n.d.). Seafood consumer research may allow you to charge higher prices (Horvat, 2015). Pricing strategy needs to be according to the quality you can provide and your competitors pricing. For example, if you can lower your cost more than your competitors without compromising on quality, you should charge a higher price. FDRI had been aiming its efforts towards reducing fishers cost. This includes providing new technology, on-board freezers, animal health care etc. (Horvat, 2015). The marketing plan must include building a competitive analysis, which illustrates thorough examination of your competitions' and your strengths and weaknesses so you and the consumers know the competitive advantage. Creating a description of your product line allows you to determine if you can provide something unique. A marketing budget is critical to selecting the

promotional strategy. There is a vast range of marketing strategies that producers can adopt which includes direct marketing, advertising, public relations, trade shows, trade missions and direct mail promotions, digital engagement (social media). However, television advertising can be too costly and may not be as effective in the day of internet advertisements.

2.5 Marketing Tools and Market Analysis

Fishermen have been adopting a variety of marketing tools to maximize profits and offer consumers competitive prices and a variety of seafood. Many fishermen combine a variety of traditional and alternative marketing strategies. One of the traditional strategy is direct off-the-boat sale. The aim is to minimize the movement of the seafood to other places after the catch so it stays fresh. Consumers have a high demand for fresh fish especially in coastal areas. The availability about where the fish was caught handled and stored is an added advantage for customers. Fishermen directly sell to restaurants or consumers who demand fresh seafood. It's very important for you to know who your customers are so you have a business plan accordingly. (Chase, 2016)

It's essential for businesses to make websites and use them as a marketing tool in today's era of connectivity. Website can be used as a communication tool which expresses the uniqueness of the company. This also gives access to businesses to a global market and transactions throughout the day. Online advertisement on the site can be used as another source of income (Chase, 2016). By conducting online sales, the company can get customer information which can further add to the consumer research. Online seafood sales rose by 400 percent in 2012 in China, producers are increasingly switching away from traditional marketing to online marketing (Mao, 2013).

Mobile market purchases offer rapid increase in sales through mobile apps that allow customers to buy directly from the fishermen, for example the applications called Fish Line and Fresher. They provide convenience for the fishermen and customer. The fishermen can put up the sale price, quantity and variety of the products he offers and the customers can pick up their order from the dockside location. Such apps allow instant

sharing of information, provide comparison of variety available and prices, decreasing transaction cost and time hence giving incentive to the customer to buy hence increasing sales. The apps can also be used to give promotional offers such as buy one get one free or discounts etc. which will be notified to the customer's immediately so they can make the most of the offers.

2.5.1 SWOT analysis

The SWOT analysis, by definition is a study undertaken by an organization to identify its strengths and weaknesses, as well as its opportunities and threats. The strengths and weaknesses of a business are internal and are under control of the business, whereas the opportunities and threats of a business are external and cannot be controlled by the business. (SWOT Analysis, 2013).

SWOT was introduced to the business world about 60 years ago (Delahvee, 2000). The first time ever that SWOT was analysed was done 40 years ago in Stamford by Albert S. Humphrey. He gathered a team of economists and business analysts to conduct the process. In 1950s the credits of where SWOT originated from was primarily given to the Harvard School of business (Lerner, 1999) (Haberberg, 2000). The first time ever that SWOT was used as a term was done by Ansoff (1987). (Turner, 2002). Judging from the significance SWOT analysis has brought to the business world it is considered unnecessary to dwell on where it originated from. It's concluded that conducting a literature review on SWOT is quite difficult since there is no proper documented epistemology available (Friesner, 2005 cited in Angel, 2014, pp. 25)

The term SWOT stands for: strength, weakness, opportunity, and threat (Novicevic, 2004). The use of SWOT is not limited to anyone since it is possible for everyone to use it and in the same manner it is equally important to any person who uses it as an analysis tool. SWOT is mainly used by marketers, who use it to assess and evaluate company strategies and implement new ones (Tan and Ahmad, 1999 cited in Ayub et al., 2013, pp. 93). Through the use of SWOT, it has been made possible to identify the Strength, Weaknesses, Opportunities and Threats faced by a product or service while being highly

time efficient. This has led to business's being more penetrating in a market, since now they can identify where they are lacking and where they are strong. (Helms and Nixon, 2010). According to Ke et al 2009, SWOT can be characterized into an inner and outer section. The outer section consists of all the threats the company might face from competition and the inner elements show all the strengths and the weaknesses of the company. When a SWOT analysis is being done it is crucial to examine the inner section thoroughly as it shows the current position of the company. For Example, to analyse business quality you could ask the question about in your business what are your main preferences? To highlight the weaknesses, you could ask if your business has any hidden and damaging secrets. Hence, Carlsen and Andersson in 2011 concluded that in order to conduct an effective SWOT analysis, a thorough internal investigation is required.

According to Ayub et al, 2013, in order to create an effective strategically marketing plan it is crucial to implement a good practice of the SWOT analysis. Nevertheless, there are also a few setbacks that the analysis tool might incur, such as giving a two-sided impact. Ayub et al, 2013 (pg29) concluded that, Since SWOT is mainly based on distinct dispositions by individuals, it leads to results which are not as accurate since the data acquired is also not a quantitative type of data. Therefore, the conclusion can be drawn out that since SWOT analysis data is limited only to the individual preference of the person conducting the analysis; SWOT can have its advantages as well as disadvantages. This conclusion shows that using SWOT will affect the entire development of the data about the market. Nasri 2011 concluded that the main use of SWOT analysis is to gather data through implementing various distinct analysis tools such as market analysis or market research. The gathered data is then classified in its rightful place under the heading of strength, weaknesses, opportunities, and threats. This quantification of data is done through analysing the preferences and needs of the business, which also helps identifying the future decisions that the company needs to make. Glaister and Falshaw, 1999 wrote in their report that SWOT acts as a tool with which marketers gather and assess data which is then used to create new tactical plans and decisions. It is agreed by many researchers that SWOT is

a highly vital and efficient tool for analysing data. In fact, it can also be stated that there is no reason for learning about a market unless SWOT is being used.

One of the Drawbacks of SWOT is that during when a market is being analysed, it is crucial to apply the gathered data in a very effective manner so it can yield the most efficient results. Often businesses conclude that the data gathered is mostly because of a poor decision-making process, therefore this data is of high importance to them. The main struggle although is identified as the unfitting implementation of the outputs and inputs in the SWOT matrix, which is also considered as a major factor leading to poor decisions. Mostly the collected data is stored in its related matrix. For instance, one strength of a company would be written in the section labelled as strength. Although if a strength is placed under a section labelled as weaknesses then that will lead to bad decision making. According to Lackman et a. 2000, SWOT is actually one of the major issues faced by a company because SWOT itself is considered not enough to produce any planned results. Finnegan (2010) conducted a survey with 100 managers from 1000 fortune organizations. This survey allowed the conclusion that SWOT is not enough to analyse a company's position. This is because SWOT relies mainly on individual observations, it does not offer a quantified type of data and often provides in accurate results (Ayub et al. 2013 pp.94). Since the origins of SWOT is unattainable it also shows that SWOT was never used as a professional practice.

After discussing the advantages and disadvantages of SWOT we can draw out the conclusion that to optimize SWOT productivity to its highest levels, it is vital to use the analysis tool repeatedly over the course of one fiscal year.

According to Pearce and Robinson (2005), using SWOT numerous times over one year will in fact provide the most optimized results from the SWOT analysis. The reason for this is identified as the changing nature of the business world and how strengths, weaknesses, opportunities and threats keep changing a lot from one period of time to another. For instance, if in a company a very highly trained marketing department starts working ineffectively while the business is expanding; this will disallow this group of employees from comprehending this change and acting on it. The industry of marketing is

always changing and evolving and it is essential for marketers to follow up on these changes in order to provide effective decisions. It is important for marketing researchers to set their standards and milestones in order to evaluate and implement the SWOT analysis most effectively. (Ayub et al, 2013, pp94).

2.5.2 PESTEL

The PESTEL analysis is a framework used by marketers to analyse the macro-environmental factors that have an impact on an organization. It stands for Political, Environmental, Social, Technological, Economic, and Legal. These factors are in identifying the threats and weaknesses for a SWOT analysis. (PESTLE Analysis, 2013).

In order to achieve a higher level of profit and revenue, Johnson and Scholes concluded that there are some factors which can influence the process of achieving such results. There are many variables which need to keep into account that effect profitability of a business (Kotter and Schlesinger, 1991). According to Tsiakkiros and Pashiardis (2002) the 1997 and 2008 financial crisis showed how business productivity can be altered through change within the internal working environment. This financial crisis is considered to be highly outstretched, still there are some factors listed which can prevent such ineffectiveness from occurring again (Abdullah and Shamsheer, 2011, pp.1447).

PEST analysis is a tool which consists of Political, Economic, Social and Technological factors. It is also recognized as STEP, SEPT or STEEP (Voros, 2001) (Narayana and Fahey, 1994) (Clulow, 2005). The main use of PEST is done in the academic sector usually consisting of schools and other similar institutions. In other literature PEST is also termed as PESTLE or STEEPLE. These terms were not initially used in a large scale but in the business industry they are gaining popularity.

PEST was initially introduced as ETPS by Francis Aguilar in 1976. ETPS consisted the analysis of economic, technological, political and social factors. In the late 1960s similar factors were being used to analyse businesses (BrightHubPM, 2011; Tacit Intellect, 2012; Oxford University Press, 2007). According to Byars (1991) back in the 1980s PEST

was known as ETPS. Today, two more factors have been added to the analysis tool which are, legal and environment. Hence is now being widely called PESTLE (Cooper, 2000).

Even though PEST has been identified as a very efficient method to conduct business analysis, there is still very minimal material to research on PEST itself. Although since PEST offers the analysis of a company's operations and allows the creation of value on the products; decision making process can actually be changed a lot by the PEST analysis (Duncan, 1972). According to Ho (2014), PEST allows companies to attain a valuable tactical influence in any industry. The main elements of PEST are found to be only macro environmental factors (Peng and Nunes, 2006, pp. 230).

Byars is reported to have suggested that social quadrant is useful for Consumer Company and economic quadrant is useful for a financial company. Ever since Legal and Environmental factors were included in PEST, we can see a big change in all industries. Out of all these factors only economic factor is quantifiable considering it's based on market and GDP figures. Ever since there was a boom in government expenditure, companies started using the political factor. Thompson (2002) suggested that in order to identify consumer behaviour social factors are used. Social factors provide an extensive information on people, culture, consumer behaviours etc. The key to expanding a business is identified as the technological factor, which mostly incorporates of tangible items. Gaining a competitive edge is very vital in any industry (Capron and Glazer, 1987)

It is often seen that organizations are unable to attain the desired and accurate results from PEST due to the broad ideas that they possess. Although Market trends can be evaluated quite effectively by PEST. It is also altered by issues related to economy and stability in the market itself. (Kotler, 1998).

Pest Analysis is used all around the world and in fact a very productive tool to allow organizations the change to make good major key decisions which alter their overall business operations. A tactical competitive edge can be attained with the proper implementation of each factor included in PEST. Furthermore, PEST is a key factor used in expanding and developing a strategy. For example, a new product is launched, through PEST the organization can attain an extensive and detailed amount of information about

the industry which gives them competitive advantage as well as allows them to make better decisions regarding the new product.

2.5.3 Competitive analysis

A competitive analysis shows the differences between one business and its competitors. The differences highlighted in the analysis depend on the purpose of the analysis (Brown, n.d.).

- Comparing your product with competition: In Global Sea industry customers usually pay extra mind to factors such as quality, price and time efficiency offered by a company. Most competitors are aware of these factors and have taken extra steps to ensure that these factors work in their favor. It is vital for a company to identify methods use by their competitors and change these methods according to their own business's preferences to maximize efficiency (McFarlin, n.d.) Through comparing their methods by their competitors and implementing a new revised method, a healthy practice of competitive strategy is acquired.
- Market Positioning: Global sea industry is a very large industry with countless markets available for penetration. To achieve a competitive advantage in this industry it is important to position yourself in the market as something unique and innovative which has not yet been done with the competition (Kbmanage.com, n.d.). For example, if a certain market had not yet acquired e-marketing then you could enter this market and start such a marketing method. This gives your company a competitive advantage over your competition, showing a productive competitive analysis.
- Unique methods: These methods include all new methods which has never been done or seen anywhere in the world. (MaRS, 2009). These methods can potentially create a globally successful company. The global sea food industry is a very old industry hence creating such a method does not seem that achievable. In today's fast growing technological world, it is safe to assume such a unique method should be technology related. Even then to acquire such a game changing method a

company will need to spend a lot of money and time with no guarantee of achieving the desired results.

- **Marketing Leverage:** Having leverage over competitors is a very commonly used competitive strategy. This includes methods or material things which the competition does not have. This allows your own company a free use of this method and the competition is left behind. The Global seafood industry has countless companies in each of the markets. Any leverage over the competitors will be very useful to achieve competitive advantage over all these countless competitors.

Hence, competitive analysis is very important in a measuring a business's effectiveness (Entrepreneur, 2006). Through a good practice of the mentioned factors, any company in the Global sea industry is capable of achieving a competitive advantage over their competitors.

2.6 Brand Management

2.6.1 Brand Management Overview

In a Global seafood industry, in order to maintain a well perceived brand image, it is critical to produce a convenient availability of products as well as fair prices, good quality, effective customer care, and packaging.

1. **Availability:** This aspect mainly relates to satisfying the demands of customers when they need it. The Global seafood industry has a number of interested buyers who tend to purchase the products in huge quantities. In order to maintain a good brand image, it's important to supply the product quickly and efficiently as soon as it is demanded by a customer. If the orders made are completed on time while preserving quality then customer satisfaction is achieved, which directly effects brand image. (CFI Group, 2015).
2. **Prices:** According to the FAO Fish Price Index, the prices of fish have increased gradually since the 1990s (Fao.org, 2016). Managing brand consist of analyzing this data and predicting future prices. The reason for this is that this data plays an

important role in determining a company's own prices. It is important prices of seafood are kept reasonable which is in interest of both the customer and the business.

3. Service and product quality: Seafood quality mainly relates to how fresh it is. In case of a Global seafood industry when orders are made internationally, it is important to take necessary steps to preserve the freshness of the product. This can be done through keeping the seafood in below freezing temperatures as well as by maintaining a time effective operations structure. If the service quality is well maintained and the product quality is well preserved, then customer satisfaction will be imminent (Manyi Agbor, 2011).
4. Packaging: Packaging has proved to play a very important role in determining customer's feelings towards a product or a brand (The importance of packaging, 2009). Seafood packaging is very essential as it also could affect the products quality as well. Packaging especially for international orders is a big factor since the product is kept in its packaging state for a long time starting by being packed till its delivered and opened. A good packaging method might also add more value to the product since before its opened it would be perceived as something special and of more worth by the customer.
5. Customer care: This consists of managing complaints or giving information, which customers may need in order to make a purchase. A good customer care service shows customers that they are valued which leads to a healthy brand image. It also leads to creating more trust between the customer and the brand which gives the company a better chance at achieving brand loyalty (John, 2015).

All these factors critically effect brand management. A healthy practice of these factors will ensure a good brand image resulting in an overall lucrative brand image.

2.6.2 Brand Management Strategies

Customers who are happy and satisfied are usually the ones engaging in positive talks about a certain brand (Chao, 2015). Satisfying customers and enforcing a positive

brand image results to sustainable business operations (Lee, 2013). In order to maintain a well perceived brand image, several measures need to be taken to achieve that brand image. Strategies that help achieve and/or maintain a brand image are known as Brand Management Strategies. There are many approaches to branding, some of which are modern while the others are traditional. These strategies are integral to the building up and maintenance of a well perceived brand image in large industry such as the Global seafood industry. (Light et al., 2012) These strategies include:

1. Individual branding: This strategy works well for companies that provide a wide variety of products, such as Proctor and Gamble (P&G). The idea is to brand those products differently according to the product type (Pritchard, 2012). These brands might compete against each other in the market later on. For example, P&G own the brands Dawn, Joy, Crest, Scope, Gain, Tide, Fixodent, Pepto-Bismol, Swiffer, Ivory, Olay, Old Spice, and so on. This strategy reduces the risk of being affected by an individual brand in the competition to the parent company. Also, this strategy helps the parent company in targeting a wider variety of demographics and gain a larger market share (Light et al., 2012).
2. Multi-product branding: This strategy is considered to be the inverse of individual branding in most ways. It is when a company offers two or more related and competing products which are under their own distinct brands (BusinessDictionary.com, n.d.). Companies like Samsung, Apply, and Sony use this strategy to produce multiple products under the same brand to focus on brand loyalty. This is efficient for promoting a brand and spreading that brand across the globe, however it attaches the brand to all the risk and positioning (Light et al., 2012).
3. Sub-branding: this is when a product whose brand values are not same as the parent company is offered to the market. This type of a product has its own brand identity. (Marchak, 2015). This helps companies produce relatively larger sub-brands for any given product groups. An example would be Honda and Acura, one of which

is positioned in a higher priced demographic, but both of these brands are Honda's (SEIL, 2016).

Co-branding: Some companies often collaborate on projects and brand together. For an example, Google is often co-branded with Samsung mobiles. This strategy helps both the companies to benefit from each of the companies' loyal customer base (Blackett, 1999).

4. Iconic branding: This branding strategy is more of a persona. Nike pursues this strategy by promoting the "Just Do It." mentality. Alongside their products, Nike sells a perspective of athleticism. This is a complex branding strategy but when pursued properly, it can build a powerful and loyal customer base (Gantsho, n.d.).

For the Global seafood industry, the most suitable strategy would be individual branding. This is because the industry produces and supplies a wide range of products under the same category of seafood. By pursuing individual branding, the industry can dominate the market and also spread its brands globally.

2.6.3 Brand Elements

Brand elements are devices that can be trademarked in order to identify and differentiate the brand from the competition. These elements consist of brand name, packaging, logo, symbol, slogan, etc. (Budelmann, Kim and Wozniak, n.d.).

1. Brand name: This element is closely tied to the product in the minds of consumers. A brand name captures the central theme of a product and it is the most difficult element to change for a company (Inc.com, n.d.). Thinking of a new brand name requires a few ideas to be considered beforehand, such as, 'Is the name short, simple, and easy to spell and pronounce?' and 'Is it legally available for use?' (Budelmann, Kim and Wozniak, n.d.)
2. Brand logo: A logo is the name of a brand, styled and written in a manner that is suitable for the company. For example, IBM, written in blue stripes is a logo (Sudhankitara, n.d.).

3. Brand symbol: A brand symbol is different from a brand logo. It represents the company such as the Nike “tick”, or Apple’s “half bitten apple”. Brand symbol cannot be its name, it can only be an image of an abstract or anything else which can be called a symbol. (Bierut, 2014).
4. Brand slogan: A brand slogan is a short phrase that provides descriptive or persuasive information about the brand (BusinessDictionary.com, n.d.). They function as useful hooks that assist customers in grasping the meaning of a brand. These are extremely important and useful branding elements – much like the brand name – as they are shorthand and quick means to build brand equity (Sudhankitara, n.d.).
5. Packaging: One of the most important elements, packaging helps the brand in developing a unique and perceivably good identity (Reyhle, 2016). The packaging must achieve a number of objectives, such as identifying the brand, conveying descriptive and persuasive information, protecting the product and facilitating transportation, assisting storage, and finally, it must aid the consumption of the product. For food products, the packaging also affects the taste/quality of the product. This may be a psychological factor; however, packaging also affects the position perception of a product (Sudhankitara, n.d.).

The entirety of all the brand elements creates a brand identity. The quality of the brand identity depends on the extent to which the brand elements are consistent (The Young Entrepreneur Council, 2013).

2.7 Prantalay Company Overview

Prantalay Marketing Public Company Limited is a frozen and instant food manufacturing and distribution company which was established in June 2003, with a registered capital of 1 million baht, which has now moved up to 1000 million baht. The company offers a wide range of seafood products in a convenient frozen form which serves as a new alternative in order to meet the current lifestyle of consumers. Its mission is to

bring innovation to the food industry to provide maximum satisfaction to its customers. Prantalay has received multiple awards for its quality, such as the Super brands Thailand Award in 2005, Mobile Rice Products Second runner up of innovative design in 2013, and the ASEAN Health & Beauty Recognition Award in 2012 (Prantalay.com, 2017).

Prantalay offers a wide variety of frozen seafoods including frozen tuna fillets, shrimp, prawns, squid, salmon and other fish, along with some ready-to-cook foods, as well.

2.8 Global Seafood Industry

According to FAO (2014), the global seafood production and market is constantly growing at a very rapid rate. It is believed that global production of seafood products is at 157.8 million metric tons in 2012 alone, which has increased by 3.2% to 162.8 million metric ton in 2013.

Within the 12-month timeframe, the increase in production simply demonstrates the rapid rise in demand. As the demand rises, it is believed that production levels are anticipated to reach 186 million metric ton by 2023.

Amongst all the countries around the world, China is the leading producers of Seafood (Figure 2.1). Figure 2.1 below demonstrates the sheer quantity produced by China in comparison to the rest of the world.

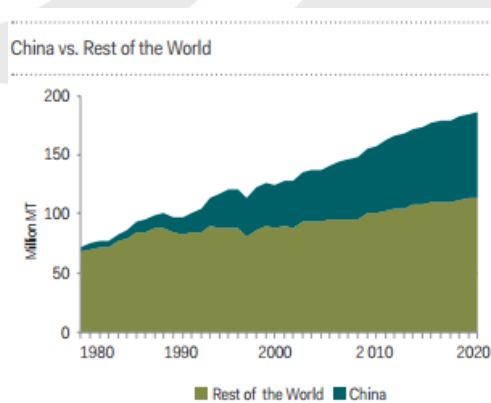


Figure 2.1. Global Production Distinction between China and the Rest of the world

Source: FAO, 2014

From the leaders of seafood producers, Thailand comes at the 13th position (Figure 2.2).

Top Producing Countries (Thousand MT)

2013 ranking	Country	2012	2013	% change
1	China	57,276	59,825	4%
2	Indonesia	8,881	9,921	12%
3	India	9,082	9,195	1%
4	Vietnam	5,791	6,011	4%
5	Peru	4,921	5,980	22%
6	United States	5,548	5,672	2%
7	Myanmar	4,464	4,716	6%
8	Russia	4,476	4,501	1%
9	Japan	4,284	4,266	0%
10	Bangladesh	3,262	3,410	5%
11	Norway	3,472	3,322	-4%
12	Philippines	3,114	3,147	1%
13	Thailand	2,992	2,901	-3%

Figure 2.2 Top Producing countries

Source: FAO, 2014

Thailand is one of the largest seafood industries in the world. More than 90% of the products produced are exported. The seafood industry of Thailand estimate that it directly or indirectly employees more than 650,000 workers. In the freshwater aquaculture part, more than 400,000 workers are employed in the fish farm industry; it includes distributing, supplying and trading fish. Around 80,000 workers are involved in brackish aquaculture and around 180,000 workers are related to plants and other related industry. The tuna industry alone employees in around 40,000 workers (ILO, 2012).

In 2013, more than US\$7 billion worth of tuna and seafood products were exported from Thailand. Although, 2013 depicted a drop in their general export volume, which was 13.4% higher in the previous year of 2012. Nonetheless, this drop-in Thailand's Seafood production is somewhat correlated with the on-going Euro crisis at that time, followed by

the logistical implications noted after the Mega Flood in Thailand during the year 2011 and its aftereffects in 2012. Tuna products are the amongst the highest exported seafood product with a worth of US\$2.6 billion in 2011 and in 2013 it values at approximately 80,000 million THB or US\$2.3 billion (see figure 2.3 and 2.4). This drop-in export value is correlated with the earlier information whereby total export values were affected during the period of 2011 to 2012.

Next in the list are, seafood products like prawns and shrimps that are exported with an approximate worth of US\$1.1 billion. Following this are frozen prawns, shrimps, squids and cuttlefish at US\$895 million. These all products are exported to many different destinations around the world. However, United States is the largest importer of seafood products from Thailand, and accounts for nearly 22.8% of the total seafood exports of Thailand. The second largest export destination from Thailand is Japan at 20.4% of the total seafood exports, and Australia coming at third position at 5.5% and last ones being Canada and UK (Inside Thailand, 2015). Therefore, it can be concluded that the seafood industry of Thailand is vast, and in all Fishery and Crustaceans together, Thailand exports close to USD 3.1 billion (Bot.or.th, 2017).

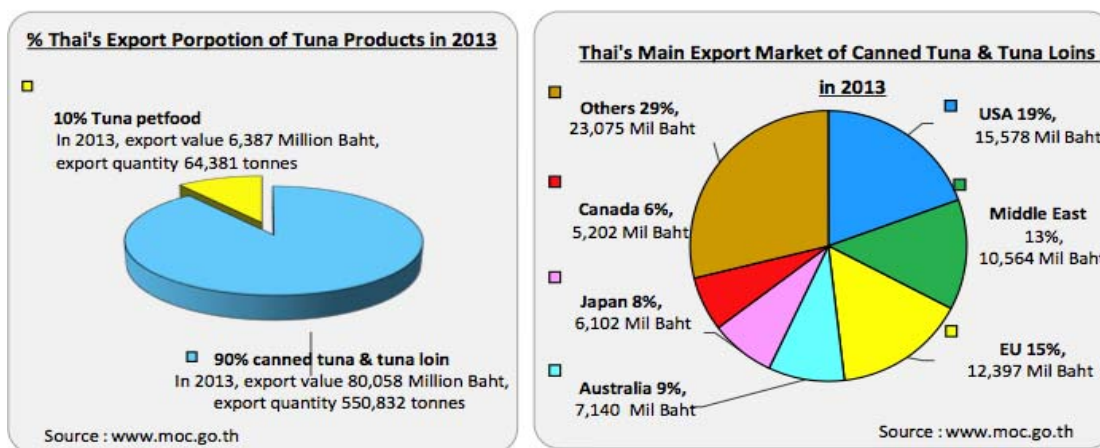


Figure 2.3 Export of Tuna Products from Thailand in 2013

Source: Seaman and Ramsden, 2014

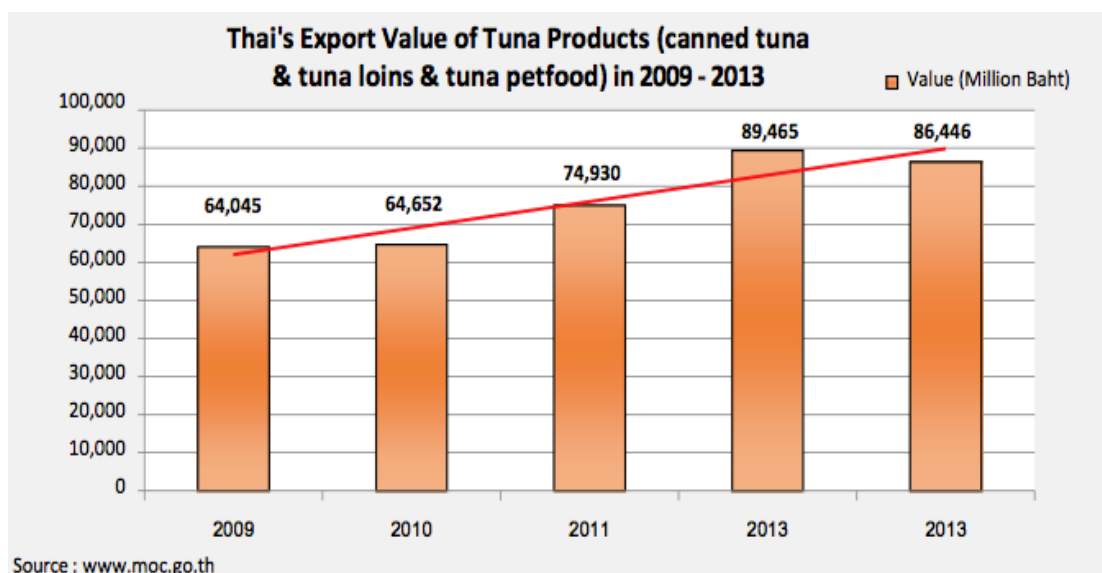


Figure 2.4 Export of Tuna Products from 2009 to 2013

Source: Seaman and Ramsden, 2014

Aquaculture in Thailand is now mainly dominated by shrimp production as it accounts for more than 80% of the total production. Annually more than half a million tons of production is done from over 25,000 farms, nationwide. This intensive farming has led to rapid industrialization in Thailand. The shrimp aquaculture is not only conducted by small business or family-owned farms, but big major firms such as Charoen Pokphand Food Public Company, well known as CP Foods also works at a large scale, comprising of feed manufacturing, factories, plants and farms. More than 50 canning and 150 freezing plants are available in shrimp processing industry, near the province of Samut Sakhon. The major role in seafood export is played by the Thai frozen food Association (TFFA), as they are able to reach out to the international market. All the exporters and producers of seafood have to be registered with TFFA to be able to export their products internationally. More than 300 traders and producers are registered with TFFA for exporting their products (Seafish, 2015).

In the world market, Thailand is well known for tuna. They are the main exporter of tuna in the global market with share above 40% overall. 90% of the tuna exported are canned tuna, whereas the frozen and fresh tuna passes through a long vessel line. Thai

Union is one of the largest company that dominate in tuna canning industry with more than 37% of the market share (Kuldilock, et al., 2013).

The United States seafood industry is vast as they are the 6th largest producers in the world and are capable of producing 5.7 million metric tons of seafood products annually (Figure 2.2). Although, they have their very own commercial seafood industry accounting up to 5.45 billion USD, the supply still is insufficient to meet the demands. Resultantly, there is consistent imports from nations such as Thailand, Japan, China and others (Statista, 2015).

2.9 Previous Studies

The following are similar and related research papers that have undertaken a similar approach and context to the present study and the findings are presented below in the table, with author name, year, topic, method and its relevant results:

Table 2.2 Previous Studies

Author	Topic	Method and Results
Khatri, R. (2013)	Frozen Food industry in India: A Market Study	Focus group methodology was used from which survey was constructed and distributed to 120 respondents within age group of 20 to 25 years old. The results indicated that there is a growing trend for frozen vegetables and fruits and that people have strong preferences for these produces rather than frozen meat and fishes. A lot of people find frozen food both meat and fishes as better alternatives than to eating-out behaviour.
Richman, J. C., Barrett, M. D., and Bruhn, C. M. (2007).	Review: Nutritional comparison of fresh, frozen and canned fruits and vegetables. Part 1. Vitamins C and B and Phenolic compounds	Richman et al., (2007) study utilized qualitative assessment of the benefits of eating frozen food such as fish, fruits and vegetables, and it concluded that there are certain elements of benefits and perseverance of important elements as the products are frozen. This finding can be used for marketing purposes to demonstrate how frozen food such as fish, still contain freshness and the nutrients that people require.
Chaudhury (2010)	Determinants of consumer behaviour in buying RTE foods	The methodology utilized survey method of 93 respondents of graduate students. The findings indicated that people were focused on health factor, and if production of such fishes were not readily available, they were still opting for frozen. This demonstrates that people do prefer frozen fish, if their prices are adequate, quality is maintained, and health-factor is there.
Grunert et al., (2004)	Consumer Perception of Meat Quality and Implications for Product Development in the Meat Sector a Review	The methodology used in this study was quantitative of 350 respondents. The study focused on evaluating the customer perception of quality on frozen food. It was noted, that people who were grocery shopping were less inclined to worry about frozen or not frozen when purchasing their meat. These respondents, however did show signs of negative perception towards meat and fish products that were displayed without ice as a coolant for it. This can be indirectly associated with potential benefits of using frozen meat rather than fresh un-frozen products.
Adeyemi, J. W. (2013)	Evaluation of consumers' preference for fresh and frozen fish products in Ibadan Metropolis, Nigeria	The methodology used in this study was via survey of 150 respondents from 6 different local areas in Ibadan. The findings suggested that price, and promotions were important factors that can help support the sales of fish products in this region. Moreover, the importance of product quality was very high, as products such as fish have short expiration dates, and if they were not properly frozen, customers can easily detect the drop-in quality.

2.10 Research Gap

As noted throughout chapter 2 regarding the various theoretical findings associated with both marketing models and consumer behaviour studies, the literature review suggested that frozen fish does has its potential. Since products as such marketed throughout the world in terms of price, quality, promotional techniques and others, it is vital to see this present study for Prantalay in the same perspective. Considering; their objective to market their products in California USA, it would only be made possible with evaluating more detailed of the market and undertaking a primary study regarding customer preferences. The literature regarding customer behaviour, preferences, and related theories also provide support for researcher to create conceptual framework of the specific issues to be investigated. The factors therefore, considered in this study are consumer preferences, consumer behaviour, marketing mix: price, promotion, product quality, place and marketing plan that affects the purchase intention of seafood frozen. The conceptual framework is presented below:

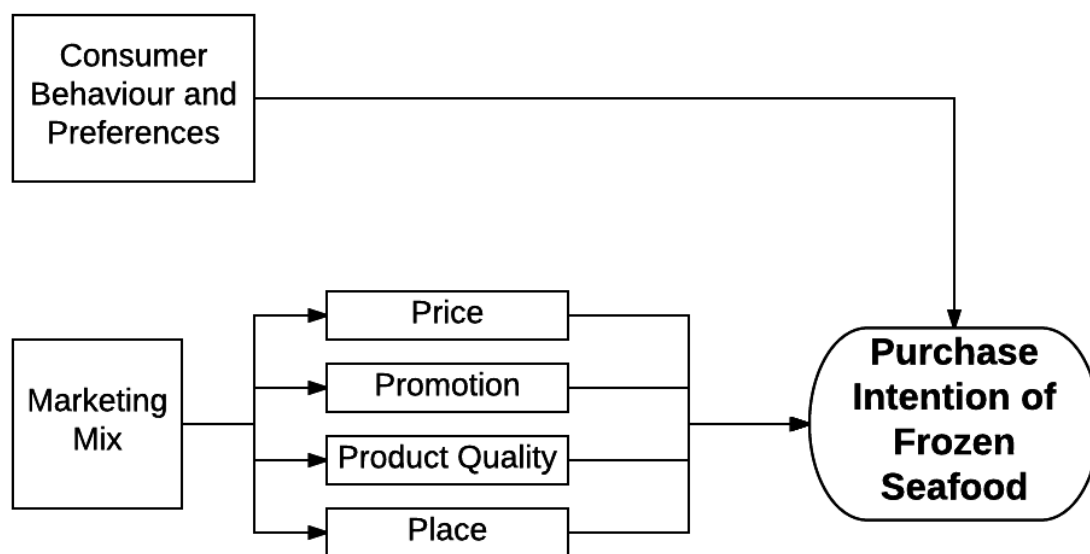


Figure 2.5 Conceptual Framework

Source: Richman, J. C., Barrett, M. D., and Bruhn, C. M. (2007); Chaudhury (2010); Grunert et al., (2004); Adeyemi, J. W. (2013)

CHAPTER 3:

RESEARCH METHODOLOGY

This section of research methodology helps to analyze the topic that is associated with frozen seafood exportation to California, and observing consumer preferences based on product quality, price, promotion, and distribution. This method was formulated to evaluate how product quality, price promotion and distribution have a significant impact on the consumer preference based in California. In fact, this research will explain and follow each step such as quantitative or qualitative approach and its benefit. Survey design, sampling method, data collection, data analysis and reliability has been considered to evaluate the steps and procedure to conduct research.

3.1 Research Method

3.1.1 secondary data

The secondary data are attained from various sources from the study including the use of the scholarly data base of various journal websites such as Emerald Insight, Sagepub, HBR and various other economic websites. The evaluation of California is done based on various credible online sources from which up-to-date market data were attained.

3.1.2 Primary data

This study is conducted by using quantitative method which is explained as a research tactics that emphasizes on numbers to collect the data and evaluate it. This research action plan is acquired to indicate the data in numbers. Therefore, quantitative technique is adopted to demonstrate the association between different variables such as logic, numbers and attitude (Burns, 2000). Quantitative procedure is basically procured to produce the results in numbers in order to investigate the factor that has a significant impact on the consumer preference in California USA towards frozen seafood. In fact, quantitative technique supports the scholar to stabilize how, when and what the process through which decision are made. Hence, the outcome of conducted study will be demonstrated in the

form of tables and graphs. Importantly, this procedure leads to explanation and investigation of data into statistical analysis. Furthermore, the link between data and variables will be evaluated in terms of theory and statistical procedure (Creswell, 2013).

3.2 Quantitative Research Design

3.2.1 Population

As per Suburbanstats.org, the current population of Californians in 2017 is approximately at 37.25 million people. In addition, by further skimming the population down to only 18 years and older, the study is able to focus on the preliminary clients that are likely or has the ability to purchase frozen seafood products. The researcher focuses on the target group of 18 years and older. With that said, the population of 18 years and older comes to 32.35 million Californians with the financial ability to buy such products. The target group is middle to high class with average income of more than 5000 dollar per month.

3.2.2 Sampling method

3.2.2.1 Snowball sampling

In order to conduct this study, the best tool to be used in the research is snowball sampling. This technique assists the scholar to go with primary procedure with targeted number of participants who are associated with the research topic and utilize it to begin the approach with others who are related to same context of study (Bryman & Bell, 2010). In order to conduct the research, a questionnaire form is created on the google form (<https://www.google.com/forms/about>). After the creation of questionnaire, the questionnaire website link will be send to the primary respondents who are living in California. In addition, the questionnaire will be spread to the respondents through social media (Facebook) and email. Afterwards, the primary targeted respondent will help in spreading the survey link to others who belong to same context of the study or relevant to the research especially the one who are currently staying in California through the Facebook group page of California. So, this technique is considered to be easiest and

quickest way at economical cost to gather all the relevant data from the respondents. The sample size is associated with population size (Bryman & Bell, 2011).

3.2.2.2 Justification of sampling method

In this research proposal, the main target group of respondents is basically at the age of 18 and over who are staying in California. The respondents are targeted through social media website who has experience in purchasing frozen seafood. Therefore, the participants are allowed to refer it to their friend and family or relatives who are qualified for a proposed research.

3.2.3 Sample size

While associating with sample size out of the total population, Sample size is the certain amount of interest group out of total population (Moutinho et. al., 2011). When studying the confidence level at 95% followed by margin of error of not exceeding 5%, it can be calculated based on 32.35 million population, 385 respondents are required for the study findings to be significant based on the total population of the target group. The following is the calculation adapted from Smith (2013):

- Confidence Level = 95% i.e, 1.96 Z-score
- Margin of Error – 5%
- Formula for sample size: $(Z\text{-score})^2 * StdDev*(1-StdDev) / (\text{margin of error})^2$
(Smith, 2013)

$$\begin{aligned} & ((1.96)^2 \times .5(.5)) / (.05)^2 \\ & (3.8416 \times .25) / .0025 \\ & .9604 / .0025 \end{aligned}$$

- 384.16385 respondents are needed

In order to confirm this finding, the following **Checkmarket (2017)** sample size table is provided.

Population size	Confidence level = 95%			Confidence level = 99%		
	Margin of error			Margin of error		
	5%	2,5%	1%	5%	2,5%	1%
100	80	94	99	87	96	99
500	217	377	475	285	421	485
1.000	278	606	906	399	727	943
10.000	370	1.332	4.899	622	2.098	6.239
100.000	383	1.513	8.762	659	2.585	14.227
500.000	384	1.532	9.423	663	2.640	16.055
1.000.000	384	1.534	9.512	663	2.647	16.317

Figure 3.1: Sample Size Population Confirmation

Source: Checkmarket, 2017

As per this table, the sample size for a population exceeding 1 million individuals, (which is the case with this study's Californian consumers above the age of 18 years old) is confirmed at 384.15 or rounded to 385.

3.2.4 Data collection technique

3.2.4.1 Questionnaire survey

In order to conduct the questionnaire survey, Lacobucci and Churchill (2010) suggested utilizing the secondary data from literature review in the development of proper and relevant questions. This ensures that the questions are linked to the literature provided in the study and questioning areas where the researcher notes a gap. After that, the next step is to go to the next level once the information is gathered to go ahead with primary research. Therefore, the obtained information from the data will be acquired to achieve the motive of researcher in order to assist in evaluating the outcome of survey (Saunder et al., 2009). So, the questionnaire contemplate will be generated with the help of google form website (<https://www.google.com/forms/about>). Bryman & Bell (2011) revealed that the phenomenologist monitors human behavior as a commodity. This is the way the people understand the world. It is recommended that observing the information through the people's perspective to acquire the person's behavior. In this technique, "interpretative methodology" will be acquired. In addition, the questionnaires on the survey were

generated with an extra option. Therefore, the respondents will be given an option to give their feedback or their point of view toward the questionnaire.

3.2.4.2 Questionnaire Contents.

The questionnaire is divided into 3 sections. The first section consists of question associated with purchase of frozen seafood, their preference as per local and important, the frequency of buying seafood, significance of purchasing frozen seafood, factor that changes in preference of purchasing seafood, and place of buying it. The second section consists of Likert style question which includes consumer preference and behavior, marketing mix, marketing plan and purchase intention of frozen seafood. the third part is followed by personal information that consists of gender, age, occupation, income level.

3.2.4.3 Pretest

This process is to test reliability and validity of the questionnaire on small group of people is called pretesting process, this type of study is acquired into inspecting in a way to ensure the question to be asked in the survey fulfill as per expected (Bryman & Bell, 2011). Hence, the questionnaire website link is sent to small number of 30 targeted respondent to get their feedback in order to minimize the number of error and to measure if ditched logic do their job. Therefore, the feedback from the respondents will assist in finding the error occurred in the question and will help in correcting it according to feedback. Furthermore, the scholar will test the questionnaire frequently until unless it reaches to satisfactory level before spreading among the large audience of targeted group.

3.2.5 Reliability

Reliability is a type of structure to evaluate the outcome from the input data that is demonstrated to figure out the accuracy and consistently of information frequently over the total number of targeted population in this research (Joppe, 2000). Therefore, Cronbach alpha method is utilized in this research proposal to examine the reliability of this research (Hoffer & Straub, 1989). It assists researcher in finding the proportion of error in random sampling method. It is occurred when participants respond to each question in

questionnaire; the obtained score from the participants of individual demonstrate the limited sample performance (Crocker & Algina, 1986). Hence, the outcome from the research might be different in terms of characteristics, responses of each participant that proceed to error in measurement. The error occurred at the time of participants contribution will assist in minimizing error. However, Hair et al., 1998 recommended that the outcome from research in terms of reliability statistics must be greater than 0.6, the minimum tolerable limit for Cronbach's alpha. If the reliability value comes out more than 0.8, it means the entire factor considered in this study have a significant consistency. In case, the mandatory alpha value is not reached the requirement level, and then subject will be considered to be adjusted.

Table 3.1 Cronbach Alpha Test: Checking Reliability

Variable	Item	Cronbach's Alpha value
Reference group influence	4	.693
Consumer Attitude	3	.602
Marketing Mix	10	.740
Purchase Intention	2	.626

The Cronach's Alpha value is provided for all the four factors of reference group, consumer attitude, marketing mix which include price, place, promotion and product and purchase intention. The reliability test reflected that all the variables had a score higher than 0.6 which indicates that the questions listed for each variable are reliable and consistent and can be distributed further to collect larger sample data.

3.3 Data Analysis Technique

The data being collected is analyzed firstly be descriptive statistics such as frequency, percentage, mean, and standard deviation. In further data analysis, the researcher uses regression analysis to process the data into statistical format in order to anticipate the co-relation between the variables (Regression analysis, 2017). Hence,

regression analysis is best suited for evaluating the co-relation between dependent and independent variable of research. In order to find the co-relation, the researcher uses SPSS computer application to change the raw data into statistical form. In fact, SPSS has one function that is required in this study is regression analysis that assist in computing and analyzing the outcome of this research. In addition, ANOVA is used to analyze the different groups of mean and its associated variables that will be considered to evaluate the differences between consumer preference and consumer behavior. While considering overall literature review, this research main objective is to evaluate how product quality, price promotion and distribution and marketing plan have a significant impact on the consumer preference based in California. Hence, the outcome collected from SPSS helps the scholar in identifying the association between variables and its significance. Furthermore, it will assist in finding the mean, standard deviation, median and mode from the collected information. Descriptive statistics method will be used to examine and evaluate the frequency and percentage of variables. That will help in identifying overall result of this proposed study. After that, multiple regression term can be acquired to test the impact of independent variables on depend variables (Schoonjans, 2017).

3.4 Ethical concentration

Ethical consideration must have to consider the norms and honesty whilst administering the research (Weijer, 1999). This study need to acquire the ethic rule of university to follow very carefully. This study is proposed to make sure that the rules and regulation of university has been strictly followed and ensure that there is no marketing students get hurt by this proposed research. Therefore, the scholar asks for the approval of each and every participant. Each of participated individual is dully acknowledged their participation through signature on consent. They are well aware about the proposed research and volunteer in a comprehensible way (Armiger, 1997). In addition, the researcher will ensure that the all the credits and reference is used in this research, will be mentioned in the reference section of proposal. Hence, each participant will be well informed about the proposed research before conducting the research questionnaire among

the target participants. The data collected while conducting the survey will be kept confidential with passcode on the file. That file can be access only by the marketing students and other faculty students' accordance to their need for research only. In addition, the participants will be informed in case if they feel not satisfy with participation or insecure or regarding any question or word. They are allowed to quit the questionnaire at any point of time. The researcher will make it clear that there will no such type of plagiarism occurred in the study (Bynner et. al, 2010). The scholar does not discriminate any participants in terms of level of education, religion and social status or sex across the occurrence of this research (Cohen et al, 2007).

CHAPTER 4

MARKETING PLAN

4.1 Executive Summary

This study aims to help Prantalay understand customer preferences towards imported seafood in terms of preferred communication channels, prices, promotional activities, product quality standards and the macroeconomic as well as microeconomic outlook of the Californian Market. The findings help develop the most suitable marketing strategy which should reboot Prantalay a powerhouse brand in the Californian frozen seafood realm. A stronger brand that has a successful sales record will be able to further break into more retail locations and consequently, feedback the gains to its brand equity.

An internal analysis suggests that Prantalay is cost-efficient and has already established the necessary logistics and distribution networks within USA. The Californian state is the largest consumer of seafood and with its urbanized landscape and society, values time for leisure activities rather than meal preparation. This creates demand for quick and convenient frozen food products that can be stored for longer. The local supply is threatened by environmental problems which creates unmet demand, hence opening up an opportunity for imported seafood products like Prantalay's. However, the market is saturated at the maturity stage in the product life cycle and competitors have strong branding power. Market research suggests that product quality, promotional activity and availability is far more important than price; the reason being that even the premium seafood products are affordable to the Californian Market (as it belongs to the upper tier of the American Income distribution.). The ideal target market is households and individuals that eat meat and seafood; reside in urbanized areas of California, are single, married with children and/or a working partner; are in the lower-upper middle-income group and either too lazy or too time constrained to prepare kitchen meals.

Therefore, Prantalay's IMC tools are focused at touting the 'Thailand' factor into its product offering by using the slogan on all marketing material "From the Fresh Oceans of Thailand". They are recommended to follow an intensive distribution strategy with

reputable retailers such as Whole Foods and Walmart to gain access to the mass target market. A market penetration pricing strategy should be employed to undercut competitors and gain market share. Finally, the report suggests unique marketing methods to refresh the traditional form of advertisements, public relations, sales promotions, digital and social media marketing alongside methods for budget allocation, evaluation and control.

4.2 Situational Analysis

4.2.1 Company Information

Prantalay Marketing Public Company Limited is a major player in the frozen seafood manufacturing and distribution business. Mainly operating from its headquarters in Samut Sakhon, Thailand; the company first entered the market with registered capital of 1 million Baht, a figure which now stands at 1 billion Baht as a testament of their domestic and international success. By realizing dominant consumer trends that have reduced the amount of time people spend on cooking versus eating out or eating frozen food, Prantalay has established itself as a major frozen food exporter in California, USA, dealing directly with supermarkets and distributors that have launched their product lines state-wide (Prantalay.com, 2017).

4.2.2 Product Range

Ready to Eat enjoys a national distribution network and is available at super markets such as Tops Market, Big C, Tesco Lotus, Fresh Mart, Foodland and Gourmet Market includes Rice Porridge, Stir-fried rice with crab/shrimp, Basil Sauce Sea pasta with Mahachai Rice, Tom Yum Flavoured Shrimp Wonton Noodle, Sea scallop; White shrimp, Japanese Sushi range with HACCP and GMP certifications (Prantalay.com, 2017). In addition, the Samut Sakhon region hosts a number of famous fish markets, family owned fish farms and Bangkok part which is an hour's drive away from the head office as in Figure 4.1 and 4.2 (Bkp.port.co.th, 2017). The region hosts a number of certified seafood processing establishments under the Thailand Department of Fisheries. (List of Approved Fish Processing Establishments, 2017)

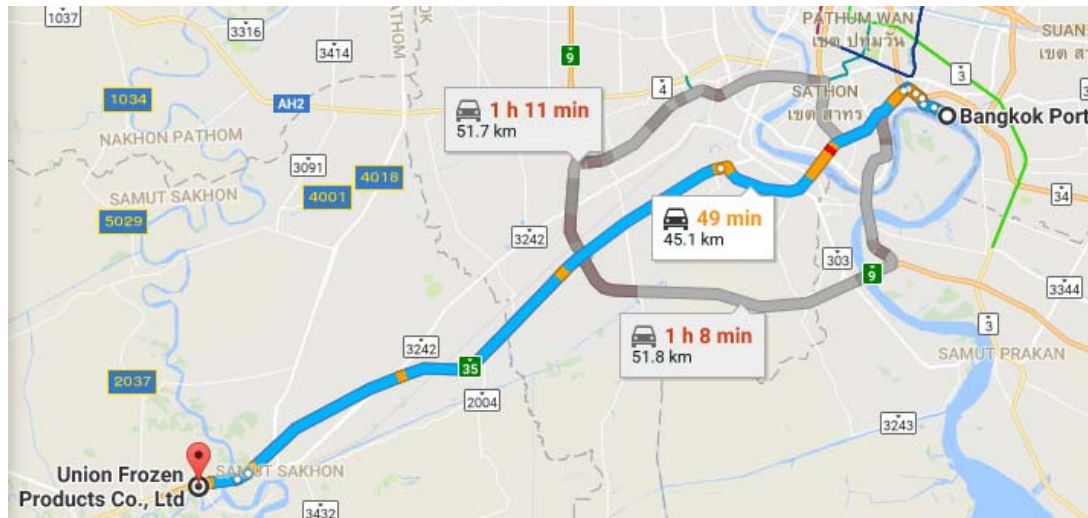




Figure 4.1: Location
Source: Google Maps, 2017

 via ทางพิเศษเฉลิมมหานคร and Route 35 **49 min**
45.1 km

Fastest route, despite the usual traffic

 This route has tolls.

[DETAILS](#)

 via Route 9 and Route 35 **1 h 8 min**
51.8 km

Heavy traffic, as usual

Figure 4.2: Travel Time
Source: Google Maps, 2017

4.2.3 Company Structure:

The company follows a functional structure and is divided into the following departments that manage all domestic and overseas operations:

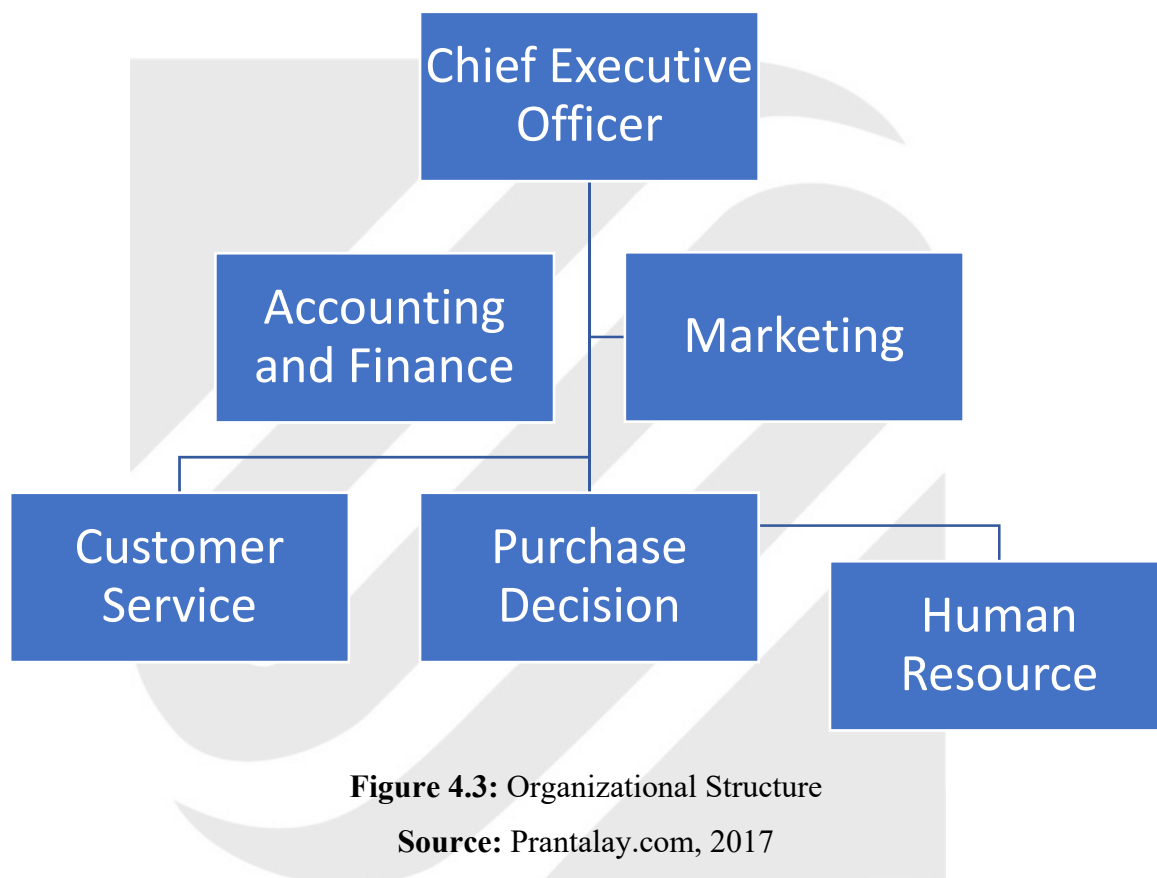


Figure 4.3: Organizational Structure

Source: Prantalay.com, 2017

The company's International Certifications include GMP certification as of 2012, HAACP quality assurance and Q Mark Standard by Ministry of Agriculture.

4.3 Mission, Vision, Value, and Current Company Goal

4.3.1 Mission

Prantalay's mission is to understand and meet growing consumer's needs in a time constraint market place by providing high quality, fresh and nutritious seafood meals. By

employing the latest breakthroughs in food technology, the crux of Prantalay's manufacturing processes includes creating taste and health comparable to a traditional home kitchen by providing affordability, and convenience.

4.3.2 Vision

Prantalay's strives to be a multinational corporate entity in the seafood processing, packaging and distribution industry through continuous food innovation, marketing research, supply chain management, and understanding of consumer preferences through a 'global-local synergy'.

4.3.3 Values

Prantalay recognizes the environmental impact that the fisheries industry has had in the past and therefore promotes sustainable fishing practices in Thailand while is a prominent proponent of Corporate Social Responsibility.

4.3.4 Strategic Goal

This report attempts to understand consumer preferences of the California market and design an apropos marketing strategy that would create further demand for the 'ready-to-eat' and 'Japanese-Sushi' product range. Prantalay can strengthen its export network by directly marketing to consumers; using this leverage to negotiate favourable terms with California based retailers and distributors for effective cost control. Overtime, by building Prantalay's brand equity in the California region, they can replicate the vertically integrated restaurant business model as they have in Thailand, linking manufacturing and distribution.

The steps proposed in this marketing plan will help achieve the following strategic goals.

Short-Run:

1. Assess consumer preferences towards Prantalay as a result of perceived product quality, promotional activities and pricing strategies.

2. Use the results to create an optimal marketing mix to reach and convert the highest number of consumers
3. Create brand awareness, image and loyalty among consumers.
4. Achieve this via Digital Marketing, social media, competitive pricing, promotional tools and Public Relations.
5. Increase export sales and utilize full production capacity.
6. Leverage market position and brand value to establish better terms with distributors and retailers
7. Prioritize budget allocation to each IMC tool that results in highest sales figures by actively evaluating and controlling.

Long-run impact:

1. Break into more retail stores across California.
2. Break into restaurants/fast food restaurants and food vendors that communicate Prantalay's essential marketing message.
3. Create a vertically integrated 'brick and mortar' establishment by replicating the Prantalay restaurant model within 2-5 years.

4.4 SWOT Analysis

Table 4.1 SWOT	
Internal Factors	
Strengths (+)	Weaknesses (-)
Cost effective operations through 'Economies of Scale' and thus profitable.	Small Player in context of International frozen food businesses in California
Vertically integrated restaurant chains locally	Not located in the capital Bangkok where most of the local talent pool resides
Food innovation awards and International certifications recognizing High Quality products	Limited English language capability of the current workforce to expand operations in USA
Local and International Brand Equity with an experienced marketing team, established distribution network	Not in the list of List of Approved Fish Processing Establishments (List of Approved Fish Processing Establishments, 2017)
Winner of National Food Innovation award	Lack of networking in the USA market
Established distribution network and know-how of California market	
CSR in accordance with labor ministry and NESDB	
Proximity to fish farms (suppliers) in Samut Sakhon region	

Table 4.1 SWOT (CONT.)		
Opportunities (+)	Strengths (+) / Opportunities (+) Strategy	Weaknesses (-) / Opportunities (+) Strategy
Low interest rates on borrowing facilities from Thai banks	Undercut competitor's prices by capitalizing on low-cost structure	Use low interest loans and inject into branding
Local supply is seasonal but frozen food eliminated this problem and is available year-round	Use established US brand to create vertically integrated restaurant chains in the future	Train local staff for overseas expat ventures
U.S.-Thailand Trade and Investment Framework Agreement to encourage lower trade barriers and bureaucracy in export process	Apply for tax exemptions as part of the trade agreement	Re-establish offices in Bangkok to attract talented employees
Increase in disposable income (World Bank, 2017)	Stable exchange rate decreases uncertainty and safely allows Prantalay to transfer its income internationally to legally obtain low tax deductions.	Cross-Fund operations between Thailand and USA if they make loss in one country but profit in the other
Deterioration of California marine ecosystem will increase prices of local seafood supply		
Highest seafood consumption among all USA states (U.S Department of Commerce, 2015)		
Thai Baht depreciating against the dollar and looking quite stable currently (Bouraoui and Phisuthtiwatcharavong, 2015)		

Table 4.1 SWOT (CONT.)		
Threats (-)	Strengths (+) / Threats (-) Strategy	Weaknesses (-) / Threats (-) Strategy
A 17% budget cut targeting National Oceanic and Atmospheric Administration	Use profit margins to contribute to NOAA's activities to promote goodwill, CSR and care for local community/ecosystem	Difficult to eradicate the negative image of Thai fishing industry and might reflect on Prantalay as well.
Prices of fish and seafood rising compared to dairy, chicken, beef (USDA Economic Research Service, 2017).	Incur production costs in Thailand so not have to raise prices as is the case with the rest of the industry	Might not be able to compete with other frozen seafood companies from Thailand if they plan to expand to California. For example, CP group has more resources and capabilities than Prantalay
Thai fishing industry associated with child labor and human rights violation		
Competition from other low-cost Asia Pacific seafood companies.		

4.5 PESTLE Analysis

This section studies the macroeconomic conditions of the USA and Californian market (Cooper, 2000).

4.5.1 Political

Existing political ties between the countries makes Thailand the 2nd biggest exporter of Seafood to U.S.A (Loke and Leung, 2012). A potential Free Trade Agreement between Thailand and USA was being discussed in 2004 but came to an abrupt halt due to the military takeover in Thailand 2006, dissolving the previous parliamentarian government (United States Trade Representative, 2017).

The USA federal government is dominated by the Republican Party, represented by President Donald Trump. However, Jerry brown, the governor of California is a democrat and has held his position since beginning of 2011. The federal government has assigned the management of fisheries businesses including imports of packaged and process frozen seafood to the secretary of commerce under the Magnuson-Stevens Act (U.S Department of Commerce, 2012). This department has further assigned the responsibility to National Oceanic and Atmospheric Administration (NAOO). President Trump has proposed a 17% cut to the federal budget of NOAA and also proposed a higher tax on Mexican imports (California Fisheries & Seafood Institute, 2017). While the former would leave local US fish farmers and producers further exposed, the latter policy is for their protection. Analysts predict this would compromise seafood trade with Mexico worth \$600 million.

There are opportunities to recuperate trade relations as talks on the U.S.-Thailand Trade and Investment Framework Agreement (TIFA) are ongoing. These essentially target goals of bilateral economic growth, employment opportunities, innovation, and business-fair play and fair-trade (Office of the United States Representative, 2017).

According to (Haw and Lee, 2013), California also has a history of unsustainable commercial fishing practices, imposing emergency bills and quota limits at times when fish population has severely deteriorated.

Political Impact:

Under the U.S.-Thailand Trade and Investment Framework Agreement, Prantalay could potentially avail policies such as tax reliefs, reduced tariffs and lower red tapes. President Trump's reduced seafood trade worth \$600 million with Mexico will open up the fisheries corridor for Thai companies such as Prantalay to capitalize on the unmet demand. However, Donald Trump's presidency has inspired global mistrust and uncertainty and it remains to be seen if a similar approach is taken towards foreign companies from Thailand as well. Moreover, cuts to NOAA's budget will hinder their capability to provide technical assistance to Prantalay and other foreign companies. Finally, if Californian authorities fail

to manage the unsustainable fishing practices, fish populations will decrease, leading to low supply, inviting overseas producers such as Prantalay to come and capitalize on the opportunity.

4.5.2 Economical

USA GDP per capita (PPP) has grown to \$57,466.8 in 2016, showing an upward trend after the 2008 financial crisis (World Bank, 2017). California reported \$66,310 in 2014, belonging to the upper income tier of the USA population (Bureau of Economic Analysis, 2014).

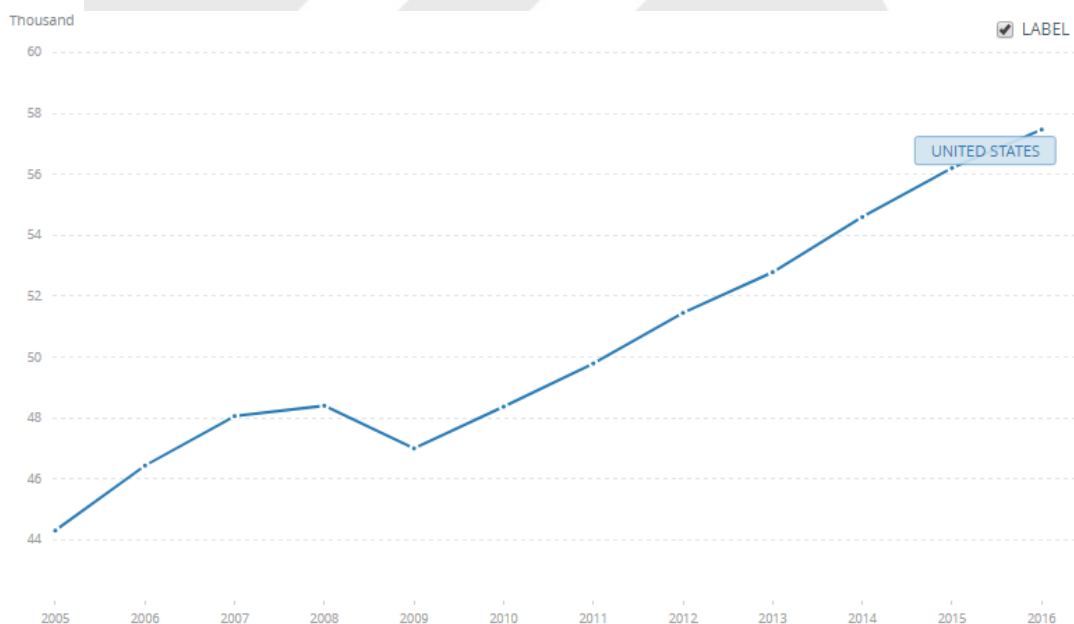
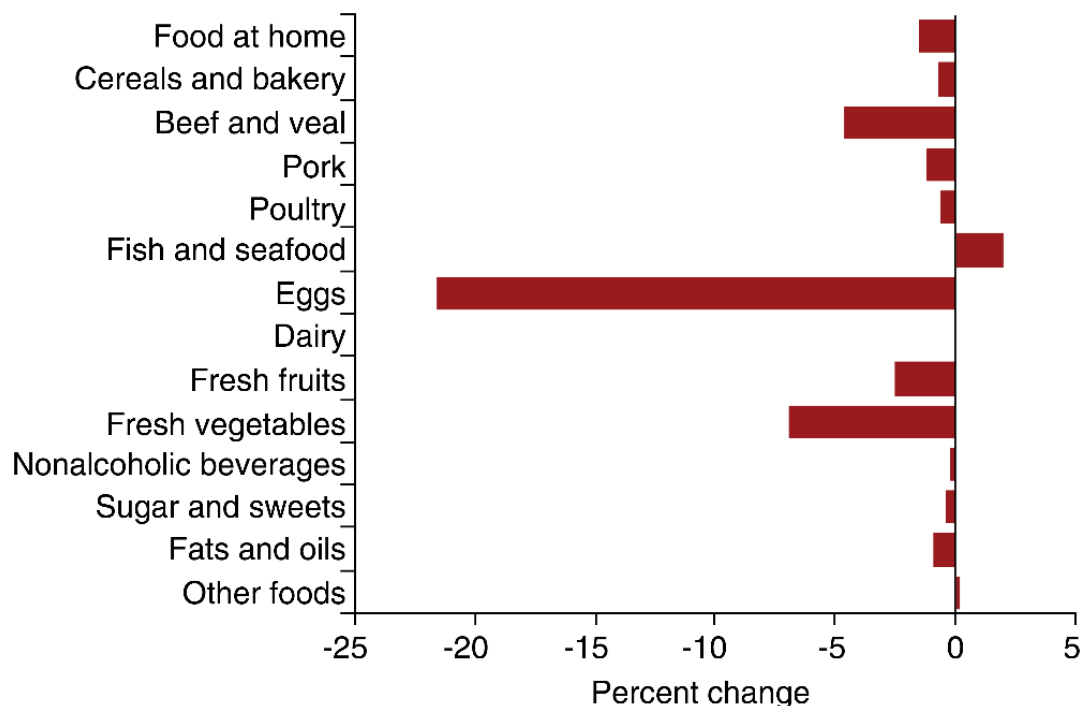


Figure 4.4: USA GDP PPP 2006-2016

Source: World Bank, 2017

Whereas prices of nearly all food items in the USA went down between 2015-2016 except from Fish and seafood which increased by 2% (USDA Economic Research Service, 2017) as in figure 4.5.

**Price changes for selected at-home food categories,
January-March 2016 to January-March 2017**



Source: USDA, Economic Research Service using data from the U.S. Bureau of Labor Statistics.

Figure 4.5: Food Categories Price Changes (%)

Source: USDA Economic Research Service, 2017

As of 2015, USA's fishing industry is valued at \$144.2 billion in sales, providing jobs to 1.2 million employees and contributing \$97 million to the GDP (California Fisheries & Seafood Institute, 2017). These statistics are a significant jump from the records of 2011 as verified by the National Oceanic and Atmospheric Administration (Meeks, 2016). However, seafood imports fell by 7% with an absolute value of \$1.4 billion (National Oceanic and Atmospheric Administration, 2015). A \$109 million decline in harvest numbers (43%) in California from 2014 to 2015, creating unmet demand; including shrimp and salmon populations (Duggan, 2016) should call for more imported food products such as Prantalay.

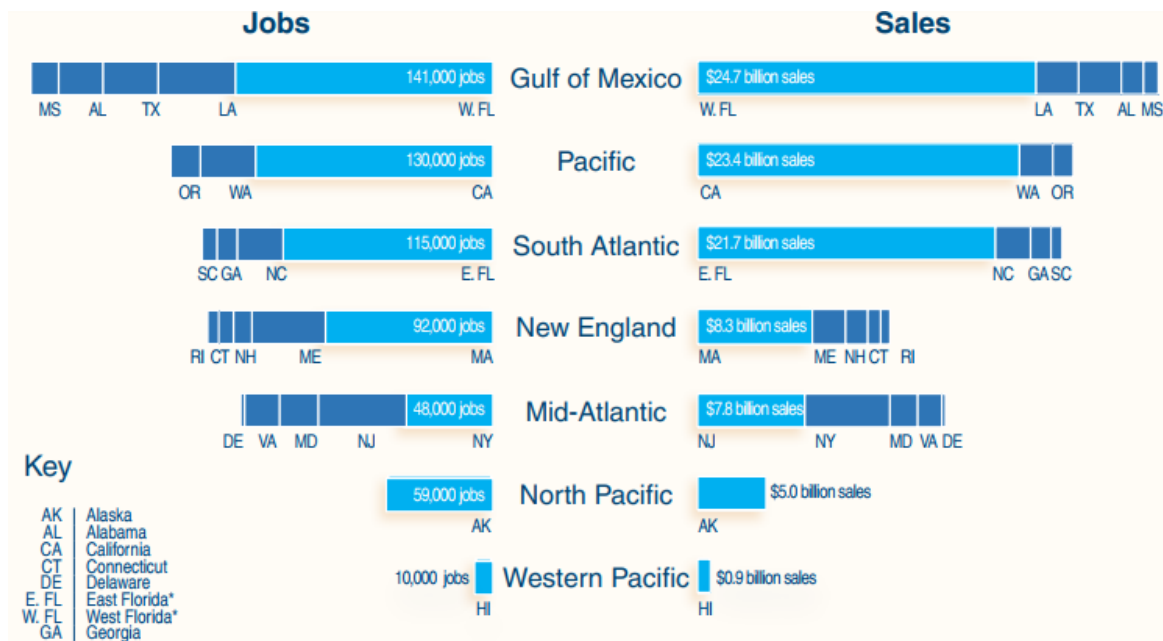


Figure 4.6: U. S Seafood Industry Jobs and Sales by state

Source: National Oceanic and Atmospheric Administration, 2017

California seafood is a major contributor to the USA economy. According to (U.S. Department of Commerce, 2015) the seafood retail sector was responsible for 573,000 jobs itself. The largest contributor to industry sales which stood \$144.2 billion sales came from the seafood import sector at \$58.3 billion. California boasts \$21.3 billion of those sales (Table 4.2). California also has the highest consumption of seafood. California state income via seafood **imports** was \$2.6 billion while the state industry created 52,600 jobs. Both figures represent the highest numbers among any state (U.S. Department of Commerce, 2015).

State	Sales	Income	Value Added
U.S.	\$144,194	\$39,744	\$60,566
California	\$21,315	\$4,530	\$7,553
Florida	\$17,713	\$3,319	\$5,931
Massachusetts	\$7,308	\$1,906	\$2,904
Alaska	\$4,421	\$1,877	\$2,354
New Jersey	\$5,969	\$1,273	\$2,102
New York	\$5,374	\$1,153	\$1,905
Maine	\$2,434	\$803	\$1,161
Washington	\$1,702	\$694	\$942
Louisiana	\$1,840	\$673	\$921
Virginia	\$1,170	\$407	\$566
Texas	\$1,017	\$361	\$510

Figure 4.7 U. S Seafood Industry-Sales, Income and Value Added by state (\$ Billion)

Source: U.S Department of Commerce, 2015

2015 Economic Impacts of the United States Seafood Industry (thousands of dollars)

	With Imports				Without Imports			
	#Jobs	Sales	Income	Value Added	#Jobs	Sales	Income	Value Added
Total Impacts	1,179,848	144,194,119	39,743,521	60,565,501	695,794	51,905,330	18,997,595	26,958,135
Commercial Harvesters	164,047	13,894,494	4,617,433	7,190,601	164,047	13,894,494	4,617,433	7,190,601
Seafood Processors & Dealers	200,919	30,922,511	9,758,943	13,566,022	52,972	8,152,699	2,572,939	3,576,672
Importers	188,385	58,271,127	9,339,060	17,763,591	0	0	0	0
Seafood Wholesalers & Distributors	53,548	8,166,237	2,683,482	3,839,697	24,666	3,761,719	1,236,127	1,768,729
Retail	572,949	32,939,750	13,344,602	18,205,590	454,109	26,096,417	10,571,096	14,422,133

Figure 4.8: Economic Impacts of the USA seafood industry (\$ 000's)

Source: U.S Department of Commerce, 2015

Economic Impact:

Rising incomes in California means consumers are likely to expend their income on leisure activities such that they will have less time to prepare home-cooked meals. This creates a need for convenience foods which Prantalay can solve. While seafood prices did inflate, it doesn't affect Prantalays production costs as Prantalay incurs all production costs

in Thailand, if they can replicate an efficient marketing model alongside control costs in the export process, they can enjoy higher margins if the inflation trend continues. However, higher prices mean customers will start switching to cheaper alternatives such as frozen pizza or kitchen. Lower harvests resulting in unmet demand and underutilization of local frozen food plants presents an opportunity for Prantalay to close the gap. California being the largest consumer of seafood in USA entails that the market is quite mature and saturated. This is a problem for Prantalay as growth opportunities are limited.

4.5.3 Social

As of January 2017, California's population totaled 39,524,000, the highest of all 51 states and expected to grow at 0.86%. Los Angeles San Francisco and San Diego are the largest and most urbanized cities.

In the Californian seafood sphere, demand dictates supply. The California department of Fish and wildlife reports that squid catches were the highest at 227 million lbs and Dungeness crab at \$18 million lbs which are very popular (Meeks, 2016). The most popular frozen seafood in the market however, is shrimp based (Dey et al., 2017).

The most popular frozen seafood in the market however, is shrimp based (Dey et al., 2017). Californians consume the highest seafood in terms of sales at \$24 Billion (Refer to Figure 4.7). In 2014, the seafood consumption in USA amounted to 14.6 pounds per capita and has seen a positive trend, increasing by 0.9 pounds per capita within 2015. According to NOAA, the rise is mainly credited to higher consumption of frozen seafood. This makes USA one of the highest consumers of frozen seafood and seafood in general, making it a very attractive market for seafood suppliers (White, 2016).

Total sales generated by the U.S. Seafood Industry (2012)
(thousands of dollars)

State	In-State Sales	State	In-State Sales
United States	140,660,993	Maryland	1,800,489
California	24,043,813	Virginia	1,538,449
Florida	16,553,480	Rhode Island	1,224,565
Massachusetts	8,483,740	Oregon	1,174,111
New Jersey	7,921,903	Hawai'i	855,139
Washington	7,533,447	North Carolina	782,684
New York	6,366,436	New Hampshire	609,187
Alaska	4,232,307	Connecticut	603,308
Texas	2,499,832	Alabama	460,514
Georgia	1,962,985	Mississippi	377,374
Louisiana	1,927,986	South Carolina	119,975
Maine	1,875,020	Delaware	46,713

Figure 4.9: Economic Impacts of the USA seafood industry (\$ 000's)

Source: U.S Department of Commerce, 2012

The (USDA Economic Research Service, 2017) reported a gross spending of \$1.46 trillion on snacks, food and beverages in retail supermarkets and grocery stores. Even though the Californian market is at the helm of these figures, (Prnewswire.com, 2017) predict that frozen food sales will go through a negative growth rate of -1.2% annually between 2016 and 2021.

According to (Prnewswire.com, 2017), this is attributed to changing dietary preferences of Californians to vegetarianism, veganism, and other healthy lifestyle choices that consider seafood to have lethal mercury and sodium levels. Consumer perception is shifting towards the notion that frozen foods have limited nutritional value even though they may be cheaper to other alternatives such as refrigerated/fresh varieties that are perceived of as being of Higher Quality. Hence, the purchase intention of frozen is largely influenced by the perceived quality in terms of process, packaging and nutritive value.

In terms of demographics, houses with teenagers are more likely to consume frozen seafood. However, the seafood market here is dominated by frozen pizza, burgers and other fast-food meals. Characteristic wise, frozen food consumers are time constraint and busy which coincides with traits of individuals in urbanized areas of California.

A growing social concern for the western nations is the abuse of human rights in developing and third world-nations. A portion of consumers tend to boycott goods from these countries in order to discourage such activities. (Avery, Dolven and Mackey, 2017). Thailand's human trafficking issues have received global spotlight for all the wrong reasons. Child labour in the fisheries industry is common. (Avery, Dolven and Mackey, 2017)

Despite such threats of frozen food consumption turning downhill, major players in the processed food industry have launched a three-year marketing campaign worth \$90 million to educate consumers on the developments within the industry that is now featuring healthier frozen food options to offset the predicted decline (Best, 2014).

Social Impact:

For Prantalay, access to the Californian market means accessibility to the largest seafood market in U.S. in terms of consumption and population. Prantalay should position itself in urbanized cities such as Los Angeles, San Fransisco and San Diego as the fast-paced metropolitan lifestyle means higher demand for ready-to-eat frozen meals. The diverse makeup of the Californian population attributes to the high demand for seafood imports. Though saturated, Prantalay can jump on the same bandwagon and find success in the imported seafood category.

At the same time, competition for customers between brands will become more intense given consumer awareness of toxic metal content in seafood, nutritive value and vegan lifestyle choices. As a Thai based company, Prantalay must publicly market its stance on issues such as child labour and human rights violation to distance itself from companies that do end up utilizing such services. Finally, Prantalay can benefit from

marketing campaigns that try to convince consumers that frozen foods retain healthy attributes just the same as fresh food does and follow sustainable practices.

4.5.4 Technological

According to USA has an LPI ranking of 10 out of 160 countries, 8th out of 160 in both infrastructure and Logistics Competence (WorldBank, 2017). A study conducted by (Martin Prosperity Institute, 2017) shows that U.S.A ranked 3rd in terms of the Global Technology Index; A metric that measures the level of innovation activity in a country. Thailand only ranks 58th out of the 80 countries under the study This is why food technology in USA has found methods to improve shelf life especially for fresh foods as they are perceived to have higher nutritive quality (Prnewswire.com, 2017)

As a developed country, USA has pioneered some of the largest technology trends of the past especially originating from the ‘Silicon Valley. The development of IT systems has boosted online retail and banking, making it less convenient to shop at retail stores and simply order online (Clarke, 2017).

Technological advancements in the digital hemisphere have allowed customers to ‘pre-shop’ and gain unlimited access to information. Though traditional marketing tools can be controlled, the same cannot be said for the internet and it is probably the most used medium for B2C communication today.

Technological Impact:

Ranking so high in terms of logistics and infrastructure makes it one of the easiest places to do business in the world which is good news for Prantalay. However, Prantalay’s R&D department is in Thailand and may find it hard to compete with U.S. competitors that have the backing of top-class research facilities in food technology. Competitors can pioneer new product offerings that Prantalay may find hard to compete with, unless they move or outsource their R&D activities overseas. Shopping from home has become quite common but while most goods can be delivered to your doorstep, Walmart and Kmart do not carry out home deliveries for frozen food. It is costly as it requires a mobile

refrigerating unit and the chances of product defects are higher. This contradicts the convenience factor of Prantalay's offerings.

Finally, a well-designed website with well-written content goes a long way in the world of internet. Even at retail locations, consumers would 'google' Prantalay to check for online reviews and testimonials. Hence, Prantalay must build a better online marketing and social media strategy

4.5.5 Environmental

California has been victim to the infamous 'warm blob' which has severely damaged the local marine ecosystem as shown in figure 4.10. (U.S Department of Commerce, 2015). Between 2014 to 2015, catch revenues went down for crabs by \$94 million, squids by \$48 million and salmon by \$23 million as a result of human induced toxins and pollutants (U.S Department of Commerce, 2015). Santa Barbara which is home to over 500 species of fish have been exposed to multiple oil spills, the most devastating being the leakage of 100,000 gallons of oil via the Plains All American pipeline which directly damaged fishing areas and increased acid levels in shellfish active regions. These have deteriorated local produce, enabling foreign players to come in and establish themselves. (Meek, 2016). Local produce of Salmon has deteriorated in the San Francisco Bay region. Acidification levels have reduced shrimp and oyster populations. This is causing squid population to migrate with unusual patterns (Best, 2014).

Endangered and Threatened Species under NMFS Jurisdiction

Species Group	Number of Species
Marine and Anadromous Fish	44
Marine Mammals: Whales	29
Marine Turtles	16
Marine Invertebrates and Plants	5
Total	94

Figure 4.10: Endangered Species in California

Source: U.S Department of Commerce, 2012

Finally, Trump has refuted the Paris climate agreement so it remains to be seen how the state of California manages its local fish resources when the federal government is unsupportive (Malakoff, Service and Cornwall, 2016). The seasonality of fishing seasons in California is changing due to climate change and will affect local suppliers negatively.

Environmental Impact

While ‘warm blob’ and Trump’s stance on climate change is bad news for Prantalay’s competition, if sustainable fishing policies are quickly implemented in Thailand, Prantalay will not suffer through the supply obstacles that their California competitors might. Prantalay also capitalizes by eliminating the seasonality problem through its frozen food product offering

4.5.6 Legal

The State Senate Committee of USA just rejected a proposal that would increase landing taxes by 1300% (California Seafood and Fisheries Institute, 2017). This was mainly targeted at the fisheries market. The USA tariff schedule towards seafood products varies based on specie, packaging, process and the stage of production. Also, FDA has launched new regulations on the fisheries industry to lower sodium levels (Prnewswire.com, 2017).

Following are the tariff schedules on seafood items coming into USA:

- Frozen crabs, whether dry, salted, brined, cooked or uncooked are at 0% Tariff rate
- Frozen crabmeat by itself is at 7.5%
- Frozen Queen Scallops at 0% Tariff rate
- Pacific Salmon at 0% Tariff rate
- Shrimp Meals at 5%

Source: (Tariff Schedule of the United States, 2016)

Legal Impact

First of all, Prantalay must comply with the newly launched FDA regulations to reduce sodium levels in their seafood products (Prnewswire.com, 2017). The good news is that Prantalay avoids the proposed tax regime. It would prove beneficial in the long run if they establish a vertically integrated business model in U.S. as they would have to catch and process fish from California. Also in favour, is the tariff schedule which is 0% for most frozen food products. Hence, allowing Prantalay to control costs and compete in terms of pricing with other competitors in the frozen seafood space.

4.6 Industry Analysis: Porter's Five Forces in California

4.6.1 Bargaining Power of Suppliers-Low

Thai fish farmers lack business expertise and access to capital. Most farms are family owned and still rely on traditional, time-consuming, unautomated farming techniques. The risk of forward vertical integration is low. A large number of suppliers ensures that no one supplier is able to influence the price. (Fisheries and Aquaculture Department, 2009)

Hence, the cost of switching suppliers is quite low (Johnson et al., 2017) and is only dependant on existing contracts. Thailand has an interconnected distribution infrastructure in place, for the fishing industry. This allows Prantalay and other incumbents to easily access a number of different suppliers and negotiate for the best price on the market.

4.6.2 Bargaining Power of Customers-High

Consumers in USA have high access to nutritional and health information via the internet (Scott, Scott and Auld, 2005) they can easily decipher information regarding pricing, nutritional value, production processes and certifications. Hence, consumers can effectively browse the markets and avail lowest prices at highest value (Johnson et al., 2017).

Consumer tastes and preferences are key in any food industry, giving them the ability to heavily influence a company's offerings. Customers have low switching costs given the ubiquitous number of frozen food brands and offerings in the market. Buyers are capable of backwards vertical integration via cooking at home. A number of retailers have set their own plants to produce food items such as Walmart.

4.6.3 Threat of Substitutes- Very High

The frozen seafood industry has a large number of firms and success is highly dependent on their ability to market effectively. As a result, a number of frozen seafood players exist within the industry. However, there are substitutes outside the frozen seafood industry such as frozen pizzas and chicken wings which are highly popular among teenagers. Restaurant foods are perceived as of higher quality than frozen varieties and are also easily substitutable but at higher prices than frozen food products. Another major substitute is street food and food trucks that provide fresh food conveniently at cheap prices. Prantalay is thus competing with a market well beyond the frozen seafood industry.

4.6.4 Barriers to Entry-Low

The initial barriers to entry include FDA certifications needed to meet hygiene, sanitation and safety standards. FDA registers and regulates all seafood businesses (among others) at federal, state and local level. Imported food products are subjected to the same laws as food products produced locally where they are legally required to provide labelling and packaging in English (FDA, 2017). Prantalay must qualify under the Food Safety Modernization Act which aims to prevent cross contamination, in order to operate as a certified seafood manufacturer. A company representative must also notify the FDA of incoming food shipments 15 days before the arrival. Failure to do so could result in prosecution and rejection of the imported cargo.

Initial investment consists of operational plants that specialize in food packaging and processing. Incumbents have already achieved economies of scope and scale through years of expertise, driving their costs to an industry low. Their costs, supplier relationship

and brand loyalty would also be hard to match for a mere exporter like Prantalay that is in infancy of its business venture.

4.6.5 Competition-Very High

A large number of firms operate in both the direct sales of frozen seafood meat or prepared frozen meals. Differentiation is primarily via marketing, product design and packaging. The industry follows a monopolistic structure.

According to Harris and Shipstova (2007), there has been a massive influx of food offerings in the convenience frozen food space. In 1987, only 49 such products existed in the major markets. By 2000, this number was tenfold

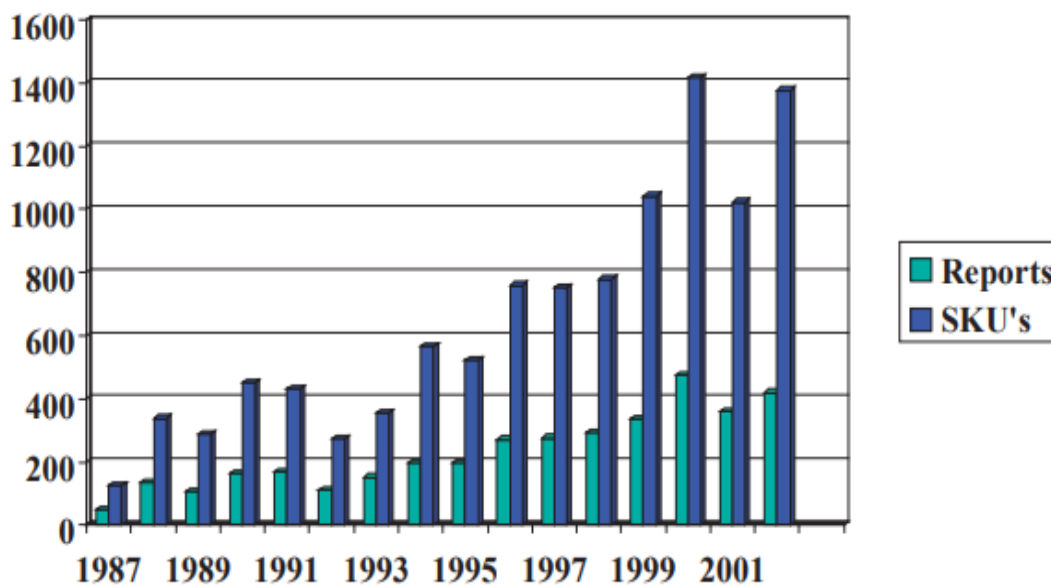


Figure 4.11: Increase in Food offerings

Source Harris and Shipstova, 2007

4.7 Comprehensive Competitive Analysis

Table 4.2: Competitor Analysis Gorton's of Gloucester



Company Name	Gorton's of Gloucester
Company Location	Gorton's Inc., 128 Rogers Street, Gloucester, MA 01930
Company Background	Largest frozen seafood brand in the US since 1849; A subsidiary of the Japanese Nippon Suisan Kaisha
Core Competencies	Economies of Scale, Great supplier relationship, pioneers in seafood processing, historical brand value that inspires trust and loyalty; Sources only from certified fisheries; MSG free
Weaknesses	Doesn't sell online
Target Market	Consumers through large retail stores. Available in Walmart and Kmart
Marketing Strategy and Presence	Online Marketing, Word of Mouth, CSR, Featured on television programmes. Positions itself as time efficient, nutritious and the perfect meal for families
Product Lines	Gourmet Fillets, breaded seafood, grilled varieties in salmon, shrimp, tilapia and crab
Pricing Structure	\$9.49-\$14.49 retail price range at Walmart
Source(s): Sheppard, 2013; Gorton's Seafood, 2017; Walmart.com, 2017	

Table 4.3: Competitor Analysis Gorton's of Gloucester



Company Name	Aqua Star
Company Location	2025 First Avenue, Suite 200 Seattle, WA
Company Background	Based in Seattle since 1990 and established in California via large retail chains
Core Competencies	Premium fish meat at a low-cost strategy through offshore production facilities; Top-rated brand for frozen seafood meals in Walmart and K-mart; Prides itself on its ethical supply chain management and sustainability practices
Weaknesses	Doesn't sell online
Target Market	Consumers through large retail stores. Available in Walmart and Kmart
Marketing Strategy and Presence	Access to high visibility in retail stores; markets itself as a proponent of fair employment and anti-discriminatory practices; brand engagement through social media interaction; high emphasis on imagery and visual content to market products. An affiliate of Thai Issara Institute and Seafood Task force to take sustainability initiatives in Thailand that adds to its brand value
Product Lines	Crab, shellfish, coconut shrimp, calamari, Atlantic Haddock and Alaskan Cod
Pricing Structure	Unavailable

Source(s): Walmart, 2017; AquaStar, 2017

Table 4.4: Competitor Analysis Lotus Seafood



Company Name	Lotus Seafood
Company Location	7310 Miramar Rd. Ste #330 San Diego Ca 92126
Company Background	An International supplier of frozen seafood
Core Competencies	Great customer service; uses sustainable sources in production processes; Partnered with WWF and Global Aquaculture Alliance Extensive product mix with
Target Market	Direct Consumers, Retail Businesses.
Marketing Strategy and Presence	Online Marketing, Word of Mouth, CSR
Product Lines	15 variety of frozen fish, Sushi, Crab and Lobsters
Pricing Structure	Unavailable

Source: Lotus Seafood, 2017

Competitors of Prantalay are careful to distant themselves from violation of labour and human rights, unsustainable fishing practices and markets themselves as a credible and certified source of nutritional seafood. The area where Prantalay may lack in comparison to these competitors is the portion of the market that these products currently control due

to years of investment on market research, investment, and development of distribution and retail channels.

To directly compete, the main retail channels that Prantalay must follow for frozen seafood products are through Walmart, Kmart, Target and Shopko. But there are a number of state-side convenience stores and smaller super markets where Prantalay can position its product to gain access to remote markets.

4.8 Market Analysis

This section explores primary research findings from the survey discussed in Chapter 3. The survey essentially aims to uncover what factors influence consumers to purchase frozen seafood products either directly, or in a mediating capacity. The survey received 400 respondents whose demographic outlook is summarized below:

Table 4.5: Respondents Demographics

Gender	Male (52%)
	Female (48%)
Age Distribution	18-25 years (28.7%)
	26-33 years (31.3%)
	34-41 years (25.7%)
	and above 42((14.3%
Occupation	Private Company (42.8%)
	(25.8%) Own Business
	Government Office (17.5%)
	Retired (13.5%)
Monthly Income	\$5,000-\$7,500 (26%)
	\$7,501-\$10,000 (28.2%)
	\$10,001-\$12,500 (21.3%)
	\$12,501-15000 (13.2%)
	More than \$15000 (11.3%)

As Figure 4.8 shows, about 79% of customer belong to the main customer group that buys seafood more than 3 times a month.

3. How often will you buy frozen seafood in a month?

400 responses

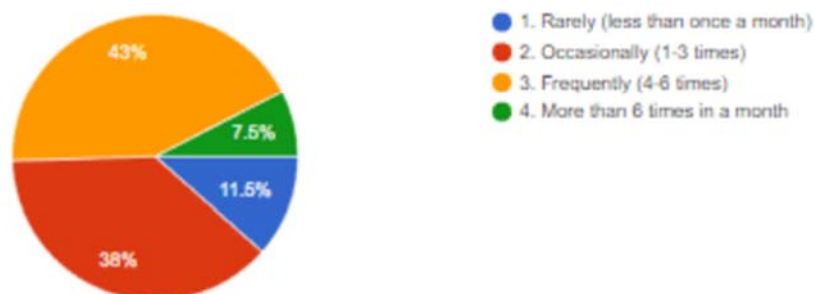


Figure 4.12: Purchase Frequency

Given that Prantalay is not new to the Californian market, the initial inquiry pertains to their brand awareness. The survey findings show that 64% of the respondents had heard about Prantalay frozen food in the past, whereas 36% of the respondents had not. This entails that Prantalay has a high level of brand awareness in a relatively new market; a positive sign from which it follows that by increasing export volume, such brand awareness is ultimately converted to higher sales and a larger market share.

While brand awareness is important, accessibility is key (De Wijk et al., 2016) to regularly indulge consumers in the purchase of frozen seafood, the survey results in Figure 4.7 find that 43% of respondents buy directly from supermarkets. This means Prantalay is targeting consumers that are shopping in bulk for groceries that are to last more than 3 days as noted in the figure 4.13 below:

7. Have you heard about Prantalay frozen seafood brand?

400 responses

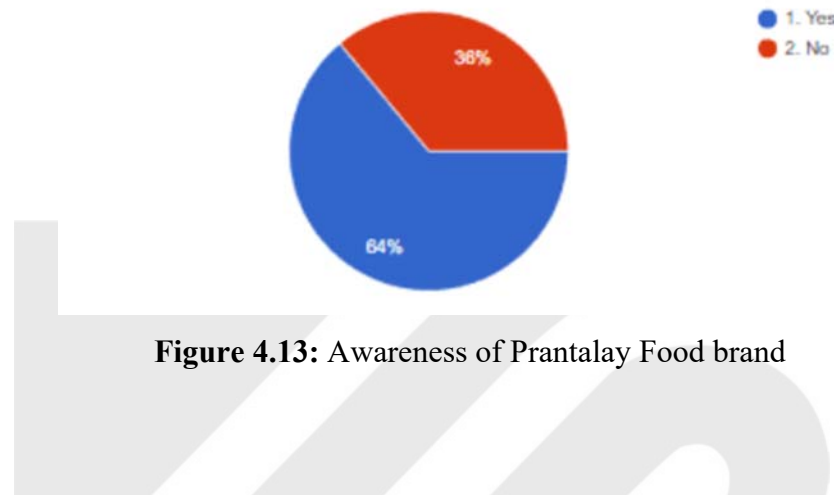


Figure 4.13: Awareness of Prantalay Food brand

4. Where do you normally purchase frozen seafood?

400 responses

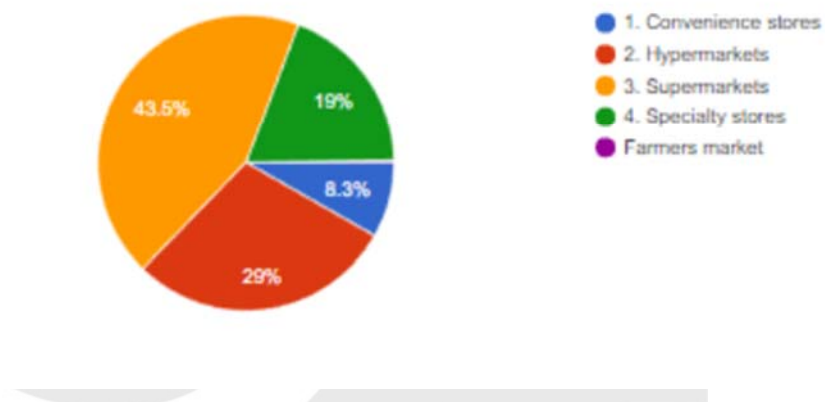


Figure 4.14: Location of Purchase

Respondents were then provided with a set of options to describe the most important factors in terms of frozen seafood purchase. Price, Promotion and Perceived Quality prove to be the most commanding influencers of a purchase, followed by brand reputation. These results are in accordance with scholarships from (Monroe and Krishnan, 1985; Donald et al., 1989)

Prantalay can market itself via the promise of ‘Fresh Thai Seafood’ quality, they must undercut competing prices and use promotion techniques such as ‘Buy 1 get 1 free’, samples, discounts and coupons to make up for the fact that though the general consumer has a 64% chance of being aware of their brand, awareness alone doesn’t lead to a purchase and must be complimented with pricing and promotional tools to ultimately lead to the execution of a purchase (Adeyemi, 2013; Chaudhury, 2010). However, customers with high brand awareness will have a higher perception of the optimal price and therefore, be willing to pay more (Salamandic, Alijosiene and Gudonaviciene, 2014). A subsequent section will probe deeper into how each of these dimensions affects a consumer’s purchase intention of frozen seafood products

6. Which is the most important factor for you when purchasing frozen seafood (Choose only 1)?

400 responses

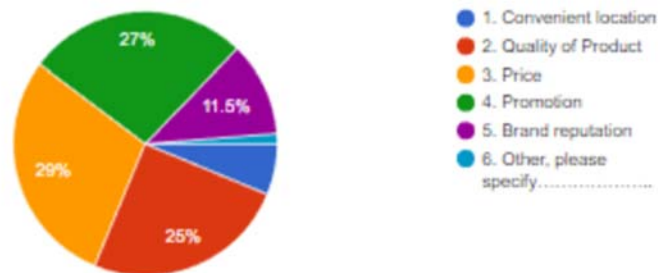


Figure 4.15: Factors affecting Purchase

The survey questionnaire was also designed to inquire about each aspect that makes Prantalay as a brand standout, including the fact that it belongs to the imported frozen food category. To understand consumer attitudes towards ‘imported frozen seafood’, that is, Prantalay’s product category, the survey asked the question in figure 4.15

5. Do you prefer local or imported frozen seafood?

400 responses

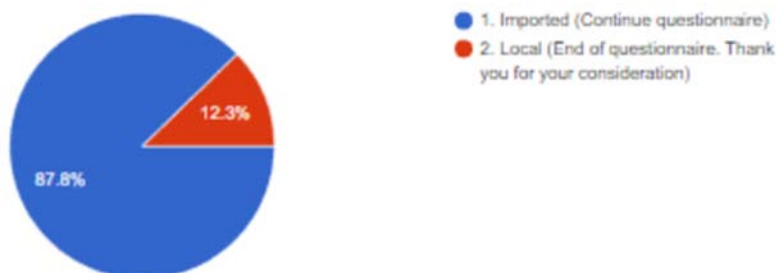


Figure 4.16: Preferences: Local or Imported

Results suggested that 87.8% of the respondents prefer imported frozen seafood to local seafood. Hence, Prantalay's packaging must assert the fact that the packaged food originates from, and is processed in Thailand. This recommendation is supported by the work of Luomala (2007) who conducted a psychological study into the impact of how information regarding food origin lets consumers cognitively relate to a brand and affect their food choices. They conclude that consumers favour foreign food products when the origin of the food is magnified on the product packaging (Figure 4.16).

4.8.1 Need Analysis

Disposal incomes have risen in the last few decades and a major portion of this income is expended towards labor-less kitchen equipment or convenience food products for the purpose of saving time Harris and Shipstova (2007). In other words, time has become a more valuable good and consumers are unwilling to spend it on meal preparation, grocery shopping and post-meal cleaning. Gender roles in USA have been redefined and women no longer indulge in house management as they once dominated the domestic space. So moms, single-working women and married women alike are looking for quick alternatives to allocate more time to leisurely activities and their careers. Also, households are generally smaller and thus create a need for single-serving or double-serving, microwavable or easy to cook meals.

USA is characterized as an individualistic society although it is a very diverse country. Hence, children and adults alike make independent food choices and often take responsibility for their own meal preparation. Finally, the general consumer below the age of 21 enjoys a higher disposable income than they did in the past; either through availability of employment opportunities or rising average household incomes. Hence, expenditure on frozen meals would not be a significant portion of their income.

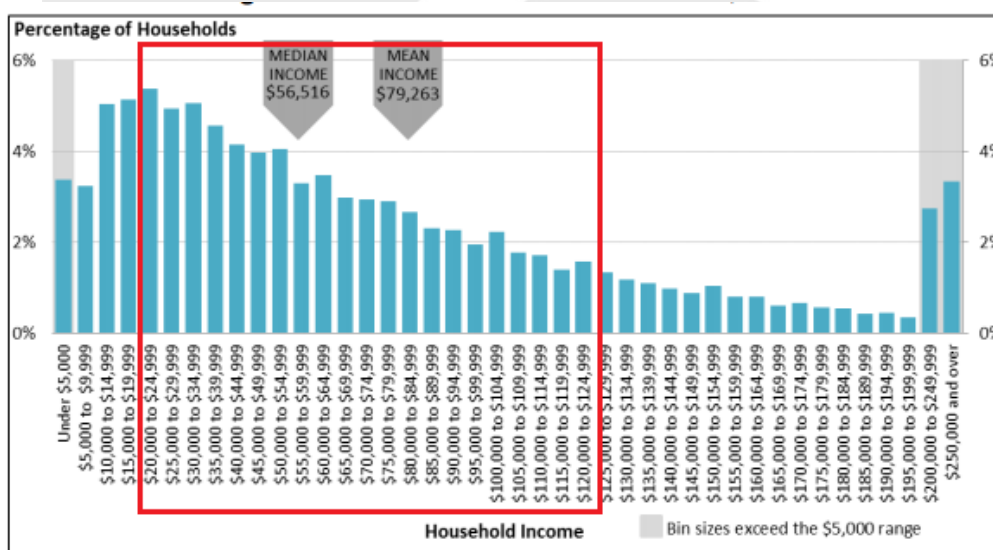


Figure 4.17: Percentage of households

Source: Federation of American Scientists, 2016

To get an idea of the income level of the California market, we can use the income distribution data from the USA market as a as the next best estimate of the Californian data which to date is unavailable. The red rectangle in the figure 4.17 represents Prantalay's target market in terms of income's ranging from lower middles class at \$25,000 to \$120,000 per year.

Table 1. Top Category Totals of New Quick Food Product Introductions, 1987–2002.

Category	Reports (number)	Reports (percent)	SKUs (number)	SKUs (percent)
Meals & entrees, pizza, hot snacks & sandwiches	981	26.4	2770	26.4
Soup	292	7.9	980	9.3
Pasta & pasta side dishes	288	7.8	886	8.4
Vegetables & vegetable side dishes	199	5.4	539	5.1
Mixes, other baking & non-baking	187	5.0	456	4.3
Rice & rice side dishes	177	4.8	418	4.0
Meat	165	4.5	460	4.4
Bread products	138	3.7	280	2.7
Poultry	137	3.7	456	4.3
Sauces and gravies	102	2.8	343	3.3
Top ten total	2,666	72.0	7,588	72.2
All new quick products	3,709	100.0	10,503	100.0

Figure 4.18: Food introduction category 1987-2002

However, in 2002 seafood did not belong to the top-food category when it comes to quick frozen meals as the following figure 4.18 shows. Rather, it was part of the meals and entrees group that combined shares 26.4% of the market. Hence, Prantalay is right to enter the market at this moment in time as the niche trend of frozen seafood has already take stride and caught up with the mass market. Prantalay can further take advantage of this growth through product line expansion for example, incorporating seafood into frozen pizzas or pasta.

4.9 Market Segmentation

The first step of the STP process is ‘Segmentation’. The segmentation process classifies consumers into distinct groups. Members in a particular group share similar characteristics and help marketers identify the most attractive segments (Buitrago-Vera et al., 2016)

Table 4.6: Market Segmentation

Demographics	Psychographics	Beliefs and Values	Life stages	Geography
Age 10-40	Kitchen evaders	Non-Vegetarian	Teenage, Adults and Young Adults	Urbanized Areas of California
Gender Male and Female	Convenience-seeking grazers	Non-Vegan		
Yearly Income Lower-middle to Upper Middle-Income Households \$25,000 to \$120,000	Food connoisseurs	Pescatarians		
Marital Status: Married (Two working partners) Married with children (Two working partners) Single Adult households (With and without children)	Time-poor and fast lifestyle			
Education Households head with a high school degree				

The market for Prantalay is segmented based on consumer demographics, psychographics, beliefs and values, life stages and their geography. Demographic factors consist of age, gender, income and marital status. The table 4.6 above represents a group of consumers with attractive arbitrary characteristics for the purpose of selling frozen seafood.

Married households with two working parents and single-adult households consume the most frozen food meals. Married households with two working partners or parent's often find that their professional commitments take away time from grocery shopping, meal preparation and after-meal washing, thus making frozen food more time-convenient (Harris and Shiptsova, 2007). Single adult house follows the same pattern of convenience food consumption (Shiu, Dawson and Marshall, 2004) Married households only one working parent often have the non-employed parent devoting time towards preparing kitchen meals and is thus not an attractive segment. However, Harris and Shipstova (2007) find that on average, households with children spend \$17 more on frozen ready-to-eat meals than do households with no children. Hence, a household with children is an attractive segment as children tend to be fussier and less worried about the nutritional deficiencies of frozen food compared to fresh and home-cooked meals. They are also likely to be more influenced by marketing and pressure parents into buying quick meals. Obviously, Prantalay needs to market itself as a nutritious, natural and diet friendly solution to home cooked meals. The easy-to-make attribute compliments the individualistic characteristics of USA consumers as children and adults alike are becoming more independent in terms of food choices and meal preparation.

In terms of education, households lead by a high school graduate compared to a college graduate spend more on convenience foods such as frozen seafood, pizza, French fries and so on. (Harris and Shiptsova, 2007).

Parents in the lower-middle to upper middle-income range usually belong to the age group 25-34 years which is conveniently, the largest portion of customers that purchase convenience foods such as frozen meals (Buitrago-Vera et al., 2016)

In terms of psychographics, a criterion that divulges into the inherent characteristics of consumers such as emotions, personality, lifestyle and attitudes, the segmentation technique has utilized the criteria developed by (Buckley, Cowan and McCarthy, 2007). The consumers known as ‘kitchen evaders’ are those who loathe washing dishes, cleaning the kitchen, cannot cook from scratch or simply prefer not to put in much effort into their food. ‘Convenience Seeking Grazers’ tend to be stressed, short-on-time, busy with professional life, like to snack between proper meals and prefer microwavable instant food. These two are the most attractive segments for Prantalay’s seafood products. However, food connoisseurs consist of both the American youth and upper class that want to try new cuisines and would be an additional niche that Prantalay could target through its message of “Fresh from the Oceans of Thailand”.

In terms of beliefs and values, a certain portion of the U.S. population either doesn’t like seafood, or doesn’t eat meat in general (vegetarians and vegans). This used to be a dietary preference but for a portion of Indian population, meat is prohibited. Vegetarians and Vegans in general tend to have ethical issues with animal-based products. Hence, meat eaters and pescatarians (only eat fish) who do not share the same beliefs and values is a more attractive segment.

Life stages is an essential criterion as it influences a person’s dietary choices. Younger individuals and households that contain of children, teenagers, young adults and adults assert that they simply do not have time or are too tired to allocate time from other activities to meal preparation. Older individuals above the age of 40 may be restricted by prevalent diet related diseases such as diabetes, obesity, acid reflux, Gerd and so on to restrict frozen meals, fast food and junk food. And rather consume fresh vegetables and more home-based meals. These results have been confirmed by (Harris and Shiptsova, 2007) who show that on average, younger households spend more on frozen foods and prefer a more convenient and less time-consuming lifestyle. They also find that urban households spend \$14 more per year than rural households on frozen food products. This is because urbanized regions are subject to larger time constraints from traffic and a wide option of metropolitan activities that take one’s time. There are also a large number of

super markets in urbanized areas while rural areas lack food options such as food supermarkets, street food, corner restaurants, pop-up food markets and food trucks.

4.9.1 Target Market

As most food based businesses do, Prantalay is recommended to follow an ‘undifferentiated mass marketing’ strategy to create brand equity. The undifferentiated or mass marketing technique follows that Prantalay targets all consumers via a unified communication message and does not take in account the unique differences of each segment. This is because of two reasons. The first being that such a diversified marketing approach would be very expensive. Since Prantalay does not control distribution and is a small player in retail as of now, they lose a portion of profit margins to the companies that do control distribution and have higher negotiation power with retailers over shelf space, visibility and price. Secondly, they need to test the market further. Within a 6-month to a 12-month period, it will become clear which segments respond the best to the undifferentiated marketing strategy. This will allow Prantalay to develop ‘customer acquisition’ and ‘customer retention’ cost for each segment. By following up on consumer responses, they can start taking a more personalized and differentiated marketing strategy to optimize their marketing approach to all targeted segments.

Table 4.7: Segmented Market

Demographics	Target Single Adult households; Married households with children and individuals aged from 10-40; belonging to the lower-middle to upper-middle income range
Psychographics	Kitchen evaders, convenience-seeking grazers, food connoisseurs and people with limited time plus preference for a convenient means to food.
Beliefs and Values	Households and individuals with no ethical and religious standpoint against meat consumption and seafood consumption i.e. pescatarians and non-vegetarians
Life stages	Mainly teenagers, young adults and adults who are time constraint due to academic, professional and social endeavours
Geography	Urbanized cities near residential areas such as Los Angeles, San Fransisco, San Diego as the largest and most urbanized cities in California

In a nutshell, the main target market which will be the intended recipient of Prantalay's marketing message will be households and individuals that eat meat and seafood; reside in urbanized areas of California, are single, married with children and/or a working partner; are in the lower-upper middle-income group and either too lazy or too time constraint to prepare kitchen meals. They would also share the characteristics of being food connoisseurs who try to deviate from traditional food choices through frozen food alternatives such as Prantalay's seafood to the more common frozen pizza, lasagne, spaghetti, burgers and French fries.

The urban households and individuals which belong to the primary target market would also be customers that often prefer to stock up on food, enjoy snacking between meals, and visit the frozen food section of grocery stores often.

4.9.2 Positioning



Figure 4.19: Positioning

Source: Self-Created

The positioning map demonstrates Prantalay's position in terms of price and perceived quality when comparing to its main Californians competitors that are well established within the retail market with strong distribution ties.

Gorton has been around since over a century and is a well-established brand with high perceived quality and thus, has the flexibility to charge high prices. Lotus seafood offers high quality seafood but at the lowest price given there are less processing stages or value adding stages in their production process. In terms of quality, Prantalay is directly competing with Aquastar but given that Prantalay is a relatively unknown brand, they must position themselves below Aquastar and Gortons in terms or pricing.

4.10 Marketing Strategy

4.10.1 Goals and Objectives

This section entails the goals, objectives and the appropriate marketing mix channel to realize the stated goals and objectives. Based on the SMART marketing model (Kotler and Armstrong, 2014), the strategy is to carry forward the catchphrase “Fresh from the Oceans of Thailand”, the list of goals and objectives are:

1. **Specific:** They target specific KPI’s and performance metrics
2. **Measurable:** They can be quantified in terms of percentages and absolute values
3. **Achievable:** They are achievable given Prantalay’s market position, resources and forecasting capabilities
4. **Realistic:** They are neither overly optimistic nor overly pessimistic and take into account various macro and micro conditions of the market environment. They also factor in Prantalay’s budget constraints
5. **Timely:** They follow specific deadlines.

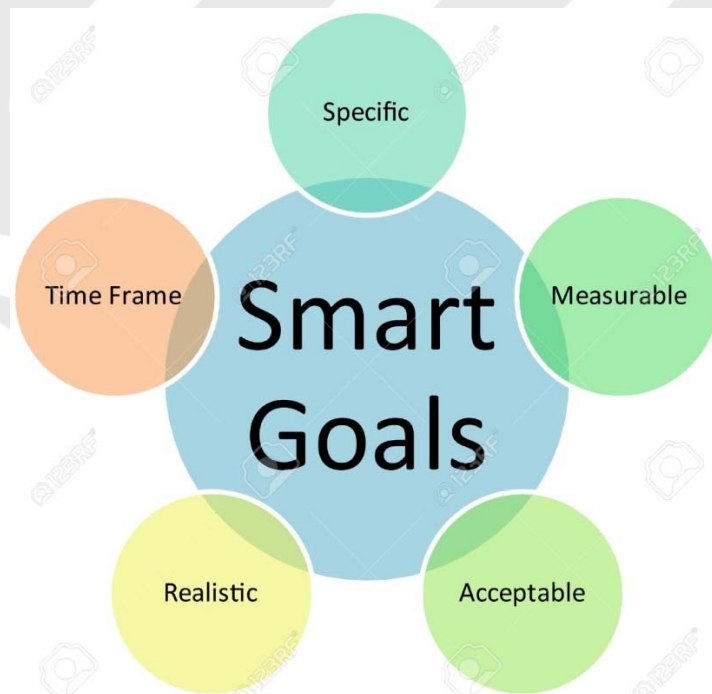


Figure 4.20: SMART

Source: Kotler and Armstrong, 2014

Table 4.8: SMART Objectives and Marketing Strategy

Goal	Objective	Timeline	Marketing Mix
Increase Brand Awareness	Increase Brand Awareness by 20% among the identified target market	4 to 6 months within the launch	<p>Product: Word of Mouth, position product as healthy and emphasize that it is “Fresh from the Oceans of Thailand”.</p> <p>Place: Negotiate better shelf visibility with retailers and break into additional chains of current retailers</p> <p>Price: Competitive Pricing to entice consumers into choosing Prantalay over competitor.</p> <p>Promotion: Hire a Retail marketing firm to promote product at retail locations, consumer gatherings, food markets and beach festivals. Hand out coupons, brochures and tasters.</p> <p>People: Hire a website developer</p>
	<p>Develop a U.S. based website and gain up to weekly 5000 unique visitors</p> <p>Rank within top 10 for specific keyword phrases for example: Frozen seafood meals California</p> <p>Create a new Facebook and Twitter for U.S.A and achieve at least 50,000 followers</p>	6-8 months of the website’s launch	<p>Outsource Search Engine Optimization and Digital Marketing</p> <p>Ad Word Management, Content development</p> <p>People: Hire a Social Media Management expert</p> <p>Promotion: Offer different product packaging’s that feature, children, teenagers and families to cater to all target segments</p>

Table 4.8 (cont.): SMART Objectives and Marketing Strategy

<p>Increase Sales Volume</p>	<p>Increase export volume by 80% - (Note that current sales volume is relatively small and an 80% increase wouldn't be a very optimistic increase considering the overall market size)</p>	<p>Within 1 year of relaunch</p>	<p>Aggressive online marketing to drive traffic into stores and obtain more frequent purchase orders</p> <p>Establish an efficient inventory management process with the distributor to avoid stocking out and losing out on sales</p> <p>Price: Competitive Pricing to undercut competitors; sales promotion such as 'buy 1 get 1 free' to entice purchase.</p>
<p>Maintain Profitability</p>	<p>Maintain profitability or at least breakeven</p>	<p>Within 12 months</p>	<p>Keep costs low by using higher brand awareness and higher demand to negotiate better credit terms and repurchase agreements with distributors and retailers</p>
<p>Increase customer/brand engagement</p>	<p>Increase customer engagement on websites by 33%</p>	<p>6-12 months of the relaunch</p>	<p>Product: Offer home-made recipes and 'how-to-cook' videos on Prantalay's website. Let visitors comment, discuss and give their feedback.</p> <p>Place and People: Train sales staff in retail locations to engage customers in the nutritional benefits of seafood and how Prantalay's processes preserve the nutritional and dietary benefits of seafood.</p> <p>Emphasize convenience, flavour, and nutritive value.</p> <p>Collect short survey feedback on price, packaging, portion size and general attitude towards the product</p>

Table 4.8 (cont.): SMART Objectives and Marketing Strategy

Expand Retail locations	Break into 80 retail locations state-wide	Within 12 months	Leverage online marketing and the resultant brand awareness as well as customer loyalty to demonstrate to big box retail chains that Prantalay's product has demand potential and there are enough profit margins for all intermediaries Hire two business developers to approach retail brands, supermarkets and distributors to expand within California
-------------------------------	--	------------------	---

4.10.2 Marketing Mix

This section proposes a marketing mix that comprises of price, promotion, place and product. Through interaction of these elements, Prantalay should be able to tailor its offerings to the market in question (McCarthy, 1960; McDaniel and Hise, 1984) and create sufficient value for their customers. The perception of each element is analysed using the survey results and is then followed up by the appropriate response in terms of the marketing mix channel.

Product

Being a food item in a Developed country, product quality or perceived quality is very important in influencing purchase decision. The vast majority of 37.5% respondents find product quality to have a fairly strong influence on their purchasing decision, 25.5% considered it moderate and 16.5% considered it as the most important factor. Only 20.4% were less persistent on the quality and may consider other factors such as price more important. (Refer to Figure 4.21)

13. I think product quality is the important criteria when I purchase frozen meals

400 responses

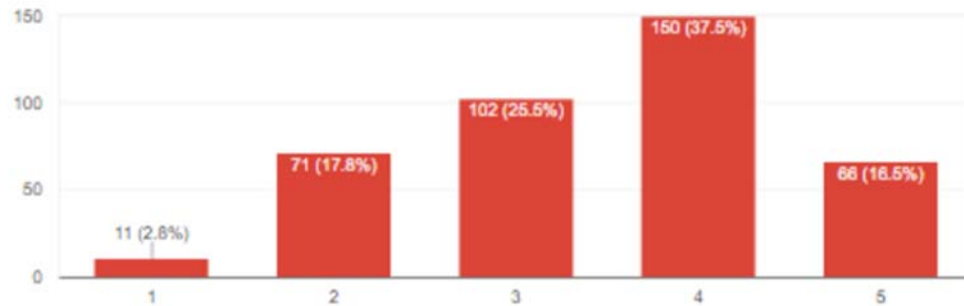


Figure 4.21: Importance of Quality in Purchase decision
[1 being not important at all and 5 being extremely important]

To infer whether imported frozen food products are perceived as of high quality, note that Figure 4.22, shows 19% of the respondents found the taste and healthy level of imported seafood to be very high. Whereas 31.8% of respondents and 28% of respondents felt it was just good enough or adequate respectively. This might be a reflection of frozen food in general. The majority do think that imported seafood products are better in terms of health and taste.

7. The imported seafood product are healthier and tastier

400 responses

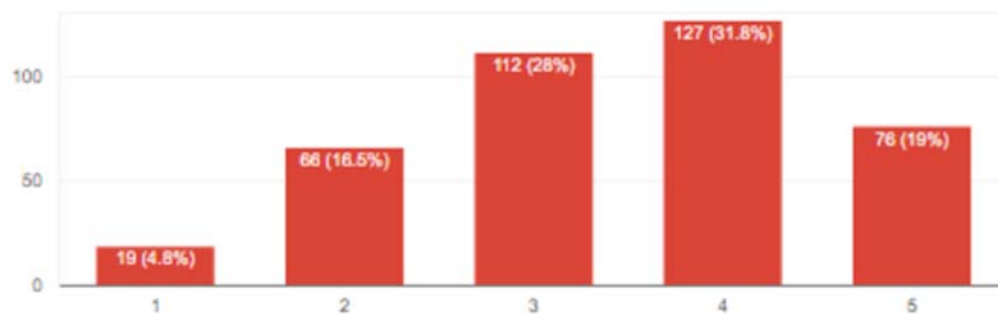


Figure 4.22: Healthy and taste of Imported seafood
[1 being strongly disagree and 5 being strongly agree]

For those who are familiar with Prantalay, only 15.3% or 4% believe their products are mediocre or of them however feel that quality is below mediocrity. The general perception of quality is positive.

15. Prantalay frozen seafood presents high quality product

400 responses



Figure 4.23: Prantalay Frozen Seafood has High quality?

[1 being not important at all and 5 being extremely important]

The product element of the marketing mix intends to create value by satisfying specific customer needs (that were identified throughout the report) and also taking in account their perception of product quality. This is addressed in Table below:

Table 4.9: Targeting specific needs through product offerings

Needs	Product Strategy
Time-Convenience	Limit meal preparation time to 5-minutes in the microwave through R&D.
Nutrition	Provide storage guidelines on websites, leaflets and packaging to preserve freshness and nutrients
Authenticity	Offer home-made recipes and ‘how-to-cook’ videos on website and YouTube. This shows consumers that Prantalay’s meals are a direct reflection of what they would be able to prepare in their home kitchen.
To know origin of food	For consumers, knowing the origin of their food provides further authenticity (Luomala, 2007). It should be touted on Prantalay’s products packaging that for example; All products made from Thai produce or processed in Thailand.
Diversity in Diet	Consumer utility declines from consuming too much of the same product. This calls for diversity, especially in diet. Prantalay offers a range of seafood meals, sushi and ready-to-eat rice based meals. The entire product range is in Section 4.2.2
Portion Size	American meal portion sizes are much larger than most of the world (Young and Nestle, 2002). Customer feedback in this aspect will allow deeper insight into whether portion of meals need to be enlarged for the USA exports leaving Prantalay’s production plant.
Immediate Availability	Prantalay’s products can be stored in a freezer for up to 6 months (unopened and without preservatives) and available for immediate use. (FDA, n.d.) Opened packages should be consumed within 4 days.

Finally, the frozen seafood products are now in the maturity stage (Palmer, 2004). This means the market is very saturated and only companies with a strong competitive

advantage will remain and absorb all the profits. Given Prantalay's existing brand value in the California market and their low-cost operational model as with most Asian companies; they can establish themselves as a foreign seafood powerhouse through the proposed export model. However, to truly become a market leader at the maturity stage, they need to pioneer a new product or trend in the frozen food industry to extend the product life cycle (Enis, La Garce and Prell, 1977) and sustain profits. Otherwise, to surge through such a saturated market, the other elements of the marketing mix must create more value than the other competitors (Levitt, 1965). This is discussed in subsequent sections.

Price

About 31.8% respondents found price to be a small part in their purchasing decision whereas 31% of the respondents were neutral with price (Refer to Figure 4.24). Given that frozen food items are a very miniscule portion of the average Californians income, these results make sense. This statement is supported by the fact that when asked about the affordability of imported frozen seafood, only 4% considered it as completely unaffordable and another 17.3% considered ranked it a unit higher in terms of affordability. About 34.5% state that imported frozen food is affordable while 17.8% considered it very affordable. Hence, the majority considers imported seafood as affordabl. (Refer to Figure 4.25).

8. Price is important to me when purchasing frozen seafood

400 responses

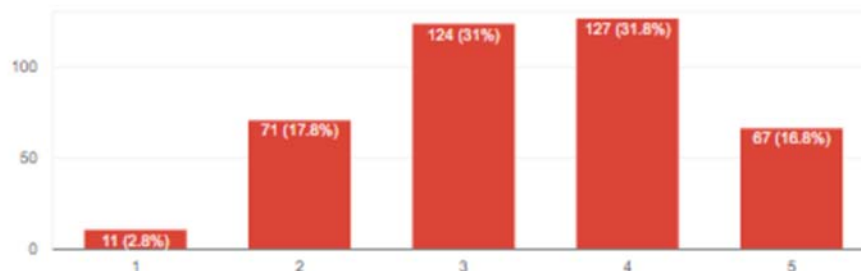


Figure 4.24: Importance of Price

[1 being not important at all and 5 being extremely important]

9. I expect the imported frozen seafood price to be affordable

400 responses

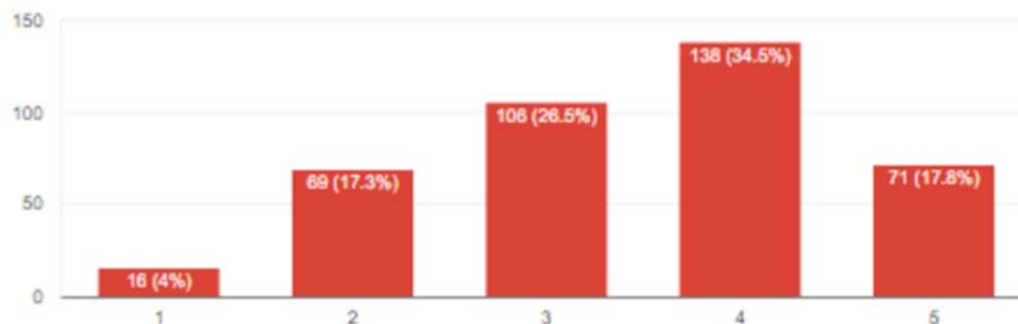


Figure 4.25: Affordability of Imported Frozen seafood
[1 being not important at all and 5 being extremely important]

This has certain implications for example, a market that offers affordability to the mass consumer will only be displaced by a new introduction if the price and quality ratio is much higher than other substitutes. Either Prantalay must undercut its competitors i.e. market penetration pricing (Forth and Forth, 2017) or charge a premium i.e. Market skimming.

It is advised that Prantalay uses the market penetration strategy to undercut 'direct' competitors but doesn't drive the price significantly low. This is to ensure there is enough margin per unit that can be allocated towards promotional aspects to build brand loyalty. Once Prantalay has brand power commensurate to its competitors, they can charge higher prices. Keeping Gorton seafood as a benchmark, Prantalay should sell price its product in the range of \$7.99-\$10.

Place

The results project that more than half the market considers product accessibility as a fairly strong reason to make the purchasing decision. As shown in figure 4.26, only 3.3% of the respondents felt that accessibility is not a factor. Product availability and accessibility ensures that a company doesn't forego sales.

16. Easy accessibility is important to me when purchasing frozen seafood

400 responses

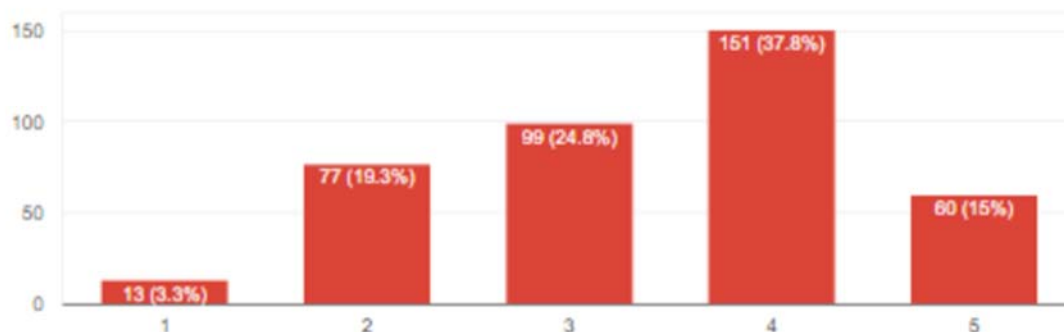


Figure 4.26: Accessibility as a factor in purchasing decision
[1 being not important at all and 5 being extremely important]

Hence, like most food items it follows that Prantalay follows an intensive distribution strategy to get its products into every possible location and in front of every possible customer. However, the reputation of retail store is crucial. About 33.5% of the respondents found reputation of a business to be a strong factor in the decision-making process while 17.5% considered it very strong. 1.6% of the respondents do not care about the reputation and 27.5% are neutral about the reputation factor.

Hence, the company must be selective when choosing retailers but choose retailers that have an intensive distribution network. This excludes convenience stores such as 7-11 as they have limited storage space. Suitable examples would be supermarkets with many locations.

Table 4.10: Reputable Retail Stores and No. of Locations

Retail Store (Super Markets)	Number of Stores
Walmart	167 in California (Reclaim Democracy, 2017)
Kmart	624 countrywide (Sears Holdings, 2017)
Whole Foods	84 in California (Whole Foods Market, 2017)

17. Store reputation is important to me when purchasing frozen seafood

400 responses

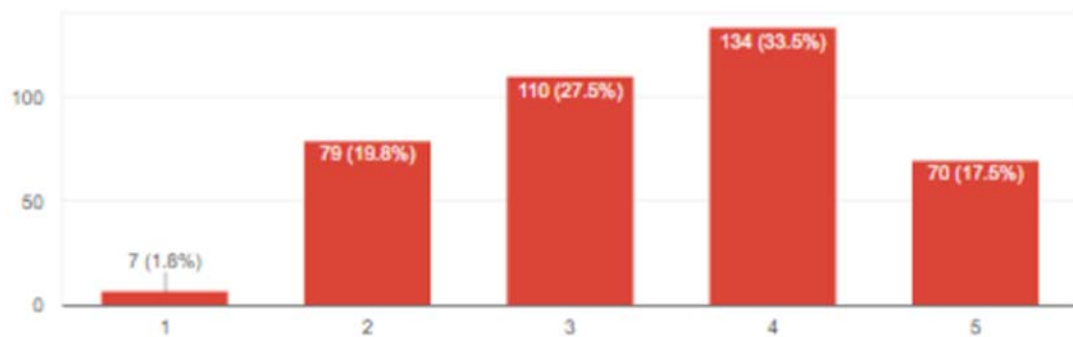


Figure 4.27: Reputation of store as a factor in Purchase decision making
[1 being not important at all and 5 being extremely important]

Finally, the following activities can be implemented to add more value to Prantalay's marketing mix from the 'place' perspective.

Table 4.11: Additional Elements of the Marketing Mix-Place

Retail Environment	Provide tasters, samples, reviews and rich product information. Also provide testimonials of taste and nutritive qualities to increase brand engagement
Website Development as a 'pre-shop' tool	Provide an online Store Locator. Product information such as ingredients list, origin and process to provide transparency and convenience.
Business to Consumer Trade fairs	Launch product at trade fairs to gain brand awareness and encourage purchase or trial
Business to Business Trade shows	To gain exposure and potentially unlock purchase orders from more retailers and distributors to expand distribution network

Promotion

Survey results show that majority of the market's purchase intention is heavily influenced by advertisements, sales promotion and other marketing activities such as public relations and digital marketing. About 32.8% of the respondents found advertisements to have a large influence on their decision to purchase frozen seafood ready meals, while 13.8% considered it as a very important factor (Refer to Figure 4.28 and 4.29).

11. The message on advertisement attempts to persuade me to purchase seafood frozen meals

400 responses

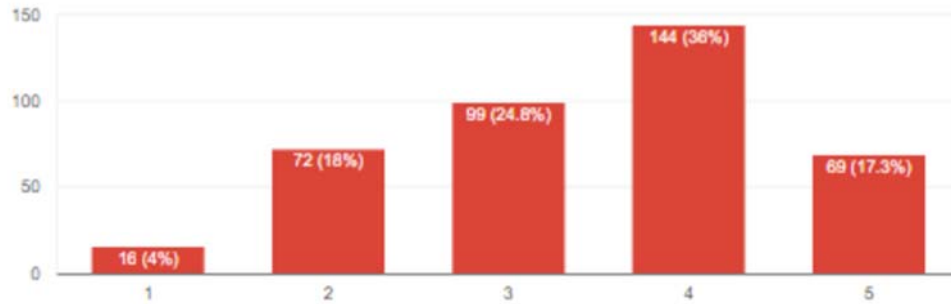


Figure 4.28: Advertisement messages influence on purchase decision
[1 being not important at all and 5 being extremely important]

10. My decision to purchase the seafood frozen ready meals is influenced by the advertisements

400 responses

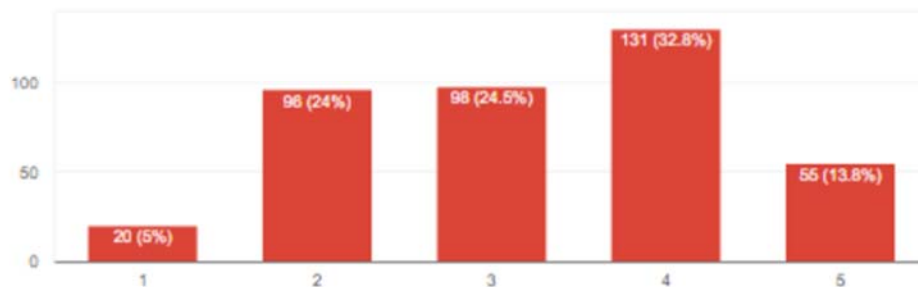


Figure 4.29: Advertisement influence on Purchase of Frozen seafood ready meals
[1 being not important at all and 5 being extremely important]

Hence, the following table 4.12 represents how Prantalay should implement promotional activities to reach its objectives

Table 4.12: Objectives and Activities to implement

Promotional Tool	Objectives	Implementation
Advertising (Print Media and TV)	<ul style="list-style-type: none"> ❖ Increase Brand Awareness ❖ Increase organic sales ❖ Build a stronger brand image with existing and new customer ❖ Generate customer and partnership leads ❖ Encourage switching of brands ❖ Provide information of retail locations ❖ Long term Brand Loyalty ❖ Encourage repeat purchase 	<ul style="list-style-type: none"> ❖ Print Advertising such as feature on ‘Stores Magazine’ and ‘Forbes Magazine’ to build brand awareness among other retail players and the general market (National Retail Federation, 2017). ❖ Target teenagers and adults through TV advertisements to build long-term loyalty (Story and French, 2017) ❖ Direct mails, product catalogs and other newsletters
Sales Promotion	<ul style="list-style-type: none"> ❖ Increase Brand Awareness and image ❖ Encourage bulk purchase and/or repeat purchase ❖ Provide higher benefit/cost ratio to customers ❖ Increase sales ❖ Generate word of mouth 	<ul style="list-style-type: none"> ❖ ‘Buy 1 get 1 free’ or ‘Buy 2 get 1 free’ ❖ Free samples and tasters ❖ Price reductions on public holidays ❖ Give away coupons inside packaging
Public Relations	<ul style="list-style-type: none"> ❖ Increase Customer Engagement ❖ Improve perception of brand 	<ul style="list-style-type: none"> ❖ Launch a ‘DIY’ competition whereby customers access Prantalay’s website and try to replicate product home-recipe’s.

Table 4.12: Objectives and Activities to implement

Promotional Tool	Objectives	Implementation
	<ul style="list-style-type: none"> ❖ Encourage Purchase and long-term brand customer relationship ❖ Connect with customers beyond a buyer-seller relationship ❖ Build interpersonal relations with the local community to demonstrate non-for-profit initiatives ❖ Inform and Promote Goodwill 	<p>Candidates take pictures of the food and send it to the website to take part in the competition. Winner gets \$2000</p> <ul style="list-style-type: none"> ❖ Sponsor the ‘Southern California Trout Tournament’ and other fishing tournaments (Bigbear, 2017) and contribute \$5000 to the \$50,000 prize money ❖ Share press releases on Prantalay’s e-newsletter, featuring safety conditions of Prantalay’s supplier (Thai fish farmers), CSR and sustainable fishing processes.
Social Media and Digital Marketing	<ul style="list-style-type: none"> ❖ Build Customer Loyalty ❖ Build an online presence ❖ Connect to the youth ❖ Rank Top 10 in Google search engines for relevant and top keywords ❖ Build online word of mouth ❖ Gain organic traffic on the website 	<ul style="list-style-type: none"> ❖ Share ‘DIY’ competition top results on Instagram, Facebook and Twitter Pages. ❖ Outsource Digital Marketing and Search Engine Optimization ❖ Also Employ Ad-word Management ❖ Hire a web developer to optimize the website

Table 4.12: Objectives and Activities to implement

Promotional Tool	Objectives	Implementation
	<ul style="list-style-type: none"> ❖ Provide product and store information ❖ Gain 5000 unique visitors on the website and 50,000 Facebook, Twitter and Instagram followers ❖ 	<ul style="list-style-type: none"> ❖ Develop visual and written content for e-newsletter, press releases and competitions ❖ Hire a Social Media Management expert to contact and build relations with online influencers. Offer products to influencers for free to promote the healthy and nutritional qualities of Prantalay's products on Instagram. (Contact influencers with followers between 10,000 and 30,000)

4.11 Implementation

The implementation strategies, activities and tactics have already been explained in the previous sections. Therefore, this section establishes respective timelines and allocates the marketing budget accordingly and in doing so, combines implementation, evaluation and control using a GANTT chart.

The marketing plan will go into implementation from 1st September onwards with a total marketing budget of \$71,200. All prices are reflective of the duration for which the tools are utilized. **All figures are in this section are in USD.**

Table 4.13: Schedule and Budgeting				
Task Name	Start Date	End Date	Duration (Days)	Budget (USD)
Advertising-Television (3-month)	01/09/2017	30/11/2017	90	18000
Advertising-Television 2 (3-month)	25/11/2017	23/02/2018	90	18000
Advertising-Print Media-Stores Magazine	01/09/2017	01/10/2017	30	1000
Advertising-Print Media-Forbes Magazine	01/09/2017	01/10/2017	30	1000
Advertising-Direct Mail	01/03/2018	28/08/2018	180	1000
Sales Promotion-Buy 2 get 1 Free	01/09/2017	30/12/2017	120	1000
Sales Promotion-Samples and Tasters	01/09/2017	28/02/2018	180	500
Sales Promotion-Christmas and New Years Discount	20/12/2017	29/01/2018	40	300
Sales Promotion-Coupons	05/09/2017	03/01/2018	120	1200
Public Relations-DIY Competition	21/06/2018	21/07/2018	30	2500
Public Relations-Sponsor Southern California Trout Tournament	21/02/2018	12/04/2018	50	5000
Public Relations-Press Release (once a month)	01/09/2017	01/09/2018	365	4000
Public Relations- Develop E-newsletters and Hire Content Writers	01/11/2017	17/09/2018	320	3300
Social Media Marketing-Hire an expert	12/09/2017	28/08/2018	350	8000
Social Media-Hire Influencer	14/02/2018	16/03/2018	30	200
Social Media-Hire Influencer 2	15/07/2018	14/08/2018	30	200

Task Name	Start Date	End Date	Duration (Days)	Budget (USD)
Digital-Search Engine Optimization	25/09/2017	10/09/2018	350	6000

Prantalay's USA marketing department's budget is capped at 15% of the turnover. However, the IMC marketing activities are expected to take up to 17.85% of the forecasted turnover (\$441,638) generated during a 12-month period since the launch of the plan. Understandably enough, the first cycle of operations should provide such flexibility to the marketing department so they have the resources to target the mass market at large. This means that \$1 of marketing expenditure will generate approximately \$5.6; an ideal return in sales in the infancy stage. These calculations are demonstrated in Table 4.14 Marketing Analysis.

Table 4.14: Marketing Analysis

Sales	398821.55
Marketing \$	71200
Marketing %	17.85%
Return On Marketing \$	5.60

The **turnover** was forecasted on the basic assumption that a price point between \$7.99-\$10 will result in an average price of \$9.00. Prices are dropped during the holiday discount period to \$8.5 in order to stimulate demand. Christmas and New Year's promote family gatherings and preference of traditional home cooked meals over frozen food. In January 2018, prices go back to normal but due to inflation and exchange rate depreciation, average prices are expected to rise to \$9.2 from May 2018 onwards; without a significant decline in sales as income are expected to rise within the calendar year of 2018 as well.

Sales quantity in the month of September'17 is forecasted at 3500 with an increase of 5% each month as Prantalay gains more brand awareness and loyalty. Quantity of sales drops in December due to preference of home cooked meals over frozen food but are expected to grow at the same rate till the end of the 12-month period.

Table 4.15: Breakeven Analysis

Price	9.04
Variable Cost	4
Fixed Cost (USA)	95000.00
Break-even Quantity	18849

The Break-even analysis uses \$9.04 as the average price (Yearly Sales/Yearly Revenue) from table 4.18 Sales Forecast. Variable costs including production, processing, packaging, export and distribution are assumed to total \$4 per unit. The resulting contribution margin is 44.24% (Refer to Table 4.15 **Breakeven Analysis**). Assuming that as an exporter, the USA specific fixed costs total \$95,000 (Two Business Developers with Annual Salaries of \$80,000 combined and annual licensing at \$15,000), the break-even formula (Fixed Cost/Contribution Margin) suggests that break-even quantity is 11,905 units. The table 4.16 **sales forecast** shows that Prantalay USA would break-even in the month of February 2018. It also includes price and quantity data over the cycle as well as monthly marketing expenditures.

Note that all estimates for marketing costs (especially Public Relations, Social Media and SEO services) were obtained from actual quotes by a company that offers these services (Plethora IT, 2017). In case that such quotes were inaccessible to academics, the numbers were estimated based on the available market price.

To track the implementation progress, Prantalay can utilize the following GANTT chart in Figure 4.30 as it visualizes the contents of Table 4.16. The chart has established timelines and relationships between all activities and can be used to monitor progress as well as ensure that the necessary resources are being deployed for each activity.

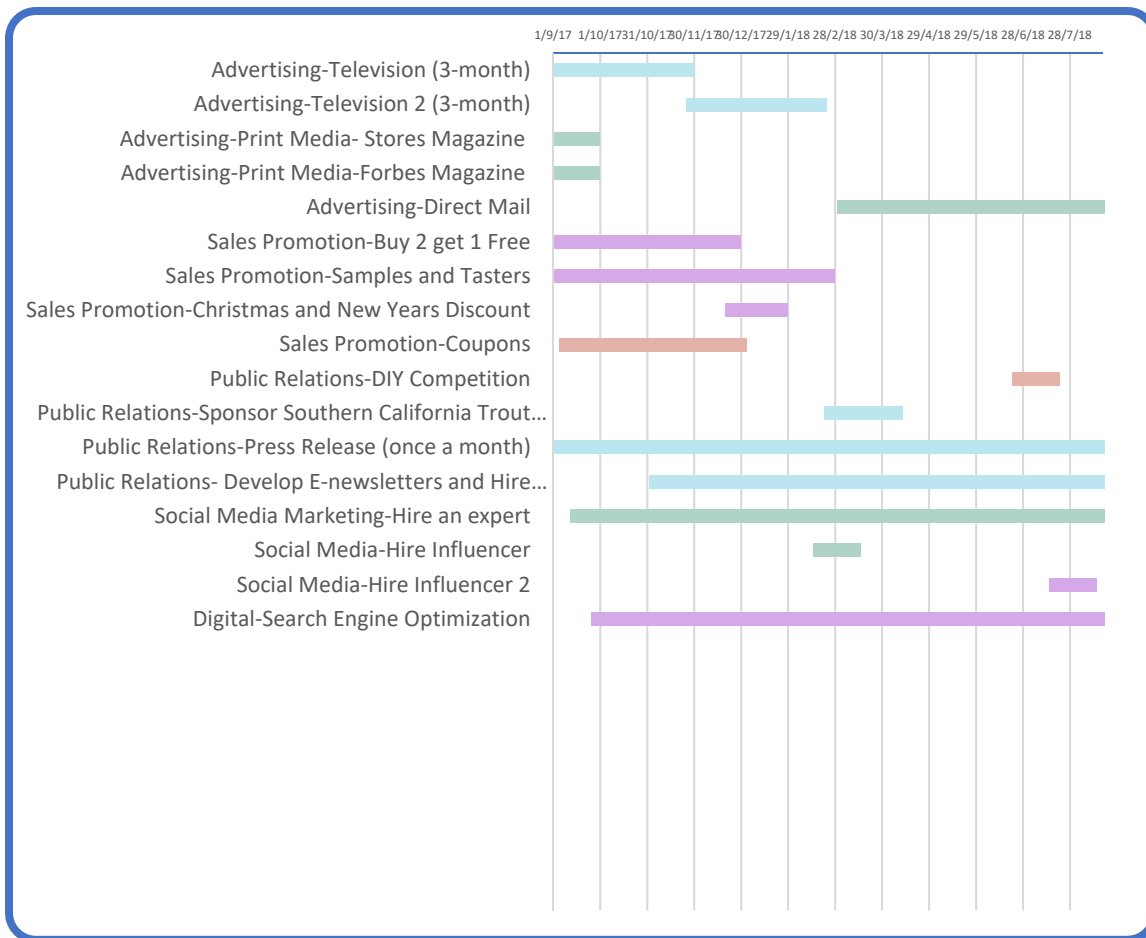


Figure 4.30: GANTT Chart

Source: GIZ, 2017

Given that an activity comes across executional failures, the chart can record underlying reasons for such failures and provide clarification on how such shortcomings can be mitigated.

4.12 Evaluation and Control

The evaluation and control process will be done periodically for the major marketing activities. This helps identify both weak and strong points of Prantalay's marketing. It also helps create flexibility in terms of controlling mechanisms and redirecting efforts just in time incase a particular marketing objective is not being met through one of the above-mentioned activities.

The evaluation process is to use both quantifiable and quantitative metrics. The metrics are discussed in the table 4.17 alongside the corresponding controlling techniques. Note that Prantalay will not increase marketing budget based on the feedback from the evaluation tools. Rather, the company plans to redirect marketing expenditure from activities that generate lower sales and reach lower no. of customers to the ones that make a larger dent in the marketspace.

Table 4.17: Evaluation and Control Plan

Evaluation Tool (Frequency)	Method	Control
Sales Analysis (Monthly)	Use Sales Growth formula	Record 5% rise in monthly sales. Negative growth is to be recorded as a red flag. Any shortcomings are to be automatically compared with 'marketing expenditure analyses to find highest sale generating IMC tools. Budget will be redirected to such activities to improve efficiency of marketing expenditure
Marketing Expenditure	Total Marketing Expenditure/Marketing Sales	Maintain \$5.6 at least in sales per dollar spent in marketing activities.

Table 4.17: Evaluation and Control Plan

Evaluation Tool (Frequency)	Method	Control
Analysis (Monthly)		<p>This is to be measured every month. For months with high sales per dollar of marketing, the marketing team will assess what IMC tools were utilized in the previous months and attribute such results to those IMC tools.</p> <p>Activities that report a high sales per dollar of marketing (each month) will be allocated a larger portion of the marketing budget especially if sales growth is less than 5% monthly</p>
Product taste, quality and packaging (monthly)	Provide tablets at retail locations and sampling booths. Ask customer feedback through a four-question quick survey. This will use a likert scale to measure packaging attractiveness, taste, nutritious value and convenience.	<p>Quantify these results monthly and note down any upward or downward trends on the four mentioned dimensions.</p> <p>Redirect marketing efforts to the weakest dimension.</p> <p>Also host a focus group</p>
Website, SEO and Social	Record customer data on website and sales	Derive online customer acquisition cost and compare with competitors.

Table 4.17: Evaluation and Control Plan

Evaluation Tool (Frequency)	Method	Control
Media Evaluation	<p>converted per 1000 visitors or clicks</p> <p>Use Data Analytics to identify demographics and geography of visitors and social media followers</p> <p>Record online feedback and create an excel database that records keywords such as ‘tasty’, ‘nutritious’, ‘better’</p>	<p>Redirect social media marketing and sales promotion to these regions and demographics.</p> <p>Direct mail from month 6 be targeted to these demographics and regions as well.</p> <p>Further evaluation will be needed to see if this increases purchase and social media engagement</p>
Product Analysis using BCG Matrix and product specific accounting (Every 3 months)	Use market share and industry growth statistics to create a 4-dimension BCG matrix	<p>Separate ‘cash cows’ and ‘stars’. Squeeze cash from cash cows to promote the star products.</p> <p>Evaluate contribution margins of each product using segmented income statement to identify whether stars and cash cows are generating enough profit to be reinvested into marketing</p>

Table 4.17: Evaluation and Control Plan

Evaluation Tool (Frequency)	Method	Control
Market Share Analysis (Every 3 months)	Company or Competitor Sales/ Industry Sales	Record an increase in market share of 1.2% every 3 months Extend the length of TV advertising by 30 days to account for short comings within the next 3-month cycle Establish a 4% industry market share at least within the year since implementation
Return on Investment (ROI)	Calculate overall and for each product using Net Profit/Marketing Expenditure	
Hire a local Marketing Research Consultant on a temporary basis	Provide all sales and marketing data as well as complete authority to conduct an independent research study on Prantalay's customers. The objective is to measure Prantalay's Brand awareness, image, loyalty and competitiveness in an	Redesign a new marketing plan based on the results.

Table 4.17: Evaluation and Control Plan

Evaluation Tool (Frequency)	Method	Control
	in-depth manner	empirical

The sales analysis and marketing expenditure analysis in table 4.16 will provide an overall estimate of how effective Prantalay's marketing incision has been in the California Market. The growth rate for each month can be directly assessed with the marketing expenditure of that month using table 4.15 and table 4.13 which represents both the schedule of IMC activities as well as the monthly budgets. A consistent growth rate of 5% has been established as the monthly benchmark. Any deviations below the benchmark are to be strongly scrutinized with respect to the marketing activity used that month. For example, if sales growth is only 1.5% for the month of February 2018 whereas it was much higher in the preceding months, it coincides with the employment of a social media influencer and may suggest its ineffectiveness. Similarly, it might suggest that Prantalay's SEO ranking has decreased or it could be the result of an external shock for example, FDA releasing a public report claiming that sodium content in imported seafood is higher than optimal amounts.

Product taste, quality and packaging rankings are submitted at retail locations. These will be reported back to the marketing department each month. If initial scores are low for any particular dimension, products will be repositioned accordingly. Prantalay can further hold a focus group study to encourage dialogue between Prantalay representatives and customers to identify and connect the 'symptoms with their root causes'. The product analysis helps assess each product separately and separate the dogs from the cash cows and stars. The focus group will help identify whether the 'dog' products are a cause of low scores for product taste, quality and packaging.

At the end of the year (beginning of next 12 months of operations), Prantalay is advised to hire a local marketing research firm that specializes within the food retail industry to measure Prantalay's brand awareness, image and customer loyalty. This is done to compare and contrast results with assessments and inferences made by Prantalay's own team. Hence, using all possible sources of information for Prantalay's next marketing plan.

4.13 Conclusion

This examination plans to enable Prantalay to comprehend client inclinations towards imported fish as far as favored correspondence channels, costs, limited time exercises, item quality norms and the macroeconomic and microeconomic viewpoint of the Californian Market. The discoveries help build up the most appropriate promoting system which ought to reboot Prantalay a powerhouse mark in the Californian solidified fish domain. A more grounded mark that has a fruitful deals record will have the capacity to additionally break into all the more retail stores and therefore, criticism the increases to its image value.

An interior investigation proposes that Prantalay is fetched effective and has officially settled the important coordinations and conveyance organizes inside USA. The Californian state is the biggest buyer of fish and with its urbanized scene and society, values time for relaxation exercises instead of feast arrangement. This makes interest for snappy and helpful solidified sustenance items that can be put away for more. The neighborhood supply is debilitated by natural issues which makes neglected request, consequently opening up an open door for imported fish items like Prantalay's. Be that as it may, the market is immersed at the development organize in the item life cycle and contenders have solid marking power. Statistical surveying recommends that item quality, limited time action and accessibility is much more essential than value; the reason being that even the top-notch fish items are moderate to the Californian Market (as it has a place with the upper level of the American Income circulation.). The perfect target advertise is family units and people that eat meat and fish; dwell in urbanized territories of California, are single, hitched with youngsters and additionally a working accomplice; are in the lower-upper center

salary gathering and either excessively sluggish or too time limitation, making it impossible to get ready kitchen suppers.

Accordingly, Prantalay's IMC devices are engaged at touting the 'Thailand' factor into its item offering by utilizing the trademark on all advertising material "From the Fresh Oceans of Thailand". They are prescribed to take after a serious conveyance technique with respectable retailers, for example, Whole Foods and Walmart to access the mass target showcase. A market entrance estimating methodology ought to be utilized to undermine contenders and pick up piece of the pie. At long last, the report recommends special showcasing strategies to revive the conventional type of notices, advertising, deals advancements, computerized and web-based social networking promoting nearby techniques for spending assignment, assessment and control.

REFERENCE

- Abdullah, M. N., and Shamsheer, R. (2011). A study on the impact of PEST analysis on the Pharmaceutical Sector: The Bangladesh Context. *Journal of Modern Accounting and Auditing*, 7(12), pp. 1446 – 1456
- Adeyemi, J. W. (2013). Evaluation of consumers' preference for fresh and frozen fish products in Ibadan Metropolis, Nigeria. Federal College of Animal Health and Production Technology, Moor Plantation, Ibadan, Nigeria
- AGRI-FOOD TRADE STATISTICAL FACTSHEET (2017). 1st ed., European Union, Retrieved from: https://ec.europa.eu/agriculture/sites/agriculture/files/trade-analysis/statistics/outside-eu/countries/agrifood-thailand_en.pdf.
- Alder, J. (2012). *Global Fish Trade Trends & Issues*. 1st ed. Retrieved from: http://www.mapama.gob.es/es/pesca/temas/calidad-seguridad-alimentaria/lacomercializaciondelosproductospesquerosenelmundo_tcm7-389785.pdf
- Ansoff, H.I. (1987), *Corporate Strategy*, revised edition, Penguin Books.
- Angel, L. (2014). How to Enter the Nigerian CRM/ERP Market from a Finish Start-Up Company Perspective – A Case Study. Retrieved from: <https://www.theseus.fi/bitstream/handle/10024/84870/ArcadaMastersThesisRevisedOriginal.pdf?sequence=1>
- Armiger B. (1997), *Ethics in Nursing Research: Profile, Principles, Perspective*. Nursing Research
- Ayub, A., Razzaq, A., Aslam, M. S., and Iftekhar, H. (2013). A Conceptual Framework on Evaluating SWOT analysis as the mediator in strategic marketing planning through marketing intelligence, *European Journal of Business and Social Sciences*, 2(1), pp. 91 – 98
- Aquastar. (2017). Home - Aqua Star. Retrieved from: <http://www.aquastar.com/>

REFERENCE (Cont.)

- Avery, E., Dolven, B. and Mackey, W. (2017). Thailand: Background and U.S. Relations. [ebook] Congressional and Research Service, pp.3-7. Retrieved from:
<https://fas.org/sgp/crs/row/RL32593.pdf>
- Badke, W. (2011). Research Strategies: Finding Your Way Through the Information. Development Department. University of Birmingham, pp. 40-41.
- Bamoriya, P. S., and Singh, P. (2012). “Mobile banking in India: Barriers in adoption and service preferences”, *Integral Review – A Journal of Management*, 5(1), pp. 1 – 7
- Blackett, T. (1999). *Co-branding: the science of alliance*.
- Bot.or.th (2017). Total Value and Quantity of Exports Classified by product groups (US\$). Bank of Thailand. Retrieved from:
<http://www2.bot.or.th/statistics/ReportPage.aspx?reportID=748&language=eng>
- BOT.or.th (2017). Trade Classified by Commodity Group. Retrieved from:
<http://www2.bot.or.th/statistics/BOTWEBSTAT.aspx?reportID=50&language=ENG>
- Branded, P. (2017). The Four Ps of Marketing. Purely Branded. Retrieved from:
<http://www.purelybranded.com/insights/the-four-ps-of-marketing/>
- Brown (n.d.). *Competitive Analyses*.
- Bryman, A., & Bell, E. (2011). *Business research methods* (3rd ed), New York: Oxford University Press.
- Bryman, A. and Bell, E. (2007). *Business Research Methods*. 2nd ED. Oxford: Oxford University Press
- Burns, R (2000), *Introduction to Research Methods*, London, Sage
- Bynner, J. and Stribley, K. (2010). *Research Design: The Logic of Social Inquiry*. North Carolina: Aldine Transaction.
- Budelmann, K., Kim, Y. and Wozniak, C. (n.d.). *Essential elements for brand identity*

REFERENCE (Cont.)

- Best, J. (2014). Big Food Is Spending \$90 Million to Convince You Frozen Is as Good as Fresh. TakePart. Retrieved from: <http://www.takepart.com/article/2014/07/10/90-million-to-sell-you-frozen-food>
- Bigbear. (2017). Fishin' for \$50K Trout Derby | Southern California Trout Tournament. Retrieved from: <https://www.bigbear.com/things-to-do/special-events/fishing-for-50k-trout-tournament/>
- Bkp.port.co.th. (2017). :: Welcome to Bangkok Port Retrieved from: http://www.bkp.port.co.th/bkp/home_eng.asp
- Bouraoui, T. and Phisutthiwatcharavong, A. (2015). On the Determinants of the THB/USD Exchange Rate. *Procedia Economics and Finance*, 30, pp.137-145.
- Buckley, M., Cowan, C. and McCarthy, M. (2007). The convenience food market in Great Britain: Convenience food lifestyle (CFL) segments. *Appetite*, 49(3), pp.600-617.
- Buitrago-Vera, J., Escribá-Pérez, C., Baviera-Puig, A. and Montero-Vicente, L. (2016). Consumer segmentation based on food-related lifestyles and analysis of rabbit meat consumption. *World Rabbit Science*, 24(3), p.169.
- Bureau of Economic Analysis (2014). STATE PERSONAL INCOME 2013. Retrieved from: <https://www.bea.gov/newsreleases/regional/spi/2014/pdf/spi0314.pdf>
- Bierut, M. (2014). *What's The Difference Between A Logo And A Symbol?* Co. Design. Retrieved from: <https://www.fastcodesign.com/3034007/whats-the-difference-between-a-logo-and-a-symbol>
- BusinessDictionary.com. (n.d.). *What is a slogan? definition and meaning*. Retrieved from: <http://www.businessdictionary.com/definition/slogan.html>
- Bass, J. (2017). *Global Seafood Sustainability Conference Kicks off in Seattle*. PRWeb. Retrieved from: <http://www.prweb.com/releases/2017/06/prweb14397656.htm>
- Bright Hub PM (2011). History of PEST Analysis. Retrieved from: <http://www.brighthubpm.com/project-planning/101201-history-of-the-pest-analysis/>

REFERENCE (Cont.)

- Byars, L. (1991). Strategic management, formulation and implementation—Concepts and cases. New York: HarperCollins.
- BusinessDictionary.com. (n.d.). What is multi-brand strategy? definition and meaning. Retrieved from: <http://www.businessdictionary.com/definition/multi-brand-strategy.html>
- Capron, N., and Glazer, R. (1987). Marketing and technology: A strategic co-alignment. *Journal of Marketing*, 51(3), 10-21.
- CheckMarket (2017). How to determine population and survey sample size? Retrieved from: <https://www.checkmarket.com/blog/how-to-estimate-your-population-and-survey-sample-size/>
- Chong, K. W. (2003). The Role of Pricing in Relationship Marketing - A Study of the Singapore Heavy Equipment Spare Parts Industry, PhD Dissertation, International Graduate School of Management, University of South Australia.
- Cave, J. (2016). *Digital Marketing Vs. Traditional Marketing: Which One Is Better?* Digital Doughnut. Retrieved from: <https://www.digitaldoughnut.com/articles/2016/july/digital-marketing-vs-traditional-marketing>
- California Fisheries & Seafood Institute. (2017). Trump seeks 17 percent cut to NOAA budget, elimination of Sea Grant program - CFSI. Retrieved from: <http://calseafood.net/2017/03/trump-seeks-17-percent-cut-noaa-budget-elimination-sea-grant-program/>
- California Fisheries & Seafood Institute. (2017). U.S. fishing generated more than \$200B in sales in 2015, two stocks rebuilt in 2016 - CFSI. Retrieved from: <http://calseafood.net/2017/05/u-s-fishing-generated-200b-sales-2015-two-stocks-rebuilt-2016/>

REFERENCE (Cont.)

- California Seafood and Fisheries Institute. (2017). State Senate Committee Rejects Fish and Wildlife's Budget proposal to Increase Landing Taxes 1300% - CFSI. Retrieved from: <http://calseafood.net/2017/05/state-senate-committee-rejects-fish-wildlifes-budget-proposal-increase-landing-taxes-1300/>
- Clarke, P. (2017). How Technology Is Transforming Retail - SPONSOR CONTENT FROM Ocado. Harvard Business Review. Retrieved from: <https://hbr.org/sponsored/2016/11/how-technology-is-transforming-retail>
- CFI Group (2015). *Product Availability and On-Time Deliveries Matter Most to Consumers During Peak Holiday Shopping Season*. Prnewswire.com. Retrieved from: <http://www.prnewswire.com/news-releases/product-availability-and-on-time-deliveries-matter-most-to-consumers-during-peak-holiday-shopping-season-300132356.html>
- Chase, A. (2016). CONNECTING LOCAL SEAFOOD AND CONSUMERS: DIRECT MARKETING 101. *Sea grant law center*. Retrieved from: <https://caseagrant.ucsd.edu/sites/default/files/clsc.pdf>
- Chao, R. (2015). *The Influence of Service Quality, Brand Image, and Customer Satisfaction on Customer Loyalty for Private Karaoke Rooms in Taiwan*. [ebook] Retrieved from: <http://www.jgbm.org/page/7%20Tai-Chi%20Wu.pdf>
- Chaudhury, R. (2010). Determinants of consumer behaviour in buying RTE foods. *Journal of Business and Retail management research*, 5(1), pp. 1 -15
- Clulow, V. (2005). Futures dilemmas for marketers: can stakeholder analysis add value? *European Journal of Marketing*, 39(9-10), pp.978 – 997
- Cooper, L. (2000). Strategic marketing planning for radically new products. *Journal of Marketing*, 64(1), 1-15.
- Cohen, L. and Manion, L. and Morrison, K. (2007). *Research Methods in Education*. 6th ED. New York: Routledge

REFERENCE (Cont.)

- Creswell, J. W. (2013). *Qualitative inquiry and research design: Choosing among five approaches* (3rd ed.). Thousand Oaks, CA: Sage
- Crocker, L., and Algina, J. (1986). *Introduction to Classical and Modern Test Theory*. New York: CBS College Publishing.
- Digital Marketing vs. Traditional Marketing. (n.d.). 1st ed. [ebook] Netsertive. Retrieved from:
http://www.fmgbuyinggroup.com/Portals/0/DigArticle/295/HG_DigitalvsTraditional_5MinGuide_Retailers_040714.pdf
- Debaere, Peter. (2010). *Small Fish–Big Issues: The Effect Of Trade Policy On The Global Shrimp Market*. 1st ed., Retrieved from:
http://www.darden.virginia.edu/uploadedFiles/Darden_Web/Content/Faculty_Research/Directory/DebaereWTR.pdf.
- Delahaye, B. L. (2000). *Strategic human resource development*. Milton: John Wiley & Sons.
- de Wijk, R., Maaskant, A., Polet, I., Holthuysen, N., van Kleef, E. and Vingerhoeds, M. (2016). An In-Store Experiment on the Effect of Accessibility on Sales of Wholegrain and White Bread in Supermarkets. *PLOS ONE*, 11(3).
- Dey, M., Surathkal, P., Chen, O. and Engle, C. (2017). Market trends for seafood products in the USA: Implication for Southern aquaculture products. *Aquaculture Economics & Management*, 21(1), pp.25-43.
- Duggan, T. (2016). *Seafood's new normal: An ecosystem at risk*. The San Francisco Chronicle. Retrieved from: <http://projects.sfchronicle.com/2016/california-seafood-collapse/>
- Duggan, T. (2017). *Seafood's new normal: An ecosystem at risk*. The San Francisco Chronicle. Retrieved from: <http://projects.sfchronicle.com/2016/california-seafood-collapse/>

REFERENCE (Cont.)

- Dodds, W. B., & Monroe, K. B. (1985). The effect of brand and price information on subjective product evaluation. *Advances in Consumer Research*, 12: 85 - 90
- Dodds, W. B., Monroe, K. B., & Grewal, D. (1991). Effect of price, brand and store information on buyers' product evaluations. *Journal of Marketing Research*, 28(3): 307 - 319.
- Donald R., Lichtenstein & Scot B. (1989). The Relationship Between Perceived and Objective Price-Quality," *Journal of Marketing Research* 26: 29 - 43.
- Donthu, N., and Gilliland, D., (1996). The informercial shopper. *Journal of Advertising Research* 36 (March/April), 69-76
- Engel, J. F., Kollat, R. D., and Miniard, P. W. (1986). *Consumer Behavior*. 5th ed., Hinsdale, Ill.: Dryden Press.
- Export.gov. (2017). Thailand – Seafood. Retrieved from: <https://www.export.gov/article?id=Thailand-Seafood>
- Entrepreneur. (2006). Competitive Analysis. Retrieved from: <https://www.entrepreneur.com/article/25756>
- Enis, B., La Garce, R. and Prell, A. (1977). Extending the product life cycle. *Business Horizons*, 20(3), pp.46-56.
- FAO (2014). United States Seafood Market Report. Retrieved from: https://www.islandsbanki.is/library/Skrar/Seafood-Reports/International_Seafood_Report_low.pdf
- Fao.org. (2016). *FAO Fish Price Index - December 2016 update* | *GLOBEFISH* | *Food and Agriculture Organization of the United Nations*. Retrieved from: <http://www.fao.org/in-action/globefish/fishery-information/resource-detail/en/c/338601/>
- Forth, S. and Forth, S. (2017). The 3 Pricing Strategy Options | OpenView Labs. [online] OpenView Labs. Retrieved from: <http://labs.openviewpartners.com/pricing-strategy-options-penetrate-skim-follow/#.WKmnrlV96Uk>

REFERENCE (Cont.)

- FDA. (2017). How to Start a Food Business. Retrieved from:
<https://www.fda.gov/food/resourcesforyou/industry/ucm322302.htm#imports>
- FDA, U. (n.d.). Refrigerator & Freezer Storage Chart. Retrieved from:
<https://www.fda.gov/downloads/Food/ResourcesForYou/HealthEducators/UCM109315.pdf>
- Federation of American Scientists (2016). The U.S. Income Distribution: Trends and Issues. Congressional Research Service, p.5. Retrieved from:
<https://fas.org/sgp/crs/misc/R44705.pdf>
- Fisheries and Aquaculture Department. (2009). Fishery and Aquaculture Country Profiles- The Kingdom of Thailand. Retrieved from:
<http://www.fao.org/fishery/facp/THA/en#CountrySector-StatusTrends>
- Foxall, G. R. (1987) "Radical Behaviorism and Consumer Research", International Journal of Research in Marketing, 4, 111-129.
- Friesner, T. (2005). History of SWOT Analysis. Retrieved from:
<http://www.marketingteacher.com/swot/history-of-swot.html>
- Fulton, J. (n.d.). Marketing's Four P's: First Steps for New Entrepreneurs. Retrieved from:
<https://www.extension.purdue.edu/extmedia/ec/ec-730.pdf>
- Greenley, G. E. and Foxall, G. R. (1997). Multiple stakeholder orientation in U.K. Companies and the implications for company performance. Journal of Management Studies, 34, 259-284.
- Gantsho, K. (n.d.). *Iconic branding and profitable brand awareness*.
- GIZ. (2017). Alternative Distribution Channels. Retrieved from:
https://gc21.giz.de/ibt/en/opt/site/ilt/ibt/regionalportale/sadc/inhalt/logistics/module_02/42_alternative_distribution_channels.html

REFERENCE (Cont.)

- Google Maps, G. (2017). ท่าเรือกรุงเทพ ถึง Union Frozen Products Co., Ltd. ท่าเรือกรุงเทพ ถึง Union Frozen Products Co., Ltd. Retrieved from: <https://www.google.co.th/maps/dir/Bangkok+Port+Khlung+Toei+Bangkok/Prant+alay+Marketing+Co.,+Ltd.,+Tha+Chin,+Mueang+Samut+Sakhon+District,+Samut+Sakhon/>
- Gorton's Seafood. (2017). Gorton's Seafood. Retrieved from: <https://gortons.com/>
- Grunert, K. G., Bredahl, L. & Brunso, K. (2004). Consumer Perception of Meat Quality and Implications for Product Development in the Meat Sector a Review. *Meat Science*, 66, pp. 259 - 272
- Hodal, K. (2017). *Slavery and trafficking continue in Thai fishing industry, claim activists.* the Guardian. Retrieved from: <https://www.theguardian.com/global-development/2016/feb/25/slavery-trafficking-thai-fishing-industry-environmental-justice-foundation>
- Hayes, David. (2014). Thai Fisheries Under Pressure. 1st ed., Retrieved from: <http://darc.cms.udel.edu/SGSFR/World%20Fishing%20&%20Aquaculture%20-%20Thai%20fisheries%20under%20pressure.pdf>
- Haberberg, A. (2000), Swatting SWOT, Strategy, (Strategic Planning Society), September.
- Harris, J. and Shiptsova, R. (2007). Consumer Demand for Convenience Foods: Demographics and Expenditures. United States Department of Agriculture, 1(1), pp.23-29.
- Haw, J. and Lee, K. (2013). The Historical Collapse of Southern California Fisheries and the Rocky Future of Seafood. Scientific American Blog Network. Retrieved from: <https://blogs.scientificamerican.com/expeditions/the-historical-collapse-of-southern-california-fisheries-and-the-rocky-future-of-seafood/>
- Hoch, S. J., & Banerji, S. (1993). When do private labels succeed? *Sloan Management Review*, 34(4): 57 – 67

REFERENCE (Cont.)

- Horvat, P. (2014). Building a seafood marketing plan. *FISH*, 22(3). Retrieved from: <http://www.frdc.com.au/stories/Pages/16-Building-a-seafood.aspx>
- Horvat, P. (2015). *Developing a National Marketing Network*. 1st ed. [ebook] Retrieved from: http://www.seafooddirections.net.au/images/archivecontent/2015_Perth/Peter%20Horvat%20-%20Developing%20a%20National%20Seafood%20Marketing%20Plan.pdf
- Horvat, P. (2015). Seafood's future directions. *Fisheries Research and Development Corporation*, 23(4). Retrieved from: http://www.frdc.com.au/knowledge/publications/fish/Documents/Fish_1512%20%28LowRes%29.pdf
- Hoffer, J. A., and Straub, D. W. (1989) "The 9 to 5 Underground: Are You Policing Computer Crimes?" *Sloan Management Review* (30:4), Summer, pp. 35-44.
- Inc.com. (n.d.). *Brands and Brand Names*. Retrieved from: <https://www.inc.com/encyclopedia/brands-and-brand-names.html>
- Inside Thailand (2015). The Fish and Seafood Trade: June 2015. Retrieved from: <http://www.agr.gc.ca/eng/industry-markets-and-trade/statistics-and-market-information/agriculture-and-food-market-information-by-region/asia/market-intelligence/inside-thailand-the-fish-and-seafood-trade/?id=1433861767469>
- ILO (2012). Thailand shrimp and seafood industry – A world leader. Retrieved from: http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/publication/wcms_220513.pdf
- John, D. (2015). *5 Reasons Why Customer Service Is More Important Than Anything Else / Daymond John's Success Formula*. Daymond John's Success Formula. Retrieved from: <https://www.daymondjohnssuccessformula.com/launch-pad/customer-service-is-more-important/>

REFERENCE (Cont.)

- Johnson, G., and Scholes, K. (1993). *Exploring corporate strategy—Text and cases*. Hemel Hempstead: Prentice-Hall.
- Joppe, M. (2000), *The Research Process*. Retrieved from:
<http://www.ryerson.ca/~mjoppe/rp.html>
- Johnson, G., Whittington, R., Scholes, K., Angwin, D. and Regnér, P. (2017). *Exploring strategy*. Harlow (England): Pearson.
- Kanokvilaratana, P. (2013). *Thailand Seafood Market and Potentials for Peruvian Products*. Retrieved from:
<http://www.siicex.gob.pe/siicex/recursos/sectoresproductivos/Thailand%20Report%20Market%20Review.pdf>.
- Khatri, R. (2013). Frozen Food Industry in India: A Market Study. *Global Journal of Business Management*, 7(1), pp. 1 - 24
- Kbmanage.com. (n.d.). *Market Positioning - What is it? Definition, Examples and More*. Retrieved from: <https://www.kbmanage.com/concept/market-positioning>
- Kotter, J., and Schlesinger, L. (1991). Choosing strategies for change. *Harvard Business Review*, 24-29.
- Kotler, P. and Armstrong, G. (2014). *Principles of Marketing*. 15th ed. Pearson.
- Kuldilock, k., Dawson, P., & Lingard, J (2013). The export competitiveness of the Tuna industry in Thailand. *British Food Journal*, 115(3), pp 328-341.
- Laukkanen, T. (2007). “Measuring mobile banking customers” channel attribute preferences in service consumption, *International Journal of Mobile Communications*, Vol. 5, No.2, PP. 123–138.
- Lee, H. S. (2013). Major moderators influencing the relationships of service quality, customer satisfaction and customer loyalty. *Asian Social Science*, 9(2), 1-11.
- Lerner, A. L. (1999). *A Strategic Planning Primer for Higher Education*. Northridge, Retrieved from: www.des.calstate.edu/strategic.html

REFERENCE (Cont.)

- Light, L., Kiddon, J., Till, B., Heckler, D., Mathews, R., Wacker, W., Brunner, R., Emery, S. and Hall, R. (2012). *Branding strategies for success*. [Upper Saddle River, NJ]: FT Press.
- Lacobucci, D. and G. A. Churchill, Jr. (2010). *Marketing Research: Methodological Foundations*. 10th ed., South-Western Cengage Learning,
- Levitt, T. (1965). Exploit the Product Life Cycle. *Harvard Business Review*. Retrieved from: <https://hbr.org/1965/11/exploit-the-product-life-cycle>
- List of Approved Fish Processing Establishments. (2017). Department of Fisheries Quality Inspection, pp.1-11. Retrieved from: <http://www.fisheries.go.th/quality/DOF%20list.pdf>
- Loke, M. and Leung, P. (2012). An Overview of Seafood Consumption and Supply Sources: Hawai'i Versus U.S. *College of Tropical Agriculture and Human Resources*, 1(1), p.10.
- Lotus Seafood. (2017). Welcome. Retrieved from: <http://www.lotus-seafood.com/>
- Luomala, H.T., 2007. Exploring the role of food origin as a source of meanings for consumers and as a determinant of consumers' actual food choices. *Journal of Business Research*, 60(2), pp.122-129.
- Moutinho PR, Gil LHS, Cruz RB, Ribolla PEM (2011), Population dynamics, structure and behavior of *Anopheles darlingi* in a rural settlement in the Amazon rainforest of Acre, Brazil. *Malar J* 10: 174.
- Marketing Mix Definition - 4Ps & 7Ps of the Marketing Mix. (2017). *The Marketing Mix*. Retrieved from: <http://marketing mix.co.uk/>
- Manyi Agbor, J. (2011). *The Relationship between Customer Satisfaction and Service Quality: a study of three Service sectors in UmeÅ*. Diva-portal.org. Retrieved from: <http://www.diva-portal.org/smash/get/diva2:448657/FULLTEXT02.co>

REFERENCE (Cont.)

- Mao, G. (2013). *China seafood marketing firm swaps retail for online*. Seafoodsource.com. Retrieved from: <https://www.seafoodsource.com/news/foodservice-retail/china-seafood-marketing-firm-swaps-retail-for-online>
- Marchak, E. (2015). *The pros and cons of sub-branding and brand extension*. Brogan & Partners Convergence Marketing. Retrieved from: <http://brogan.com/blog/pros-and-cons-sub-branding-and-brand-extension>
- MaRS. (2009). *Competitive edge | Product positioning in your target market*. Retrieved from: <https://www.marsdd.com/mars-library/defining-your-competitive-edge/>
- Malakoff, D., Service, R. and Cornwall, W. (2016). Trump team targets key climate metric. *Science*, 354(6318), pp.1364-1365.
- Martin Prosperity Institute (2017). *Creativity and Prosperity: The Global Creativity Index*. Creativity and Prosperity: The Global Creativity Index. Retrieved from: <http://martinprosperity.org/media/GCI%20Report%20Sep%202011.pdf>
- Meeks, K. (2016). California's Diverse Seafood Economy. *Fishermen's News*. Retrieved from: <http://www.fishermensnews.com/story/2016/05/01/features/californias-diverse-seafood-economy/391.html>
- MaRS. (2014). *Marketing strategy | Marketing mix: product, price, place & promotion | Entrepreneur's Toolkit*. Retrieved from: <https://www.marsdd.com/mars-library/the-marketing-mix-in-marketing-strategy-product-price-place-and-promotion/>
- Mindtools.com. (n.d.). *The Marketing Mix and the 4Ps: Understanding How to Position Your Market Offering*. Retrieved from: https://www.mindtools.com/pages/article/newSTR_94.htm

REFERENCE (Cont.)

- McFarlin, K. (n.d.). *Sample Marketing Plan Competitive Analysis*.
Smallbusiness.chron.com. Retrieved from:
<http://smallbusiness.chron.com/sample-marketing-plan-competitive-analysis-10660.html>
- McCarthy, E. J. (1960). *Basic Marketing, A Managerial Approach*. IL: Richard D. Irwin.
- McCarthy, E. J. (1964). *Basic Marketing*, IL: Richard D. Irwin.
- McDaniel, S. W. and Hise, R. T. (1984). Shaping the Marketing Curriculum: The CEO Perspective. *Journal of Marketing Education*, Summer, 27-32.
- Möller, K. (2006). The Marketing Mix Revisited: Towards the 21st Century Marketing by E. Constantinides. *Journal of Marketing Management*, 22(3), 439-450.
- Morrison, P. D. and Roberts, J. H. (1998), "Matching electronic distribution channels to product characteristics: The role of congruence in consideration set formation", *Journal of Business Research*, Vol. 41, No. 3, pp. 223-29.
- Monroe, K. B. & Krishnan, R. (1985). The effect of price on subjective product evaluations, perceived quality: How consumers view stores and merchandise (pp.209-232). In J. Jacoby, & J. Olson (Ed.), Lexington, MA: D. C. Heath.
- National Oceanic and Atmospheric Administration (2017). *Fisheries Economics of the United States 2015-Highlights from the Annual Report*. Fisheries Economics of the United States. USA Department of Conference, pp.1-6. Retrieved from:
http://www.nmfs.noaa.gov/stories/2017/04/docs/feus2015_fs_final3_web.pdf
- National Retail Federation. (2017). *STORES Magazine*. Retrieved from:
<https://nrf.com/connect-us/stores-magazine>
- Narayanan V., Fahey L., (1994). Macro-environmental analysis: understanding the environment outside the industry. In Fahey L., Randall R. (Eds.), *The Portable MBA in Strategy*, 2nd edition, 189–214, New York, Wiley

REFERENCE (Cont.)

- Neuman, W.L. (2006), *Social Research Methods: Qualitative and Quantitative Approaches*. Toronto
- Novicevic, M. M., Harvey, M., Autry, C. W., and Bond, E. U., (2004) Dual-perspective SWOT: a synthesis of marketing intelligence and planning, *Marketing Intelligence & Planning*, 22(1), pp.84 – 94
- Nguyen, T. H. (2014). Factors that influence consumer purchasing decision of private label food products. School of Business, Society and Engineering Bachelor thesis in in Business Administration FOA214. Retrieved from: <http://www.diva-portal.org/smash/get/diva2:705384/fulltext01.pdf>
- Oxford University Press (2007). Gillespie: *Foundations of Economics – Additional Chapter on Business Strategy: PESTLE analysis of the macro-environment*. Retrieved from: <http://www.kantakji.com/media/1610/ty3.pdf>
- Office of the United States Representative (2017). *United States and Thailand Discuss Trade Agenda Under Trade and Investment Framework Agreement*. Retrieved from: <https://ustr.gov/about-us/policy-offices/press-office/press-releases/2017/april/united-states-and-thailand-discuss>
- Palmer, A. (2004). *Introduction to Marketing - Theory and Practice*, UK: Oxford University Press.
- PESTLE Analysis. (2013). Retrieved from: <http://www.free-management-ebooks.com/dldebk-pdf/fme-pestle-analysis.pdf>
- Pearce, J. A., and Robinson, R. B. (2005). *Strategic Management: Foundation, Implementation and Control*, 9th ed., McGraw-Hill, Chicago,
- Peng, G. C. A., and Nunes, M. B. (2007). Using Pest Analysis as a Tool for Refining and Focusing Contexts for Information Systems Research. *ECRM 2007: 6th European Conference on Research Methodology for Business and Management Studies*

REFERENCE (Cont.)

- Portley, N. (2016). Report on the Shrimp Sector Asian Shrimp Trade and Sustainability. Retrieved from: http://cmsdevelopment.sustainablefish.org.s3.amazonaws.com/2016/04/07/Asian%20shrimp_long%20form-05098e04.pdf
- Poutiainen, T. and Prompoj, W. (2017). *Promoting Better Working Conditions in Thai Aquaculture, Fishing and Seafood Industry*. Retrieved from: http://www.fao.org/fileadmin/user_upload/fao_ilo/pdf/Presentations/Labour_issue_Thailand_COFI_s_e.pdf
- Pritchard, E. (2012). *Brand Awareness: Family Branding vs. Individual Branding*. Performancemarketingtoday.blogspot.com. Retrieved from: <http://performancemarketingtoday.blogspot.com/2012/03/brand-awareness-family-branding-vs.html>
- Prantalay.com. (2017). *พรานทะเล*. Retrieved from: <http://www.prantalay.com/Our-Products/>
- Prantalay (2016). About us. Retrieved from: <http://www.prantalay.com/cms/en/history.php>
- Plethora IT. (2017). Plethora IT. Retrieved from: <http://www.plethorait.com/>
- Prantalay.com. (2017). *ขอน้อมส่งเสด็จพระองค์สุสวรรคาลัย และรำลึกในพระมหากรุณาธิคุณ*. Retrieved from: <http://www.prantalay.com/>
- Prnewswire.com. (2017). United States \$22 Billion Frozen Foods Market 2016-2021: Focus on Hot Meals, Sides, and Snacks - Research and Markets. Retrieved from: <http://www.prnewswire.com/news-releases/united-states-22-billion-frozen-foods-market-2016-2021-focus-on-hot-meals-sides-and-snacks---research-and-markets-300429081.html>
- Reyhle, N. (2016). *4 Reasons Why Product Packaging Is Important*. [online] Retail Minded. Available at: <https://retailminded.com/4-reasons-why-product-packaging-is-important/>

REFERENCE (Cont.)

- ReliefWeb. (2017). *Food Outlook - Biannual Report on Global Food Markets, June 2017*. Retrieved from: <http://reliefweb.int/report/world/food-outlook-biannual-report-global-food-markets-june-2017> [Accessed 11 Jun. 2017].
- Reclaim Democracy. (2017). Walmart Stores by State. Retrieved from: <http://reclaimdemocracy.org/walmart-stores-state/>
- Richman, J. C., Barrett, M. D., and Bruhn, C. M. (2007). Review: Nutritional comparison of fresh, frozen and canned fruits and vegetables. Part 1. Vitamins C and B and Phenolic compounds, *Journal of Science of food and agriculture*, 87, pp. 930 - 944
- Salehi, M., Mirzaei, H., Aghaei, M. and Abyari, M. (2012). *Dissimilarity of E-marketing VS traditional marketing*. 1st ed. Retrieved from: <http://www.hrmars.com/admin/pics/548.pdf>
- Saunders, M., Lewis, P., and Thornhill, A. (2009). *Research method for business students* (5th Ed.)
- SEIL, L. (2016). *Brand extension. How Sub-branding can be used to stretch a brand effectively* S.1. Grin Publishing,
- Somani, H. (2016). *Seafood Industry in Thailand: A Closer Look at the Supply Chain of Nestle's Seafood Sourcing in Thailand and Critiquing its Labour Practices*. Retrieved from: https://gps.ucsd.edu/_files/faculty/gourevitch/gourevitch_cs_somani.pdf
- Sudhankitara, A. (n.d.). *Brand Elements and Brand Design*. Retrieved from: <http://www.caad.au.edu/attachments/article/193/AD3112%20Brand%20Element%20and%20Brand%20Design.pdf>
- SWOT Analysis. (2013). Retrieved from: <http://www.free-management-ebooks.com/dldebk-pdf/fme-swot-analysis.pdf>

REFERENCE (Cont.)

- Sylwester, J. (2014). Fishes of men: The neglected effects of environmental depletion on labor trafficking in the Thai Fishing Industry. Retrieved from: <https://digital.lib.washington.edu/dspace-law/bitstream/handle/1773.1/1368/23PRLPJ0423.pdf;sequence=1>
- Shen, N. (2014). *Global Supply and Markets of Fishery Products*. 1st ed. Retrieved from: http://www.seafish.org/media/1291259/fao_-_nianjun_shen.pdf
- Seafood (2015). Focus on ethical issues in seafood. Retrieved from: http://www.seafish.org/media/publications/USEthicsProfile_201509.pdf
- Seaman, T., and Ramsden, N. (2014). Tuna 2014 blog: Eco-labels a huge burden on fishers, consumers. Under Current News. Retrieved from: <https://www.undercurrentnews.com/2014/05/21/tuna-2014-blog-skipjack-price-rise-set-to-dominate-conference-talk/>
- Silverstein, M. J., and Sayre, K. (2009). The Female Economy. Harvard Business Review. September 2009 Issue.
- Smith, S. (2013). Determining sample size: How to ensure you get the correct sample size. Qualtrics. Retrieved from: <https://www.qualtrics.com/blog/determining-sample-size/>
- Solomon, M. R. (1995), *Consumer Behaviour*, 3rd Ed., Prentice Hall Stayman, D.M. and Deshpande, R. (1989), "Situational Ethnicity and Consumer Behaviour", *Journal of Consumer Research*, 16, December, pp. 361-371.
- Statista (2015). Statistics and facts about the U.S. seafood industry. Retrieved from: <https://www.statista.com/topics/2024/us-fishery-industry/>
- Suburbanstats.org (2017). Population Demographics for California 2017 and 2016. Retrieved from: <https://suburbanstats.org/population/how-many-people-live-in-california>

REFERENCE (Cont.)

- Sirikeratikul, Sukanya. (2016). Thailand Export Guide. 1st ed., Retrieved from:
https://gain.fas.usda.gov/Recent%20GAIN%20Publications/Exporter%20Guide_Bangkok_Thailand_1-25-2016.pdf.
- Scott, W.G., Scott, H.M. and Auld, T.S., 2005. Consumer access to health information on the internet: health policy implications. Australia and New
- Sears Holdings (2017). Sears Holdings Reports First Quarter 2017 Results. Retrieved from:
<https://searsholdings.com/press-releases/pr/2043>
- Sheppard, K. (2013). Partnership Aims To Make Your Fish Sticks More Sustainable. HuffPost. Retrieved from:
http://www.huffingtonpost.com/2013/10/31/sustainable-fish-sticks_n_4179335.html
- Shiu, E., Dawson, J. and Marshall, D. (2004). Segmenting the convenience and health trends in the British food market. *British Food Journal*, 106(2), pp.106-127.
- Story, M. and French, S. (2017). Food Advertising and Marketing Directed at Children and Adolescents in the US. *International Journal of Behavioral Nutrition and Physical Activity*, 1(3), pp.1-2.
- Tacit Intellect (2012). PESTLE analysis overview. Retrieved from:
<http://www.tacitintellect.co.za/wp-content/uploads/2012/02/PESTLE-Analysis.pdf>
- Tan, T.T.W., and Ahmad, Z.U. (1999). Managing Marketing Intelligence: an Asian Marketing Research Perspective. *Marketing Intelligence & Planning*, 17(6), pp. 298-306.
- TARIFF SCHEDULE OF THE UNITED STATES. (2016). [ebook] Retrieved from:
https://ustr.gov/sites/default/files/uploads/agreements/fta/korus/asset_upload_file199_12753.pdf

REFERENCE (Cont.)

- Tsiakkiros, A., and Pashiardis, P. (2002). Strategic planning and education: The case of Cyprus. *International Journal of Educational Management*, 16(1), 6-14
- Thailand Ethics Profile. (2015). Retrieved from: http://www.seafish.org/media/publications/ThailandEthicsProfile_201509.pdf
- The Young Entrepreneur Council (2013). *14 Most Important Elements of a Company Brand | Personal Branding Blog - Stand Out In Your Career*. Personalbrandingblog.com. Retrieved from: <http://www.personalbrandingblog.com/14-most-important-elements-of-a-company-brand/>
- Thailand Food Processing Industry. (2014). Retrieved from: <http://www.indianembassy.in.th/pdf/Final%20Report%20Market%20Survey%20Thailand%20Food%20Processing%20Industry%20March%202014.pdf>
- The importance of packaging. (2009). 1st ed. Retrieved from: http://www.who.int/tobacco/resources/publications/wntd/2009/materials/wntd_2009_packaging.pdf?ua=1
- The World Bank (2013). *Prospects for Fisheries and Aquaculture*. 1st ed. Retrieved from: <http://www.fao.org/docrep/019/i3640e/i3640e.pdf>
- Thailand: Food Exports Soaring. (2013). Retrieved from: <http://www.mda.co.th/news102013/2410Food%20Industry.pdf>
- The Food Institute (2015). The Food Institute's Demographics of Consumer Food Spending. Retrieved from: http://www.nationalgrocers.org/docs/default-source/2014-student-case-study-competition/demographics15_full.pdf?sfvrsn=2
- Turner, S. (2002), *Tools for Success: A Manager's Guide*. London: McGraw-Hill.
- UAA (n.d.). *Seafood Market Basics*. 1st ed. [ebook] Institute of Social and Economic Research. Retrieved from: <http://www.iser.uaa.alaska.edu/Publications/VillageFishProcessingHandbook/App%20E%20Market%20Basics.pdf>

REFERENCE (Cont.)

- U.S Department of Commerce (2012). Fisheries Economics of the United States 2012. Maryland: National Marine Fisheries Service, pp.10-33.
- U.S Department of Commerce (2015). Fisheries Economics of the United States 2015. Maryland: National Marine Fisheries Service, pp.12-36.
- United States Trade Representative. (2017). Thailand. Retrieved from: <https://ustr.gov/countries-regions/southeast-asia-pacific/thailand>
- USDA Economic Research Service. (2017). USDA ERS - Food Prices and Spending. Retrieved from: <https://www.ers.usda.gov/data-products/ag-and-food-statistics-charting-the-essentials/food-prices-and-spending/>
- Voros, J. (2011). Reframing environmental Scanning: an integral approach. Retrieved from: <http://www.stadsadviseur.nl/buurtontwikkelaar/tekst/env-scanning.pdf>.
- WITS (2016). Thailand Food Products Exports By Country 2015. Retrieved from: http://wits.worldbank.org/CountryProfile/en/Country/THA/Year/LTST/TradeFlow/Export/Partner/by-country/Product/16-24_FoodProd
- Wilson, J. (2010) “Essentials of Business Research: A Guide to Doing Your Research Project” SAGE Publications, p.7
- Weijer, C. 1999 “Protecting communities in research: Philosophical and pragmatic challenges.” Cambridge Quarterly of Healthcare Ethics 8: 501-513
- Walmart.com. (2017). Walmart. Retrieved from: https://www.walmart.com/search/?query=gorton&cat_id=0
- Walmart.com. (2017). Walmart-AquaStar. Retrieved from: <https://www.walmart.com/browse/aqua-star/YnJhbmQ6QXF1YSBTdGFy>
- White, C. (2016). American seafood consumption up in 2015, landing volumes even. Seafoodsource.com. Retrieved from: <https://www.seafoodsource.com/news/supply-trade/american-seafood-consumption-up-in-2015-landing-volumes-even>

REFERENCE (Cont.)

- Whole Foods Market. (2017). Stores By US State. Retrieved from:
<https://www.wholefoodsmarket.com/stores/list/state>
- World Bank. (2017). GDP per capita, PPP (current international \$) | Data. Retrieved from:
http://data.worldbank.org/indicator/NY.GDP.PCAP.PP.CD?end=2016&locations=US&name_desc=true&start=2005
- WorldBank. (2017). Global Rankings 2016 | Logistics Performance Index. Retrieved from:
<https://lpi.worldbank.org/international/global?sort=asc&order=Logistics%20competence#datatable>
- Yasanallah, P. and Bidram, V. (2012). Studying the Status of Marketing Mix (7Ps) in Consumer Cooperatives at Ilam Province from Members' Perspectives. *American Journal of Industrial and Business Management*, 02(04), pp.194-199.
- Young, L. and Nestle, M. (2002). The Contribution of Expanding Portion Sizes to the US Obesity Epidemic. *American Journal of Public Health*, 92(2), pp.246-249.
- Zikmund, W. (2000), *Business Research Methods*. 6th ED
- Zeithaml, V. (1988). Consumer perception Price, Quality and Value: A means end model and synthesis of evidence. *Journal of Marketing* 52(3): 2 – 22



Appendix 1: Survey Questions

Survey Questionnaire

Frozen Seafood (Prantalay) Market Expansion to USA: A Study of Customer Preferences in California, USA

Research Objectives

1. To examine the consumer behavior and preferences toward communication channels such as online channel or social media on the consumer behavior towards the import of frozen seafood from Prantalay company Thailand to California, USA.
2. To examine Californian consumer's preferences towards prices and promotions on imported frozen seafood from Prantalay Company
3. To investigate the influence of product quality level on the preferences of Californian consumers toward frozen seafood from Prantalay Company
4. To create the most effective marketing plan to increase sales volume for Prantalay seafood frozen products to California, USA

**Conducted by:
Sujitra Thianyoi**

International Business Management
Stamford University International College

Direction: For each question, please put “ ✓ ” in the answer which is most applicable to you.

Part I: General information

1. Have you ever purchased frozen seafood?

1. Yes (Skip to Question 3)
2. No

2. Would you purchase frozen seafood in future?

1. Yes (Skip to Question 5)
2. No (End of questionnaire. Thank you for your time)

3. How often will you buy frozen seafood in a month?

1. Rarely (less than once a month)
2. Occasionally (1-3 times)
3. Frequently (4-6 times)
4. More than 6 times in a month

4. Where do you normally purchase frozen seafood?

1. Convenience stores
2. Hypermarkets
3. Supermarkets
4. Specialty stores
5. Other, please specify.....

5. Do you prefer local or imported frozen seafood?

1. Imported (Continue questionnaire)
2. Local (End of questionnaire. Thank you for your consideration)

6. Which is the most important factor for you when purchasing frozen seafood (Choose only 1)?

1. Convenient location
4. Promotion

2. Quality of Product

5. Brand reputation

3. Price

6. Other, please specify.....

7. Have you heard about Prantalay frozen seafood brand?

1. Yes

2. No

Part II: Please indicate level of your preference by selecting the number that best matches your answer

1 = Strongly Disagree; 2= Disagree; 3= Neutral; 4 = Agree; 5= Strongly Agree					
	1	2	3	4	5
Reference Group Influence					
1. I purchase imported frozen seafood because of my family’s influence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I purchase imported frozen seafood because of my friend’s influence					
3. I purchase imported frozen seafood because of social media influence					
4. I purchase imported frozen seafood because of celebrity endorsements					
Consumer Attitudes toward Imported Frozen Seafood					
5. The imported frozen seafood reflects high quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. My previous experience with imported frozen seafood was good	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. The imported seafood product are healthier and tastier					
---	--	--	--	--	--

1 = Not Important at all; 2= Not important; 3= Neutral; 4 = Important; 5= Extremely Important					
Marketing Mix					
	1	2	3	4	5
Price					
8. Price is important to me when purchasing frozen seafood	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I expect the imported frozen seafood price to be affordable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotion					
10. My decision to purchase the seafood frozen ready meals is influenced by the advertisements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. The message on advertisement attempts to persuade me to purchase seafood frozen meals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. I trust on the message given in the advertisement for seafood	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product Quality					
13. I think product quality is the important criteria when I purchase frozen meals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. The product high quality is one reason I purchase imported seafood frozen meals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Prnatalay frozen seafood presents high quality product					
Place					
16. Easy accessibility is important to me when purchasing frozen seafood	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Store reputation is important to me when purchasing frozen seafood	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1 = Not Likely at all; 2= Not likely; 3= Neutral; 4 = Likely; 5= Very Likely					
Purchase intention of seafood frozen meal	1	2	3	4	5
18. I will consider purchasing seafood frozen ready meals rather than any other brands available	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. I intend to purchase seafood frozen ready meals in the near future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Part III: Demographic Information

Please select which best fits your answer

1. What is your Gender?

1. Male
2. Female

2. What is your age?

1. Below 18 yrs.
2. 18 - 25 yrs.
3. 26 - 33 yrs.
4. 34 - 41 yrs.
5. 42 - 49 yrs.
6. above 50 yrs.

3. What is your Occupation?

1. Student
2. Government office
3. Private company
4. Own-Business
5. Others _____

4. What is your Income per Month?

1. Less than \$5,000
2. \$5,000 – 7,500
3. \$7,501 - 10,000
4. \$10,001 – 12,500
5. \$12,501 – 15,000
6. more than \$15,000

5. What is your education level?

1. Lower than high school
2. High school
3. Bachelor Degree
4. Master Degree
5. PH.D