

**MARKETING PLAN**  
**FOR INTRODUCTION VITAMIN RICE IN THAI MARKET**



**PANUPONG TANGJITWATTHANAKUL**

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



© 2017

Panupong Tangjitwatthanakul

All Rights Reserved

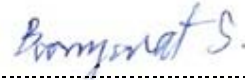
**The Research has been approved by  
Stamford International University  
The Graduate School**

**Title:** Marketing plan for introduction Vitamin Rice in Thai market

**Name:** Panupong Tangjitwatthanakul

**The Independent Study Committee:**

**Advisor**



-----  
(Dr. Boonyarat Samphanwatthanachai)

**Committee Member**



-----  
(Dr. Pakakorn Rakrachakarn)

**Committee Member**



-----  
(Dr. Ake Choonhachatrachai)



-----  
(Mr. Adam Tyler Thompson)

Asst. President, Academic Affairs &

Dean of Business and Technology

November 2017

## Executive Summary

The objectives of this independent study were to define the customers' need and want to launch the new product or new product lines expansion, to know the specific attributes that the customers want to meet with the selected product, to know the competencies of the company to develop the effective marketing plan for the selected product and to know the way of communicating with the market for the selected product.

Data for this research includes journals, academic books, articles, newspaper, academic research paper, and other credible institutions' website. In addition, the external quantitative data method has contributed to the data collection.

Research Methodology: the data collection has used to analyze, apply, evaluate, and create the marketing strategies to meet with the customers' requirement. The sample size for questionnaire survey is 385 respondents by using  $\pm 5\%$  of margin sample error with 95% of confidential level is suitable for this independent study.

To success for entering the new product Vitamin Rice according to the research findings show that the majority of respondents are interested to purchase Vitamin Rice. The marketing communication should focus on the value of product, texture and flavor of the product, affordable price, and convenient location. Moreover, the target customers are willing to buy this new product if they get free sample product for a try. However, the company has to build the good brand equity for both brand awareness and brand image that affect to the market positioning.

Panupong Tangjitwatthanakul

## CONTENTS

	<b>Page</b>
<b>EXECUTIVE SUMMARY</b> .....	i
<b>CONTENTS</b> .....	ii
<b>LIST OF TABLES</b> .....	iv
<b>LIST OF FIGURES</b> .....	V
<b>CHAPTER 1 INTRODUCTION</b> .....	1
1.1 Introduction of the study.....	1
1.2 Objectives of the IS.....	4
1.3 Scope of the IS.....	4
1.4 Limitation of the IS.....	5
1.6 Key terms.....	5
<b>CHAPTER 2 EVALUATION AND SELECTION OF PLAN AND ANALYSIS TOOLS</b> .....	8
2.1 Content and Structure.....	10
2.2 Market Research.....	12
2.3 Marketing Tools.....	13
2.4 Market Strategy.....	25
2.5 Financial Projection.....	32
2.6 Implementation and Controls.....	34
<b>CHAPTER 3 METHODOLOGY</b> .....	35
3. 1 Sources of data.....	36
3.2 Population, Sample Size and Target market.....	36
3.3 Survey design.....	37
3.4 Data Analysis.....	38
<b>CHAPTER 4 RESEARCH FINDINGS</b> .....	40
4.1 Analysis the questionnaires result.....	40
<b>Section 1: Situation Analysis</b> .....	56
1.1 Type of Business.....	56
1.2 Market Analysis.....	59
1.3 PESTEL Analysis.....	61
1.4 Five Forces Analysis.....	69
1.5 Comprehensive Competitive Analysis.....	71

1.6 SWOT Analysis .....	78
1.7. Need analysis .....	81
1.8 STP analysis.....	82
1.9 Consumer buying behaviour .....	85
1.10. Goals and Objectives .....	85
<b>Section 2: Marketing Strategy</b> .....	<b>86</b>
2.1 TOWS Analysis .....	86
2.2 Marketing Mix 4 Ps .....	88
2.3 Customer-Based Brand Equity .....	94
<b>Section 3: Implementation</b> .....	<b>95</b>
3.2 Promotion Activities .....	97
3.3 Action Plan.....	97
<b>Section 4: Financial Projection</b> .....	<b>99</b>
4.1 Sales Forecast.....	99
4.2 Expenditure Forecast .....	100
4.3 Salary Expense.....	101
4.4 Utility Expense.....	101
4.5 Income Statement Monthly.....	102
4.7 Break-Even Point.....	104
4.8 Marketing Return on Investment (MROI) .....	105
<b>Section 5: Evaluation and Control Plan</b> .....	<b>106</b>
5.1 Key Success Factors .....	106
5.2 Key Performance Indicators (KPIs).....	106
5.3 Contingency Plan .....	107
<b>Bibliography</b> .....	<b>108</b>
<b>APPENDIX A Questionnaire (English Version)</b> .....	<b>117</b>
<b>APPENDIX B Questionnaire (Thai Version)</b> .....	<b>121</b>
<b>APPENDIX C CERTIFICATION OF TRANSLATION</b> .....	<b>125</b>
<b>BIOGRAPHY</b> .....	<b>127</b>

## LIST OF TABLES

	<b>Page</b>
<b>Table 1</b> 5 Color Fruit and Vegetable Chart	9
<b>Table 2</b> Demographic factor classified gender	41
<b>Table 3</b> Demographic factor classified by age	41
<b>Table 4</b> Demographic factor classified by marital status	42
<b>Table 5</b> Demographic factor classified by occupation	42
<b>Table 6</b> Demographic factor classified by income	43
<b>Table 7</b> Demographic factor classified by education level	43
<b>Table 8</b> Respondents classified by health consciousness	44
<b>Table 9</b> Respondents classified by types of rice	44
<b>Table 10</b> Respondents classified by choosing the brand	45
<b>Table 11</b> Respondents classified by purchase decision factor	46
<b>Table 12</b> Respondents classified by rice texture	47
<b>Table 13</b> Respondents classified by distribution channel	48
<b>Table 14</b> Respondents classified by frequency buying	49
<b>Table 15</b> Respondents classified by size of package	49
<b>Table 16</b> Respondents classified by selling price	50
<b>Table 17</b> Respondents classified by influencers	50
<b>Table 18</b> Respondents classified by source of information	51
<b>Table 19</b> Respondents classified by people who are willing to try new product	52
<b>Table 20</b> Respondents classified by attractive promotion	52
<b>Table 21</b> Respondents classified by buying reason	53
<b>Table 22</b> Consumer perception and behavior toward marketing mixed	54
<b>Table 23</b> Distribution channel's Mah Boon Krong	73
<b>Table 24</b> TOWS Matrix	87
<b>Table 25</b> Selling price	90
<b>Table 26</b> Marketing Timeline	98
<b>Table 27</b> Sales Forecast	99
<b>Table 28</b> Expenditure Forecast	100

<b>Table 29</b> Salary Expense	101
<b>Table 30</b> Utilities Expense	101
<b>Table 31</b> Income Statement Monthly	102
<b>Table 32</b> Income Statement Yearly	103



## LIST OF TABLES

	<b>Page</b>
<b>Figure 1</b> The Structure of Marketing Plan .....	11
<b>Figure 2</b> SWOT Analysis.....	21
<b>Figure 3</b> Four buyer behavior .....	25
<b>Figure 4</b> Product Life Cycle Stage .....	30
<b>Figure 5</b> Customer Based Brand Equity Pyramid .....	32
<b>Figure 6</b> Cronbach' alpha test .....	39
<b>Figure 7</b> Structure of Ruamcharoen 3 Rice Mill.....	57
<b>Figure 8</b> Thai Rice Supply Chain .....	59
<b>Figure 9</b> Market Share of Thai rice industry.....	60
<b>Figure 10</b> Thailand GDP Growth .....	62
<b>Figure 11</b> Thailand Consumption Spending .....	62
<b>Figure 12</b> Thailand Inflation Rate .....	63
<b>Figure 13</b> Age Structure .....	64
<b>Figure 14</b> Thai population used social media .....	65
<b>Figure 15</b> E-commerce market growth in Thailand 2017.....	66
<b>Figure 16</b> Five Forces Analysis .....	69
<b>Figure 17</b> Positioning map .....	84
<b>Figure 18</b> Four types buyer behavior .....	85

## CHAPTER 1

### INTRODUCTION

#### 1.1 Introduction of the study

##### 1.1.1 Market situation of Thailand's rice industry

Thailand has full of abundant resources, especially agricultural crops such as rice, rubber, palm oil, sugarcane, potato, etc. The most exported product is rice into the world market because Thailand has an area of 62 million rice of rice plantation, which is the largest area. Thailand is the major rice exporter for 24% of the world rice market, followed by India of 22% and Vietnam of 17% or can say that Thailand is the number of rice export. There are 3 types of exported rice; One is White rice that is a product with low price, and represents about 50% of total Thailand rice export. The target is Cambodia and Myanmar, another is Jasmine rice, which is superior quality and more expensive, it is the highest grade of rice product, and finally Parboiled rice; normally sold to Africa, which is the lowest grade and has the lowest price (Wareerat, 2016).

Due to Thailand's large proportion area for rice planting that the annually paddy output is approximately 31 million tones which is transformed into rice of 20.5 million tones. There are 2 seasons to plant rice which are "Khao-na-pi"; wet season around July – September of every year and occupying 85% of total production and "Khao-na-prang"; also known as "off-season" to plant rice, this is not raining season but using water from the irrigation and ground well, and the output is 15% of the total percentage. Thailand's rice output tends to have greater demand than supply in domestic consumption. Therefore, Thai's rice has to be exported for more than 50% of total outputs, mostly export to China, Philippine, USA, Africa and Asian countries (Wareerat, 2016).

Thai governments have been intervening in their rice industry sine 2011-2012. Thai's government has claimed a pledging policy to offer the farmers a fixed price in purchasing paddy rice. With this government's policy, its ripple effect is the excessive stock of paddy rice. Due to the higher price of paddy rice in the market price, The farmers want to plant rice as much as they can, to get income which can plant 3 times

a year; 2 times for “Khao-na-prang” and 1 times for “Khao-na-pi.” At the start of this policy, the supposed purpose was to help improve farmers’ income. And at such, It seems to be achieving the purpose, not until the government starts acquiring losses for running this policy. Reasons being that the government buys rice and keeps it in the warehouse for a few years, which by then, the quality of the rice would have depreciated and the rice auction price will be lower than the cost of buying. However, the government continued with this pledging policy, and paddy rice production is becoming excessive. The effect of this policy surfaced in the form of Government not being able to pay farmers as at when due. Mostly the payment can be as late as 6 months and sometimes earlier. Another looming challenge is that farmers have loaned fund from the bank with interest to service, especially when they have sold their products and the government is not paying. Finally, over the loss of the budget, the government cannot be responsible for payment and in addition to many political problems. The pledging policy was shut down in 2013 (Wareerat, 2016).

Thailand’s rice export gets the effect from the pledging policy because the rice quality is lower than the world standard and oversupply. So, Thailand government can sell at lower price than the cost of paddy in the price rice auction to Thai rice exporters association.

Moreover, there is another effect to the entrepreneurship of rice mill as well. The pledging policy generates many new entrepreneurs. The result after the ending of the policy is the increase in competition in the rice production and market. This intense competition affected the gains, and the smaller profit margin. Rice price cannot be precisely for the rice mill entrepreneurs. Due to rice pledging program, the price of rice increase so drastically to almost the highest in the world market. Therefore, when rice is sold at cheaper than the cost of the purchase after rice pledging program, this creates the following problem about price. With the low quality of rice, makes the price auction cheaper than the market price that it should be. The market price is not controlled by demand and supply exactly, because the auction price cannot be determined (Wareerat, 2016).

In 2010 – 2015, Thailand has faced the problem of water level and drought. The rice production is decreased so low that farmers harvested with lower yield and could not plant rice for a whole year because the cost of planting is already high, while the

selling price goes down. Some of the rice mill entrepreneurs cannot make any profit and some stop running the business. The yield from rice harvesting is too low and leads to many shortages (Teerayut, 2016).

To survive in the intensely competitive market, many rice mill owners have to find an alternative solution to differentiate them from their competitors. Mostly in this industry, has competed by keeping the cost low as much as they can or can be called “Cost leadership.” However, in this project would like to offer the idea of adding some value in rice production.

### **1.1.2 Imbalanced consumption of vegetable and fruit for Thai people**

Even though there are many types of rice, rich in vitamins examples as Rice Berry, Germination Brown Rice and so on, these are not enough nutrients to eat, instead of vegetable. From the report, it has been mentioned that 76.2% of Thai nationals above 15 years old consume vegetable less than one- third of the total food portion. And 71.8% of Thai people consume less than half World Health Organization (WHO) recommended, which should consume at least 400 grams per day. With the imbalanced consumption of vegetable and fruit, it has increased in diabetes, heart and cardiac disease, cancer and others. From WHO research, it has been discovered that an average person should consume at least 400 grams of fruit and vegetable. And this can reduce the risk of heart disease by 33% and cancer by 50% if daily intake (Chavasit, 2014).

### **1.1.3 Healthy consumption trend in Thailand market**

According to the researched by SCB Intelligence Centre (SCB EIC), it has been reported that the dietary supplement in Thailand market will be expected to increase significantly in changing demand approximately 8% per year for the next 10 – 15 years. Growing up in this market, some Thai people who are below the age of 50 years, which when they become more health conscious. They are more likely to invest in their health for good-looking, attractive, sex appealing, strong health, job career, and other benefits. However, people who are above 50 years of age do not invest that much in dietary supplements. Most of them believe in exercising and improved dietary habits (NATION, 2017).

From all collected reports above, it can provide many aspects of opportunities and threats to the rice industry, Thai people consuming habit, and healthy trends, etc. So in this IS report would like to do a marketing plan about rice product and offer a new product development for adding value in rice, also prepare for marketing plan systemically to launch this new product into the market. The overview will be an included literature review, conducting and analyzing the data, recommend suggestions for a marketing plan. Firstly, it is to learn and understand about vegetable and the unfavorable customer's attitude to develop a new product to satisfy their need and want. Secondly, a database of customer(s) profile will be collected about adding some ingredients into rice product that are suitable for the target customers. Next, the gathering information is provided about the customer's habits in daily life, which this will be of benefit to plan the effective marketing communication. There are many tools will be used to analyze in this marketing plan such as marketing mixed 4 Ps, SWOT analysis, PEST, Five Forces Analysis, market analysis, market need and STP. All information will be explained, the details in literature review part, which describes the meaning and examples. Also, there are many activities to promote the products and also the evaluation to measure the efficient work of marketing plan. The financial assumption is the final part to determine the expenditure budget that the amount of investment. The financial analysis is shown in the last part to evaluate the risk for the investment.

### **1.2 Objectives of the IS**

- To study the customer behavior and perception of rice consumption
- To develop the effective marketing plan for the new product.
- To increase the brand awareness and sales volume in both short and long term profit.
- To plan for the marketing activities in one year operation
- To prepare the financial budgeting and financial analysis

### **1.3 Scope of the IS**

The scope of this IS project is to study about the consumers' behavior for rice consumption. What can change their preferences and want to try for the new products? The target group will be persons who are conscious about health in both of exercising

and feeding. There will be the questionnaire survey to collect the data of 385 respondents. Moreover, the question in the survey will include the product and market opinion of the target group to analyze the marketing communication according to the customer perceived. To develop the effective marketing plan is the significance of this IS project. There are many activities to promote and deliver the brand image and message such as public relation, advertising, direct marketing, special events, personal selling, and social media, etc. all of this marketing communication are used to change the target customers behavior for the perception, belief, and strong health consciousness.

#### **1.4 Limitation of the IS**

- Difficult to collect the primary data, questionnaire survey, from the target group. It is not easy to find them, so the data may be obtained from related target group that has similar behavior.

- Unfamiliarity with a new product is difficult to persuade target customers. There is a high risk of the launching of a new product if the customers do not show interest, so it is going to fail, but if it gets a good response, there will be many opportunities to expand and grow up the sales considerably in Thailand market.

- A few secondary researches about vitamin rice that use in literature review writing and less of research evidence about Thai rice development.

#### **1.5 Significance of the IS**

- To practice from the overall knowledge in the marketing study to develop the strategy for effective marketing plan

- To find out the problems associated with the Thai rice industry and proffer solutions to improve for the differentiated product to serve the customer's preference.

- To prepare for the possible financial investment in the marketing plan budgeting.

- To present this effective marketing plan for the rice mill company.

#### **1.6 Key terms**

**Word**

**Definition**

Break-even point	Represents the sales amount or sales revenues that equals with the total cost or the profit is zero
BTS station	Bangkok Mass Transit System station or known as the skytrain
Cost leadership	Leader of the lowest cost of production
Digital marketing	The marketing of the product or service using digital technology as a medium
E-commerce	The transaction of buying and selling online
Fan page	Kind of mini website in Facebook
First Entrance Fee	First payment for putting product on the shelf to sell
Hom Mali	Jasmine rice
Mass Transit Advertising	Placement of print ads at the train station
Modern trade	New form of retail trading
Online Market	A type of e-commerce which provides the product or service information
Ordinary rice	A type of Rice Usually white in color
Pledging policy	Trading between farmers and government
Premium rice	Healthy rice, has different color, different from white rice
Production staff	Workers who are responsible in production, inventory, and delivery
Review	The customers provide feedback after using product or service
Rice Subsidy Scheme	Government program to buy rice at a determined price from the farmer
SKU	Product and service identification code for a store or product
Streaming	The transmission of audio and video over the internet
Sweepstake	A form of lottery that is tied to products sold

Vitamin rice

Rice containing nutrients from vegetable and fruit



## **CHAPTER 2**

### **EVALUATION AND SELECTION OF PLAN AND ANALYSIS TOOLS**

Chapter 2 I am going to explain the concept of a marketing plan and how to design the marketing plan. Also, it will show the structure that is necessary to have in the marketing plan to accomplish the objectives. There are various sections of a marketing plan that will serve to provide the answer required to develop, implement, control the strategies needed to meet the stated objectives.

This IS project is to study the customers' behavior and attitudes towards rice consumption, and their concerns. The output of this study will be applied to develop the marketing strategies, especially for the development the effective marketing communication that is the main objective of this study. Moreover, the market research also requires understanding the customers' behaviors. All data will be collected through questionnaire survey that is designed to ask for the new product development and how to create the marketing communication.

The main product of IS project is Vitamin rice that is not available in the market currently. Vitamin rice is the new product development, which is the value-added product to differentiate from the other competitors in the rice industry. Due to the rice industry higher intense competition compared to the past, after the subsidy scheme finished. During the subsidy scheme, rice mill businesses were blooming that there were many new entrances joining the rice industry. So the supply was more excessive than the marketing demand. After finishing government project, the subsidy scheme that destroys the marketing, demand, and supply of rice's price, where many rice mill businesses quit this industry according to the loss of business operation (Sayuri Umeda, 2013).

Therefore, the differentiated strategy is Porter Generic Strategies, core competency, which is the most suitable strategy for the high intense competitive market. As with the product "Vitamin rice" which means normal rice is passing through the process of adding the nutrients, minerals, and vitamin into rice. The ingredients of

all nutrients gotten from many natural fruits and vegetables or called “5 Color Vegetables.” 5 Color Vegetables contain 5 five different color categories; red, green, purple/blue, orange, and white/brown. Each color represents various fruits and vegetables that show in table 1.

**Table 1:** 5 Color Fruit and Vegetable Chart

Red	Purple/ Blue	Orange/ Yellow	Green	Brown/ White
Tomato	Beetroot	Carrots	Spinach	Cauliflower
Red capsicum	Red cabbage	Rockmelon	Asparagus	Brown pears
Radishes	Eggplant	Lemons	Avocados	Mushrooms
Strawberries	Purple	Sweet potato	Broccoli	White peaches
Rhubarb	Asparagus	Pumpkin	Peas	Garlic
Cherries	Blackberries	Pineapples	Green apples	Bananas
Red grapes	Purple grapes	Mangoes	Green grapes	Potatoes
Raspberries	Plun	Corn	Limes	Dates
Watermelon		Squash	Kiwifruit	Onions
Red apples		Peaches	Green beans	Ginger
		Nectarines	Lettuce	Parsnips
		Apricots	Cabbage	Turnip
		Grapefruit	Celery	
			Cucumber	
			Green capsicum	

**Source:** (Nutritionaustralia, 2016)

Using the nutrient absorption into the rice and make, it dries by the oven to store and extend the shelf life. This is the process of production briefly, and the details of the product will be explained extensively in the product part, mixed marketing element.

**What is marketing plan?**

(Kotler & Keller, 2012) Has defined the marketing plan has a central instrument to coordinate each marketing tools, strategies, implementation, and evaluation. It has two levels, which are strategic and tactical. The strategic marketing plan consists of the target markets and the value proposition which bases on the analysis of the marketing tools. As a result of the analysis can provide the opportunities and threats affecting the businesses because both of factors are the macro environment which harms the business from outside the organization. The tactical marketing plan identifies to be the marketing tactics, including the mixed marketing element; product or service offering, promotion, merchandise, pricing, distribution channels.

Marketing plan is a part of the business plan, which focuses more on the marketing part only. Usually, the marketing plan is used to apply the marketing resources to achieve objectives. It can help the business to identify the market opportunities and how to penetrate, capture, and maintain the positions in the specified market. It is the combination of the marketing mixed with an action plan. It is to specify who will do, what, when, where to do and how to achieve the goal. Three involvements always change, so that the marketing must monitors continuously; abilities of the company, the requirements of the customer, and the market environment. The marketing plan requires specifying the segment markets, market position, forecast, market size, and to plan for the market growth (Westwood, 2013).

### 2.1 Content and Structure

In order to create the marketing plan that requires many processes to achieve the marketing objectives. The structure of the marketing plan usually contains the following sections (Kotler, Products Planning: The Nature and Contents of a Marketing Plan, 2012).



**Figure 1:** The Structure of Marketing Plan

**Source:** (Kotler, 2012)

**2.1.1 Executive summary and table of contents:** the marketing plan should begin with the table of content and brief summary for the reader to understand the overview of what the marketing plan is going to do. This part will present the goal and recommendations, in order to see the expected result.

**2.1.2 Situation analysis:** this section is presenting the background information of the industry what is going on. Normally, the information is about the sales, costs, market share, competitors, and the various forces in the macro environment. Moreover, it is not presenting the current situations only but it is also about the market trend and critical trend. Macro environment affects many companies in the same industry. The situation analysis can use many tools such as macro environment (PESTEL analysis), industry analysis (5 Forces analysis), market analysis, SWOT analysis, and STP analysis.

**2.1.3 Marketing strategy** is defining for the mission, marketing and financial objectives, and market demand. In order to accomplish the objectives, the company should create the strategy to serve with the customers' satisfaction. Usually, mixed marketing is a based strategy that every business must have which involves product, price, place, and promotion or called the "4Ps."

**2.1.4 Financial projections:** includes all the financial plans to set up the future income and expenses like sales forecast and expense forecast. Moreover, it also includes the financial analysis to study the feasibility of the marketing plan such as break-even point, payback period, and return on investment (ROI), and so on. This part will be presented to the level managers to approve the plan and they will provide the budget for the marketing activities following the plan. There are three estimates (optimistic, pessimistic, and most likely) for each unrelated variable that affects the profitability is under the marketing environment and marketing strategy.

**2.1.5 Implementation controls:** This used to monitor and control, to make a plan becoming realistic, and to control, adjust the implementation of the plan. The last section controls all of the marketing activities to reach the goal for each objective monthly, quarterly, and annually.

## 2.2 Market Research

Market research is about the design of the research, collection of the data, reporting the information and finding relevance to a specific marketing situation of any company that it is facing. Most of the company uses the market research to study about the industries, competitors, audiences, and channel strategies that depends on their problem identification research or problem solving research (Smith & Albaum, 2012). To study the market research, it is necessary to gather the data from two data sources; primary data and secondary data.

- Primary data is collected freshly by the researcher who asks the question directly from the respondents. It can be asked by verbal or written. There are many ways to gather the data such as observation, focus group, survey, behavioral data, and experiments. The primary data is used for research when the data is not updated, inaccurate, incomplete, or unreliable for using (Kotler, 2012).

- Secondary data is collected from existed research or primary data. It can help to save the time and cost of data collection. However, the secondary data cannot be used fully, results of competitors or other sources to adapt for researching, because there are some different factors such as time changes, consumer behavior changes, environments, cultures and so on (Kotler, 2012).

For this IS project will use the secondary data from news, books, academic researches, and reports from the reliable sources; to determine the factors, choice and questions for questionnaire design. The questionnaire survey will be used as primary data instrument to ask for the customers' characteristic, customer behavior, and attitude.

**Sample design** is the method of choosing the group from the entire population that is relevant to the problem. Sampling can generate the variable errors in the project. In order to design the sampling, there are 3 things needed to consider; where to be selected, the method of sampling, and the size of the sample (Smit & Abaum, 2010).

After designing the research question and sampling, the researcher can start distributing the questionnaire to collect the data from the sample group. The answer of the data collection will be used for an analysis and interpretation. Then the researcher will understand the target customers for the factors influencing them about the consumer behavior and attitude to the product or brand. In addition, the result of market

research will be used to create the marketing strategy in order to serve for the customers' satisfaction (Shukla, 2008).

### 2.3 Marketing Tools

Marketing tools are used to analyze in the situation analysis as the above of "2.1.2" mentioned. It examines the critical review for the internal and external factors of the current situation.

**2.3.1 Market Analysis** is the qualitative and quantitative evaluation of the market. It also describes the market, customers, competitors, and the market strategies. There are 3 considerations of the market which are present situation, future, trends. It normally explains the market size, potential growth, and segment and target group of customer, market forecast, fashion trend, opportunities and threats (Lunds University, 2015).

While Aaker (2010) Defines the market analysis as the determination of the market and understanding for the opportunities and threats, which are related to the company's strengths and weaknesses. There are many dimensions needed to consider of a market analysis;

**Market size-** Which is to evaluate the market size based on the current and potential sales of the expanded product. The sources of information's are gathered from government data, trade associations, financial data from major players and customer surveys

**Market growth rate-** is to estimate the market growth from the historical data for the future forecast. The factors can drive the market growth such as demographic information and sales growth in complementary products. Moreover, another factor can be predicted by constructing a product diffusion curve. The shape is estimated by the characteristics of the adoption rate of a similar product in the past. Some cases of the market growth fall down because of the decline stage in the product life cycle that is caused by the price pressure in the market competition, decreasing of brand loyalty, several substitute products, market saturation, and lack of market growth drivers.

**Market profitability-** each company gains the different level of profitability that depends on the ability to make money in the market.

**Industry Cost Structure-** is the important factor in the key to success. This dimension is to help for formulating strategies to develop a competitive advantage.

**Distribution channels-** there are three aspects to consider; existing distribution channels, trend and emerging channels, and channel power structure.

**Market trend-** is the changes in the market according to the new opportunities and threats. The trend is mostly from the industry-dependent such as change in price sensitivity, demand for variety, and level of emphasis on service and support. Regional trend can also become a relevant factor.

**Key success factor-** is the elements that can drive the company to gain the achievement of its market objectives such as access to essential unique resources, ability to achieve economies of scale, access to distribution channels, and technological progress. All of these key success factors can be changed overtime through the product life cycle.

**2.3.2 Need Analysis** is the process of identifying and evaluating for the customers need. The identification of the need is about describing the problem from the target population and possible solution to these problems (Titcomb, 2000). Need is focuses on the future that should be done rather than what was done. There are five steps to identify the need assessment (McKillip, 1987):

1) To identify the audience and purpose for the analysis- for example, members from rural community may be concern about the youth loitering at a local park. So the need analysis is to investigate the issue and try to find the solution for youths hanging out and getting into trouble.

2) To describe the target population and service environment- there are three level of targets groups and respective needs: primary target (direct recipients), secondary target (include individual group who deliver the service), and tertiary (involve the resources and inputs into the solutions). For example, the primary target population is rural youth, secondary is the local teachers, coaches, and school personnel, the tertiary is about salaries, equipment, facilities, curricula, and support mechanisms.

3) To describe the need or problem- this is to generate the solutions to illustrate the gap between expected or ideal and actual outcome. For example, if the researcher asked the school personnel about the perceived needs of the rural youth, the researcher might get different set of answer more than if asked the youth themselves. With the

different expected outcome can describe various solutions that need to estimate costs of each solutions.

4) Need assessment- is to evaluate the identified needs. – What are the most important? Do any need conflict with another? For example, after-school program might want to increase the academic achievement by offering the extra activities that take time the youth otherwise might have spent finishing their homework. The unexpected outcome might make the grade become lower grade because of incomplete homework.

5) To communicate the result to the target audiences in the first step

### **2.3.3 PESTEL Analysis**

PESTEL analysis is another important tool that is necessary to use in all businesses that can cause problem into the business from the external factors. PESTEL analysis is a concept that is used as a tool to track the environment for the business is operating, business planning, marketing planning, strategic planning, product development, and organizational planning. Moreover, it is usually used to identify and analyze the key drivers of the change in the strategic or business environment. All of environmental changes can influence to the business in short term and long term. Also, the changes are not included in the competitors' strategic changes. The external macro environment can be influenced in two ways, the positive and negative impacts, which can be called opportunities and threats (Downey, 2007). The elements of PESTEL will be described following;

- Political factor (P) is about the policies of the government who is the provider in the country. There are many laws and policies that can influence the business operation such as tax policy, minimum wage, labor law, foreign trade policy. Usually, the government can intervene in the economy to maintain the economic stability. However, some of the political problems can also cause an economy drop such as war, corruption, and political competition.

- Economic factor (E) is a significant impact directly and indirectly to the business' profit. This factor can be separated into two scopes, which are micro-economic and macro-economic. Macro-economic factor is about the management of the demand and

supply in the large scale as in the whole country such as interest rate, taxation policy, and government expenditure, which is rather than micro-economical factor focusing on the smaller scales such as household income, private sector, public sector, and organization.

- Social factor (S) is about the culture, people's behavior, people's attitude, and belief. Mostly, this factor can describe as demographic, psychographic, and behavioral of people in the society. For example, population growth, age distribution, health consciousness, career attitude, and so on.

- Technology (T) is the impact on the business greatly. It is not only for the new innovative product, but it also involves the production process, which can help the business to reduce the cost of production as well. Technology is one important factor that the business needs to update because it can change in advance quickly. The better technology can be one of the main competitive advantages such as leading innovation technology for the product.

- Environment (E) is related to surrounding environment that can affect to the business formulating, directly and indirectly, such as the weather, climate, and geographical location. It is very important to be concerned about this factors because we cannot control them. Many big natural disasters already occurred in Thailand such as Tsunami (2004), flooding (2011), fire, earthquake, and building collapse. They don't only affect the business, but also peoples. Therefore, before deciding on the investment, the investors must be conscious of the effects, for now, and in the future. The understanding can help the investors to plan to avoid or deal with the uncertain situations.

- Legal (L) is the factor that considers about the current and impending legislation affecting the industry in area such as employment, competition, health, safety, employee welfare and so on. All legislation is needed to investigate how it affects the business operation, including other parties also such as customer protection, waste, and disposal, tax payment, etc. Moreover, there are trading regulations like quota, contract, insurance, and import & export. Before formulating the business strategy, the company must concern and follow all related regulations to the business, otherwise without understanding of legal that can be threat to your business.

### **Advantages of PESTEL Analysis**

To take the benefits of PESTEL analysis, the company should enable the identification of the company with the trends. The impact of the external environment factor can help the company to clarify why change is needed and identify the potential opportunities. The benefits of PESTEL are to provide the cross-functional skills, reduce the impact of potential threats, encourage the development of strategic thinking, enable the company to exploit the new opportunities, and enable to access in the new markets for both of nationally, and globally (Free Management eBooks).

#### **2.3.4 Porter's Five Forces Analysis**

Porter's five forces analysis is to determine the competitive intensity and attractiveness of the market. This Porter's Five Forces analysis is a model to help the business for analyzing about the competitive forces and the overall strategy structure in order to create the effective strategy in the decision-making. This is useful tools for understanding the strength of the company's current competitive position and the position that the company wants looking forward. Moreover, it can also be used to identify the strengths, improve the weaknesses, and avoid the mistakes (Downey, 2007, pp. 7-8).

- *Threat of new entrance* is about the determination how is easy or difficult to enter a particular industry. Every industry has different level of barrier for the new entrances due to many conditions, such as the large amount of initial investment, law and regulation, intense competition of existing company, low customer loyalty, cost leadership of existing company, monopoly and so on. If the treat of new entrance is high, that means it is very difficult to get in to the industry because of high cost of investment, low profit margin and high existing competitors. The example is airline, power plant, car manufacturer, drinkable manufacturer, department store, etc. Whereas the low barrier of entry is to show, the new company can enter easily to the market.

- *Bargaining power of supplier* is how strong power of supplier who provide the raw materials and ingredients to the company or manufacturer. The company or manufacturer can have many suppliers or just one; however, there are high risks that can cause from the suppliers. It is not just the customers, competitors, wholesaler, or retailer affecting to the company. The high bargaining power of supplier means that there are a few suppliers and substitutes' raw materials, high switching cost, suppliers

hold scarce resources and so on. Many problems may be a form of risk to the company from the suppliers such as bad quality of raw materials, higher prices of raw materials, bankrupt of supplier, and so on. Low bargaining power of supplier is opposite to the high power.

- *Bargaining power of buyer* is the power of the customers who can bargain with the company because in order to sell the product or service that company needs to be concerned about the customer's satisfaction as main factor. Therefore, if the customers have high bargaining power of purchases which they want to get high quality of the product or services at cheaper price. Besides, it depends on the condition of situation such as large quantity of buying, few buyers existing, and low switching cost, many substituted products, and price sensitivity. With these factors can cause of high bargaining power of buyers.

- *Threat of substitute* is about the customers or buyers have many options to buy that are similar products. If the customers can find easily for the substitute with more reasonable price and better quality, it means high threat of substitute. Mostly, the customers compare the same products and services with the competitors. On the other hand, the less of competitors in the market is means to the low threat of substitutes. In addition, the price of the product is one of the criteria to switching the brand. For example, the cheaper the price of the product, the easier to switched brands, when the new products come in the market like green tea "Oishi or Ichitan", coffee brand, Lays' potato chip, Pepsi, Coca-Cola, Est and so on.

- *Competitive rivalry* is the element that can force the level of the intensity of the competition in the marketplace. The high intense of competition is when there are many competitors, high exit barrier, slow growth industry, undifferentiated products, imitating competitors, high fixed cost, diversity of rivals and low customer loyalty.

Five Forces are the basic framework that every business needs to use for the analyzing because the five elements are the external risks that harm the business to get loss and it is dealing with the business directly. After the analyzing, the business operation will know what the impact of threat is and prioritization of the risk that can damage the business the most one.

### **Use of Porter's Five Forces Analysis**

Normally, this Porter's five forces analysis framework used to evaluate the qualitative information of the company's strategic position. This model is designed to be used at the line of business industry level, which is not designed to be used at industry sector or it can be defined at basic level only; a market that similar products or services are sold to the customers. The first fundamental issue in the corporate strategy is the selection of industries, which the company should compete in the same competitive market. The global competition has an average of 1,000 companies that compete in approximately 52 industries (business lines) (Free Management eBooks).

**2.3.5 Competitive Analysis** is the evaluation of the potential current competitors' strengths and weaknesses of what they offer their unique point to the market and marketing strategies. It is very important to know about the competitors that they can affect our business directly and indirectly. So this analysis provides the offensive and defensive strategies to specify with the opportunities and threats. In order to understand the competitors, the company needs to know of who their competitors are, what are their products and services, what are their strategies, what are their marketing activities, what are their strengths and weaknesses, what are the threats' impact, and what are the potential opportunities. After understanding the competitors' information, so the company can create three basic competitive strategies (Dzemyda, 2014):

1) General cost leader is the company can reach lower cost of products or services than competitors, so that the company can offer the lower selling price in order to gain the market share.

2) Differentiation is about offering the unique products or services such as features, performances, design, attributes and so on. The differentiation can attract easily the customers to purchase than competitors product. Moreover, the customers easily remember the company' product and it is to support for strong positioning in the market.

3) Concentration is to focus on the concentration of authority in several market segments, not the entire market, so it can be called "niche market." This strategy selects the segment or group segments in the industry to serve them to the exclusion of others.

### Use of Competitive Analysis

The purpose of the competitive analysis is to determine the strengths and weaknesses of the competitors in the same market. The strategies can provide for the advantages and barriers to prevent for the new entrances joining the market. To analyze the competition, starting from identifying the current and potential competitions, which there are of two ways to identify; look at the market in the customers' viewpoint and group the competitors according to the various competitive strategies. After grouping them, so the company can start to analyze their strategies for where they are most vulnerable (Dzemyda, 2014).

**2.3.6 SWOT Analysis** is a simple strategic technique that uses to evaluate the strengths, weaknesses, opportunities, and threats of the businesses. This tool is to help the researcher to identify and prioritize the business goals, and set up the strategy of achieving them. There are four elements of SWOT analysis, which are Strengths, Weaknesses, Opportunities and Threats. The positive elements are Strengths and Opportunities whereas Weaknesses and Threats are the negative elements needed to avoid or fix it.



## Figure 2: SWOT Analysis

Source: (Ommani, 2011)

There are two sections of SWOT analysis that are internal factor (Strengths and Weaknesses); all factors occur from inside the businesses, and external factor (Opportunities and Threats); uncontrollable factors that impacts the businesses from outside. These are all examples of internal factors

- Financial resources (funding, strong financial support, sources of income, investment opportunities)
- Physical resources (location, facilities, and equipment)
- Human resources (high skilled employees, volunteers, target audiences, good leaders in the organization)
- Access to natural resources, trademarks, patents, and copyrights.
- Current process (employees programs, department hierarchies, software systems, supply chain, etc.)

The external factors are always influences to all business sectors even big or small businesses. Sometime those factors can affect directly and indirectly the businesses. Therefore, the owners have to be aware of those factors and keep on updating into the current situation analysis. Otherwise they will lose the good opportunities or unable to escape the threats if they do not know.

These are examples of external factors

- Market trend (new products and technologies, the consumer behavior's change)
- Economic trend (inflation, deflation, high interest rate, high GDP, and recession)
- Funding (donation, legislature and other resources)
- Demographics
- Relationship in the supply chain
- Political, environmental, and economic regulation
- Human resources (high skilled employees, volunteers, target audiences, good leaders in the organization)

After listing up all of factors for SWOT analysis that can set up the strategies to focus on the leveraging the strengths and opportunities to overcome the weaknesses

and threats. On the other hand, the strategies should develop appropriately according to the business situation (Ommami, 2011)

#### **Use of SWOT Analysis**

When using the SWOT analysis, the researcher has to ensure that all of internal and external factors are prioritized in order to concentrate on the most significant factor first. It also includes for the risk evaluation to ensure that high impact threats and opportunities are clearly identified and deal with the priority order. Secondly, the identified issues are retained in the formation process. Besides, the analysis should be pitched at the company activities level rather than at the total company level because it would be less actionable (Downey, 2007, pp. 5-6).

**2.3.7 TOWS Matrix** is the effective way to combine between internal (strengths and weaknesses) and external (opportunities and threats) factor in order to develop the strategy (Shahzad Trading & Consulting FZE).

#### **Use of TOWS Matrix**

To apply the SWOT analysis in order to carry out a TOWS analysis, consider the following combinations (Shahzad Trading & Consulting FZE):

**Strengths/Opportunities (SO)** - is the use of listed internal strengths in the SWOT analysis to determine how each internal strength can help to capitalize on the external opportunities.

**Strengths/Threats (ST)** - is the use of listed internal strengths in the SWOT analysis to determine how each internal strength can help to avoid the external threats.

**Weaknesses/Opportunities (WO)** - is the use of listed internal weaknesses in the SWOT analysis to determine how each internal weakness can be eliminated on the external opportunities.

**Weaknesses/Threats (WT)** - is to consider the use of weaknesses in the SWOT analysis to determine how to avoid the threats.

**2.3.8 STP Model** is the marketing tool that is used to identify the characteristics of the customers who they are and what they are. It is important to classify a group of customer which each group of them has some similarity for the interest, background, age, gender, preference, behavior and so on. The similar group can be classified into the same group for the marketer provides the particular products for them. In addition,

this model also sets the position of the product brand itself to display for their image and position to the audience clearly. The brand positioning can make the audiences to remember the brand as well. The STP model has three steps that help to analyze and get the result for offering the value to specific groups.

Step1. Market Segmentation- is to divide the customers into groups of people and each group of them has common characteristics and needs. There are many categories to segment the target market.

- Demographic- is the variable that referred to the personal statistics such as age, marital status, gender, ethnicity, sexuality, education, nation, income, occupation, household (business) and so on.
- Geographic- is divided by region, country, state, city, location, area, etc.
- Psychographic- is divided by the personality, risk aversion, value, lifestyles, etc.
- Behavioral- is divided by usage rate, benefit sought, distribution channel used, brand loyalty, etc.

For example, the Adventure Travel Company is an online travel agency that provides service to the worldwide adventure vacations. The segment of the company has 3 segments group of customers. First group is the young married couples who have lifestyle to enjoy eco-friendly vacations in exotic locations. Second segment is the middle class families who want safe, family-friendly packages because they want to enjoy their safe fun and travel with children. Last segment is for the retired people; mostly they are looking for the stylish and luxurious vacations in well-known location.

Step2. Target marketing- is about breaking a market into segments and focusing the marketing effort on each segment to serve with those customers' need and want. To offer the right products match with the customers' desire that can help the marketer saving the cost of product, price, place and promotion, cost- effective. To target the group of customers that has many factors to concern; concern for the profitability of each segment and range them for the most profit of the company. Then, to analyze for the size and potential growth of each segment in the future, next the marketer needs to be careful for the product and service offering that serve to the customers.

Step3. Positioning is to identify the product's position in the market. This step is very important if the marketer does not set up clearly, it can make the audiences confused and they may not see the value of the product. This step involves

implementing the target customers. In order to identify the position the product target the most valuable customer segments. Firstly, the market has to concern at the customers' preference more than the competitors do. Then the marketer needs to understand the unique selling point of the product very well because the unique selling point can help to determine the position on the map. Lastly, the marketer needs to create the value proposition that explain clearly for the product' offering can meet the customers' requirement, then developing the campaign to communicate the value proposition into the target customers. To create the positioning map, it needs two dimensions of the analysis to compare between our products' offering and the product's competitors. However, the positioning map can have more than one map for the analysis.

The literature review of the marketing plan that has mentioned the above helping the reader to understand more clearly about the definition, meaning, process of use, and the example of them. All of marketing tools are useful for developing the effective marketing plan in real life. Besides, those tools are basic things of the marketing plan should have for preparing the marketing plan and the marketer should not miss of any tools (Drejer, 2016).

**2.3.9 Buyer behavior:** when the customers have to make a purchase, it requires a lot of time and information for the decision-making. Therefore, there is dividing into 4 parts based on the extent of buyer involvement and the extent of differences among brands (Cristiana, 2009).

	High Involvement	Low Involvement
Significant differences between brands	Complex Buying Behavior	Variety Seeking Behavior
Few differences between brands	Dissonance Reducing Buying Behavior	Habitual Buying Behavior

**Figure 3** four-buyer behavior

**Source:** (Priscillia & Bibiana, 2008)

- 1) Complex buying decision: is when the customer purchases the high quality of the product or service and before making a decision, the purchaser needs to seek a lot of information about it (Cristiana, 2009).
- 2) Dissonance reducing buying behavior: is when customers are highly involved with buying a product as a result of the fact, because of the expensive price or rare item (Cristiana, 2009).
- 3) Variety seeking behavior: is when the customers go shopping and experiment with a variety of product (Cristiana, 2009).
- 4) Habitual buying behavior: is when consumers purchase a product out of products (Cristiana, 2009).

## **2.4 Market Strategy**

After identifying the goals and objectives, the marketing tools will help the marketer to reach the achievement of the goals. Nevertheless, the market strategy is to explain for how to use those tools and resources to achieve the goal as practicable. To prepare for the marketing strategy, the marketer has to make sure that the products or services offering meet the customers' demand and satisfy their need and want. Moreover, developing in long-term profitability is necessary to create for relationships with those customers. All strategies should be flexible that can respond to change in the customer perceptions and demand. With this can help the marketer to identify the completely new markets that can reach the target successfully (Panita Thawornthamarat, 2016). Similarly, as (Kotler, 1997) mentioned about the marketing strategy that the marketing function organizes all activities to achieve a profit growth in sales at a marketing mixed level. In addition, the purpose of the marketing strategy is to identify and communicate the benefits of the business offering to the target market.

McCarty (1975) created the concept of marketing mix as basic elements "4Ps" namely by product, price, place, and promotion. Mostly the marketer uses the marketing mix in order to deploy the marketing strategy as effectively as possible. Moreover, this concept can be used for business to business (B2B) and business to customer (B2C).

**2.4.1 Product Strategy-** the product is not to explain about the product offering only but it also includes the total package and benefit of the product. In order to develop

the product, so the marketer has to consider in the customer's view for the value delivering. The product value can be as physical product, brand name, company reputation, repair service, etc. (Drucker, 1954). Offering the product to the customers, it should be differentiated from the competitors' product as "**Product differentiation**"; otherwise, the product will end up. There are nine differentiated product offerings; form (size, shape, product physical), feature, customization, performance quality (low, average, high, superior level), conformance quality, durability, reliability, reparability, and style (Kotler, 2012, pp. 350-353).

**2.4.2 Pricing Strategy-** pricing is one major important component of the marketing plan, the assigned price will impact the customer view to the product. Price is also to help for the product's differentiation from competitors. There are many factors affecting to the product strategies that can be derived from research, competitors' price, industry' price, and company goal and objectives. However, the marketer should consider to determine the price according to the company' goal and objective success (Pennsylvania University, 2007). The price can communicate to the market for the company or products' value positioning. The price has changed over time for many reasons such as product development, changing position, demand and supply in the market, and so on. So it is very important to keep reviewing the pricing strategy (Vazifedoost & Abdi, 2016). When the company wants to set the price, there are six steps in the process, mentioned Kotler (2012, pp. 411-425).

Step1: Selecting the pricing objective- the company should decide to position itself market offering that will be easier to set the price. It has five objectives; survival (cover fixed and variable cost), maximum current profit, maximum market share (lower Units cost), maximum market skimming (start high and slowly drop overtime), product quality leadership, other objectives.

Step2: Determining demand- different demand can have different impact on the company objectives. Normally, the price is inversely relationship with the demand as "*Price Sensitivity*". When setting the price too high, so the demand will be less because the customers cannot affordable to purchase.

Step3: Estimating Costs- when the company sets the price, it should cover total cost of units; otherwise, the company will not gain profit. There are three concepts to estimate the cost of production.

- Total cost of production has two forms; variable cost (vary direct with the level of production) and fixed cost (known as overhead that does not vary on the production).

- Accumulated production is the lower cost per unit when produce high number units produced.

- Target costing is the cost change with the production scale and experience; result of designers, engineers, and purchasing agents to reduce the cost through target costing.

Step4: Analyzing competitors' costs, prices, and offers- is to compare the products' prices and cost between the company and main competitors.

Step5: Selecting a pricing method- there are three considerations of price setting; ceiling price, oriented point, and floor price.

- Markup pricing: is to add a standard markup to the cost of product.

- Target- return pricing: is determining the price at target rate of return on investment.

- Perceived- value pricing: is to set the price according to the customers' perceived value.

- Value pricing: is to set the price for the customers to aware of the value of product or as high quality.

- Going rate pricing: is determining the price according to the competitors in the same industry.

- Auction- type pricing: is set the price by the customer's price for who offer to purchase at highest price.

Step6: Selecting the final price- the company needs to consider for additional factors, impact of marketing objectives, company pricing policy, gain, and risk sharing pricing, and the impact to the other parties.

These are the step and factors need to consider when require to set the price. Moreover, the price can be changed or adapted depending on the situation as seasonal, promotion, and customer demand for short time period in order to boost the sales company volume.

**2.4.3 Place Strategy-** is about delivering the products and services from the seller to the user or ultimate customers by intermediaries. In this element has a cost to

add into the product. Actually, the company can transfer products directly to their customers. However, there are some reasons of using intermediaries because they can perform cheaper and more efficiently than the producer can (Donnelly, 2001). While Kotler (2012, pp. 437-442) stated most of producers do not sell their product directly to the customers, the intermediaries stand between both of them, so that can be called “trade channel” or “distribution channel”. The marketing channel is set as independent organization in the process of taking products or services into customers’ hand.

There are two strategies of customers reaching the products;

1) Push Strategy- to induce the intermediaries to provide for promoting and selling the product to the final users. This strategy will be used when the product is low brand loyalty and providing the promotion to impulse the customers, so that the customers can make a decision easier on the promotion.

2) Pull Strategy- is using the advertising, promotion, and other communication tools to attract the customers come to purchase the product in the store. The strategy is suitable when the brand of the product is high loyalty and high involvement, so that the customers will come to the store because of their want.

**E-Commerce** becomes important for the transaction of the current businesses that use the website as store or shop. Website can provide transacting and facilitating the products or services via online. There are many advantages of using e-commerce to operate the business; helping the products online store instead of off-line store, increasing the profit, reducing the cost, and enhancing the sustainability of the firm. Moreover, it also has the potential to improve the operation efficiency in the supply chain and inventory management (Barkley , Markley, & Lamie, 2007).

**2.4.4 Promotion Strategy-** is the communication with the customers for creating the awareness of the product itself and product’s features. So in order to create the effective marketing, requires the integrated marketing communication for both of personal selling and non-personal ones like advertising, sales promotion, and public relation (Drucker, 1954, p. 11). The marketing communication is to inform, persuade, and remind the consumers directly and indirectly for the product and brands. It is like the voice of the company and brand. Moreover, the marketing communication can be used to build the relationship with the customers. There are eight major modes of marketing communication mix (Kotler, 2012, p. 498);

1) Advertising- is a non personal presentation and promotion of product or service via print, broadcast, network, electronic, and display media. Some examples are newspaper, magazine, radio, television, telephone, billboard, etc.

2) Sales promotion- is short term incentive to encourage the sales volumes such as sample, coupons, discount, rebate, premium and gifts.

3) Event and experiences- is to create the activity and program that build the relationship with the customers such as sport, art, entertainment, and so on.

4) Public relations and publicity- has two programs provided both of internally employees and externally customers, and others to communicate the company or product's image.

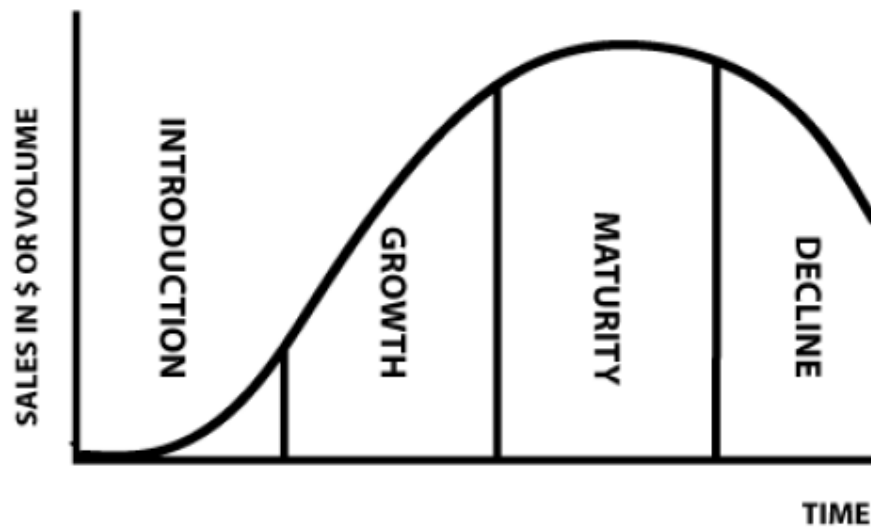
5) Direct marketing- is direct communication with clients and customers such as mail, telephone, e-mail, fax or internet from the seller.

6) Interactive marketing- is designed to engage the customers directly or indirectly that aims to create the awareness, improve brand's image, or boost the sales.

7) Word of mouth marketing- is transmitting the message from customers to customers by written or oral for the product experiences. It may be positive and negative which depends on their satisfaction.

8) Personal selling- is face to face interaction between sellers and customers for any purpose such as presentation, answering question, or procure order.

Each mode of marketing communication will be used for different purposes and benefits, in some modes are benefit in short term while another is good in long-term profit. However, any marketing activities should generate the income more than the expense budget. Otherwise, the company will gain loss on profitability. Moreover, the use of marketing communication tools can be used depending on the product life cycle stage.



**Figure 4:**Product Life Cycle Stage

**Source:** (Sharma, 2013)

The product life cycle (PLC) is the fluctuation of sales since beginning of the product until the ending of product life (Cox, 1967). While Forrester (1961) recommended PLC as applicable tools that use for the homogeneous characteristics and customer viewpoint of the product to define the PLC stage and analyze them. It can help the marketer for developing new product and understanding more the market opportunities.

1) *Introduction stage*- is the beginning of new product launching into the market and most of customers do not aware of the product familiarly. Therefore, it is to introduce them for the awareness of product's benefit. In this stage needs to spend lot of money on advertising but the sales is not high. If the sales can grow up, so the new product can pass into the growth stage. However, sometime the company has to use the other promotional strategies to keep the sales growing; publicity, event, experiences, and sales promotion (Anderson, 1984) (Kotler, 2012, p. 515).

2) *Growth stage*- there is rapid growing number of buyers who want to get the product. The competitors also is aware of the company' product in this stage, so that the new product is already get into the market. The growth stage is during the birth and peak stage, the company should build a reliable supply chain, set a reasonable price,

and plan for the efficient production line. Moreover, the company needs to accept all feedback in order to improve the product performance (Anderson, 1984). The integrated marketing communication tool can be used for this stage should be able to increase the promotional activities such as word of mouth, interactive marketing, personal selling, and advertising (Kotler, 2012, p. 515).

3) Maturity stage- is the peak stage of sales volume that cannot go higher in sales volume. This stage has high competition and the company may gain lower profit margin because there are many competitors may start advertising more strongly and providing the sales promotion to increase their sales volume (Sharma, 2013). The important tools in this stage should be advertising (reminding), events and experiences, limited personal selling, and direct selling (Kotler, 2012, p. 515).

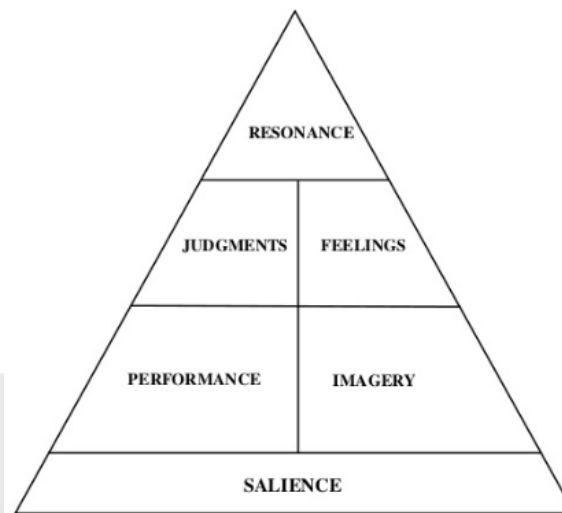
4) Decline stage- is during the commercial death and market death, which means the sales volume is dropped down or it times inability to sell the product anymore. Therefore, in this stage, the company should cut the cost off due to the decreasing demand and number of distribution centers should be decreased. The price and non-price should be withdrawn in order to reduce the inventory level (Cox, 1967). The promotional strategy should be used is sales promotion (Kotler, 2012, p. 515).

**2.4.5 Brand:** is defined as a name, term, sign, symbol, design, or a combination of them, to identify the product or service of one seller or group of seller in order to differentiate their product from other competitors (Kotler, 2012).

- Branding is giving products or services with the power of the brand (Kotler, 2012).

- Brand equity can be any assets or liability that connected to the brand name, to add the value to the product (Priscillia & Bibiana, 2008).

- Conceptualization of consumer based-brand equity: is the step of building a strong brand involves a series of steps as a part of a “branding ladder” (Priscillia & Bibiana, 2008). It is to define the customers think, feel, and act with the brand.



**Figure 5** Customer Based Brand Equity Pyramid

**Source:** (Kotler & Keller, 2012)

- 1) Brand salience: is about the customers' thought of the brand under various purchases (Keller, 2009).
- 2) Brand performance: is the meeting of the product or service and customers' functional needs (Keller, 2009).
- 3) Brand Imagery: is the extrinsic property of the products or services that the brand meets with the customers' psychological or social needs (Keller, 2009).
- 4) Brand judgments: is the personal customers' opinions and evaluations (Keller, 2009).
- 5) Brand feelings: is the customers' emotional response and reactions with respect to the brand (Keller, 2009).
- 6) Brand resonance: is to show the relationship of the customers having with the brand (Keller, 2009).

## 2.5 Financial Projection

Financial part in the marketing plan is presented as marketing budget. So, the marketing budget is often symptoms of issues about the marketing and sales activities in the company. There is a direct relationship between the company's effectiveness of marketing and sales and the ability to evaluate, develop, and track a marketing budget. The effective marketing budget is depended on the well-developed marketing plans. To

draft the right for the marketing budget, it is necessary to allocate money toward the marketing activities that go along with the goal and strategy in the marketing plan. Therefore, the marketer needs to understand clearly the marketing and sales in order to separate them. The marketing is how the marketer wants to position the company or product in the market. The positioning means communicating the message into the market that make customers recognize the company or brand. There are many marketing activities such as public relation, branding, advertising, material development, promotional items, social media, and sponsorships. Whereas the sales is closed of the deal such the activities as sales call, need assessment, dealing with objections, proposal presentation, and sales management (The Whetstone Group, Inc.).

Sales forecast is necessary to evaluate the company expected income that can be determined, the success of forecast by many factors. There are two approaches of sales forecast, which are qualitative and quantitative approach. It cannot make sure with the forecast will be exact accurate and it must have some errors which it depends on time, situation, trend, market, competitors, suppliers and so on (Narkevisius & Seskauskis, 2016). There are different techniques to be used for sales forecasting such as judgmental method, counting method, time-series, casual method, and newer method (Aronsson & Jonsson). Judgmental method is the qualitative approach that bases on the historical data with unstable environment. This method forecasts from the information inside the company as well as experience about the future sales. The disadvantages of judgmental method are biased and limited opinion that can come up with the human thinking (Kavanagh & Williams, 2014). Counting method is about asking the customers, competitors, and other people's feeling for the product. It is a survey that collects the primary data is gotten for company's future forecast or use data from the secondary data to forecast accuracy (Aronsson & Jonsson). Time series is using the statistical data to forecast of future sales that can be recorded from the observation. It always assumes from the trend and seasonal components (Grandell). Casual method is to assume the variable being forecast is related to other variables in the environment. This method uses the input from leading indicators to predict for the future sales, so that is called regression model that opposite with the time series. It is to find the correlation between the different data helping the sales forecast becoming more accuracy (Aronsson & Jonsson). Newer method is working as human brain that can

update the data. It is assuming from the non-linear regression model that is difficult to understand clearly (Aronsson & Jonsson).

For the new product, development is difficult to forecast accuracy because there is no historical data and the product is new launching into the market, so most of customers do aware of the product yet. Therefore, to be highlighted the accuracy is not important factors. There are three issues to be concern for new product forecasting, which are lack of historical data, lack of awareness about the forecast method, and no benchmark for forecasting model effectiveness evaluation. So when to forecast of new product, it needs the previous product sales or similar product related to the new product. Another way to forecast would be market research that can be purchased from the external party or made by the company as itself. The market research can provide how much the customers need for the new product to represent the total number of population (Narkevisius & Seskauskis, 2016).

## **2.6 Implementation and Controls**

The implementation is a key of success in the business operation because even though the company can make a very good marketing plan, it does not understand how to implement, so the plan will not be accomplished. It can be said that the planning is an easy part to do rather than implementation. The plan may contain all good ideas about the marketing penetration, segmentation, globalization, and competitive advantages. However, without the implementation, the plan remains some ideas on a piece of paper. Thereby, the achievement of marketing plan depends on the quality of management and understanding of marketing. Moreover, the implementation is a key determinant in the success or failure of strategic activity (Drummond, Ensor, & Ashford, 2008). While Kotler (2012, p. 662) stated the marketing implementation is the process of turning marketing plan into action assignment and to ensure for the accomplishment of the plan objectives.

Marketing control is the process of evaluation the effect of the marketing activities and programs and after that making or adjusting the implementation to meet the objectives (Kotler, 2012, p. 663). Graeme (2008) mentions similarly to Kotler and also said about the aim of control to ensure behavior, systems, operations conform to operate objectives. The marketing manager needs to aware of range of control variables;

financial measures, budget, performance appraisal and benchmarking. There are four types of marketing control

1) Annual plan control- is to make sure the company can accomplish in term of sales, profits, and others in annual plan.

2) Profitability control- is to measure the profitability of the product, customer group, segments, trade channel, and so on.

3) Efficiency control- is to evaluate and improve the spending efficiency and impact of marketing expenditures.

4) Strategic control- is to examine the company is pursuing the best opportunities with respect to markets, products, and distribution channels.

The literature review of the marketing plan that has mentioned the above helping the reader to understand more clearly about the definition, meaning, process of use, and the example of them. All of marketing tools are useful for developing the effective marketing plan in real life. Besides, those tools are basic things of the marketing plan should have for preparing the marketing plan and the marketer should not miss of any tools.

## **CHAPTER 3**

### **METHODOLOGY**

This study examines the consumer behavior toward rice consumption and surveys to find out the customers' need and want the products. Moreover, the surveys will ask for their behaviors in daily living in order to develop the effective marketing plan that match with customer's living. The market research will provide about the customer's profile information that identifies the target group of customers and segmentation, so that the researcher can design for the product according to the characteristics of customers. Moreover, choosing the right media channels and advertising is necessary to be gathered from the market research.

### **3. 1 Sources of data**

This study proposes to use of both primary data and secondary data, to collect the information that use to analyze for the company to design the proper strategies suiting with the company's situation. The primary research is related to the response of customers' perspectives in order to understand what their requirement of new products. The secondary research will be gathered from the external environments that the company will see the opportunities and threats and. On these data used in combination to analyze in the SWOT analysis, marketing mix, competitive analysis, PESTEL analysis, market analysis, need analysis, and STP model.

**3.1.1) Primary data-** is gathered by the quantitative method that is collected by questionnaire survey. This survey is designed to ask about the consumer behavior, attitudes, and demand. Therefore, the answer of them will apply to design for the marketing mixed, need analysis, and identify the market segmentation, customer targeting, and positioning of the product. The questionnaire will be designed to ask via "Google form" where can distribute to the respondents without the unreachable area and spend less time for collection.

**3.1.2) Secondary research-** is collected from the completed sources that can get from the News, reliable website, research, and other institution's report. All of these sources of information are trustable. Most of information is gathered via Online availability. Therefore, it spends less time to find out and cheap cost of finding. However, the information will be updated in the lasted version in order to apply with the current situation. The collected data can provide to analyze and interpret for the SWOT analysis, competitive analysis, PESTEL analysis, and market analysis.

### **3.2 Population, Sample Size and Target market**

The population of this survey is the people who are living in Bangkok and they concern on their health for product selection. Those groups of people are suitable for this new developing products of vitamin rice and offering to them because of their lifestyle and their living habit. They have to work since in the morning until the evening. Most of time is wasted for the transportation and working hard in the workplace, so they do not have enough time to take care of themselves, especially health care. They prefer to consume for the additional nutrients from other sources to fulfill their need.

Moreover, people in Bangkok are concerned more on healthy rather than in provincial because of the social trend and behavior; looking good and strong health.

The data collection will use the convenient sampling technique; is a type of non-probability sampling method that requires the available respondents to participate in the research study (Saunders, M., Lewis, P. & Thornhill, 2017), for the primary research. The reason of using convenient sampling method is the needs to specify the particular group of people who we are concerned about their health. The questionnaires will be distributed by link of Google form to them.

The researchers use this sampling method to identify the infinite population. In this case, the infinite population is “healthy people” and the researchers try to collect data from convenience sampling. Cochran developed the formula to calculate a representative sample for proportions (University Mathematics Association, 2013). The sample size is a large group proportion whose degree of variability is unknown. Assuming the maximum variability, which is to 50% ( $p = 0.5$ ) and taking confidence level with  $\pm 5\%$  of precision. To determine the minimum sample size then apply the formula:

**n = number of sample size**

**z = degree of confidential level = 1.96**

**p = the estimated proportion of an attribute**

**q = 1 - p**

**e = Level of precision**

$$n = \frac{(z^2) * p * q}{(e)^2} = \frac{(1.96^2) * 0.5 * 0.5}{(0.05)^2} = 384.16 \approx 385$$

The requirement minimum sample size is approximately 385 respondents.

### 3.3 Survey design

The questionnaires survey consists of 3 parts, which are about sample profile, consumer behavior, and customers' attitude toward marketing mix. The form of

question will be closed-end question that is used for quantitative analysis as numeric data. The first section composes of 6 multiple questions that ask about the demographic information of the respondents, to find out for the respondents' background. The second section composes of 2 dichotomous, 8 multiple choices, and 4 checklist questions. The last section is Likert Scale of 5 issues that ask about the marketing mix factors affecting to the consumers' decision to purchase rice, including the importance of the brand as the customers received. The approaches of data analysis include descriptive statistics, frequency, percentage, and mean.

### **3.4 Data Analysis**

Before distributing the questionnaire, the researcher needs to test for the reliability for 30 respondents. Reliability is to test for consistency, stability, and repeatability of the collected information (Brink, 1993). With the inconsistent result shows the unreliability of questionnaire because of the inappropriate question, and the similar result show to the high degree of reliable questionnaire. There are 3 types of reliability which relate to (1) the degree to which a measurement, given repeatedly, remains the same (2) the stability of measurement over time; (3) the similarity of measurements within the given time period (Golafshani, 2003). The researcher use the method of Cronbach's alpha to measure the internal consistency a group of items by measuring the similarity of the group of items. The range of Cronbach's alpha value is during between 0 – 1 (BrckaLorenz, Chiang, & Laird, 2013). MCMillan and Schumacher (2001) suggest for alpha value should be higher than 0.7 that will be reliable. If the alpha value is below than 0.7, the researcher should revise the questionnaire and repeat the measurement until to get value as suggestion. However, the researcher must be careful the cause of source of error when be planning and implementing for the study. The source of error can categorize as following; researcher, subject participating in the project, situation and method of data collection and analysis (Brink, 1993).

## Reliability

### Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.920	19

**Figure 6:** Cronbach' alpha test

After testing Cronbach' alpha of questionnaire for 30 samples with 19 questions, the result is 0.92, which is more than the 0.7, so that the questionnaire result is reliability.

When after testing reliability, the researcher can distribute the questionnaire according to number of sample size, which is 385 respondents. The data collection can be analyzed by "Descriptive Statistics", that refers to present the frequency, percentage, mean value and standard deviation (Panita Thawornthamarat, 2016).

- Frequency is the number of times a given data occur in a data set.
- Percentage is a proportion in relation to a whole, which is usually amount per hundred.
- Mean is the sum of total number divided by number of items or average.
- Standard deviation is the extent of deviation of the data.

The class interval is calculated by using the formula below (B. Lawal, 2014);

$$\text{Class Interval} = \frac{\text{High data value} - \text{Low data value}}{\text{Number of Classes}}$$

$$\text{Class Interval} = \frac{5 - 1}{5} = 0.8$$

The width of each interval is 0.8, so that the intervals are explained in the following (Panita Thawornthamarat, 2016);

<u>Score</u>	
1.00 – 1.80	describes the lowest important level
1.81 – 2.61	describes the low important level
2.62 – 3.42	describes the moderate important level
3.43 – 4.23	describes the high important level
4.24 – 5.00	describes the highest important level

Then the overall results of the questionnaire will be presented in the Section 1 to align with the analyses.

## CHAPTER 4

### RESEARCH FINDINGS

#### 4.1 Analysis the questionnaires result

The result in the first part of questionnaire presents the information about demographic factors of respondents such as gender, age, income, marital status, and occupation. The result is shown in the table below by presenting as percentage and frequency.

**Table 2** Demographic factor classified gender

Gender	Frequency	Percentage
Male	119	31%
Female	266	69%
<b>Total</b>	<b>385</b>	<b>100%</b>

From the table 2 shows the demographic factor of the respondents is classified by gender. The total respondents are 385 people that consist of 119 of male (31%) and 266 of female (69%). However, it is not significant for vitamin rice's segmentation. Both of male and female can be segmentation.

**Table 3** Demographic factor classified by age

Age	Frequency	Percentage
Under 21 years old	16	4%
21 – 30 years old	264	69%
31 – 40 years old	50	13%
41-50 years old	34	9%
51-60 years old	15	4%
Above 60 years old	6	2%
<b>Total</b>	<b>385</b>	<b>100%</b>

Table 3 shows the result that most age of respondents is 21 – 30 years old for 264 people, which is equal to 69% from total 385 respondents, followed by 31 - 40 years old for 50 people (13%), 41 - 50 years old for 34 people (9%). Both of less than 21 years old and 51 - 60 years old are equal that are around 16 people or as 4%. The least age group is above 60 years old for 6 people (2%). The segmentation of vitamin rice should be age during 21 – 40 years old, which is 83% of the amount respondents.

**Table 4** Demographic factor classified by marital status

<b>Marital Status</b>	<b>Frequency</b>	<b>Percentage</b>
Single	324	84%
Married	56	15%
Widow/Separate/Divorce	5	1%
<b>Total</b>	<b>385</b>	<b>100%</b>

The table 4 shows that the most of the respondents are 326 single people or 84%, followed by 56 married people (15%), and 5 people for widow, separate, or divorce (5%). The segmentation of vitamin rice should be offered to single consumers

**Table 5** Demographic factor classified by occupation

<b>Occupation</b>	<b>Frequency</b>	<b>Percentage</b>
Student	146	38%
Government Officer	55	14%
Corporate Employees	137	36%
Business Owner	37	10%
Others (Please indicate).....	10	3%
<b>Total</b>	<b>385</b>	<b>100%</b>

Table 5 shows the result that the job majority is students for 146 people (38%), followed by corporate employees of 137 people (36%), government officials of 55 people (14%), and business owner 37 people (10%). The other occupations have 10 people for 3%, which are freelance, no job, and housewife. The vitamin rice should segment the group of student and corporate employees, which are the majority representing as 283 people for 74%.

**Table 6** Demographic factor classified by income

<b>Income</b>	<b>Frequency</b>	<b>Percentage</b>
Under 10,000 THB	126	33%
10,000- 20,000 THB	109	28%

20,001- 30,000 THB	68	18%
30,000 THB or more	82	21%
<b>Total</b>	<b>385</b>	<b>100%</b>

The table 6 shows the most income of respondents are less than 10,000 baht for 126 people (33%), followed by 10,000-20,000 baht for 109 people (28%), more than 30,000 baht for 82 people (21%). The least group of income is 20,001 – 30,000 baht that has 68 people only (18%). So the segmentation should be income during less than 10,000 baht to 20,000 baht that is 235 people or 61%.

**Table 7** Demographic factor classified by education level

<b>Educational Level</b>	<b>Frequency</b>	<b>Percentage</b>
Primary school	3	1%
Secondary school	8	2%
High school	19	5%
Undergraduate school	282	73%
Graduate school (Master/PhD)	73	19%
<b>Total</b>	<b>385</b>	<b>100%</b>

The table 7 shows the result that has 282 people who are in undergraduate school or 73% as the majority, followed by the graduate school for 73 people (19%), high school 19 people (5%), secondary school 8 people (2%), and primary school 3 people (1%). Therefore, the segmentation of vitamin rice should be the group of undergraduate school.

**Table 8** Respondents classified by health consciousness

<b>Health Consciousness</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	364	95%
No	21	5%
<b>Total</b>	<b>385</b>	<b>100%</b>

Table 8 shows the result that most of the respondents pay attention to health consciousness for 364 people out of total 385 people, so that is 95%. There are 21 respondents who say no for health consciousness or it is only 5%.

From the above-summarized data, it can be explained that most of the people are able to be target customers of vitamin rice. Because the vitamin rice can serve for nourish the human body. It is not just to support of many systems in the body but it also helps to improve for stronger.

**Table 9** Respondents classified by types of rice

Rice Categories	Frequency	Percentage
Jasmine	246	64%
White rice	47	12%
Brown rice	5	1%
Rice berry	51	13%
Sticky rice	29	8%
Others (Please indicate) ...	7	2%
<b>Total</b>	<b>385</b>	<b>100%</b>

The table 9 shows that most of the respondents consume jasmine rice for 246 people (64%), followed by the rice berry for 51 people (13%) and white rice for 47 people (12%), sticky rice for 29 people (8%). The last order is brown rice for 5 people (1%) and other types of rice for 7 people (2%) such as Sao Hai rice, rice mixing of white rice, jasmine rice, rice berry, and brown rice.

Therefore, the jasmine rice should be applied for vitamin rice production process because it has the most consumption. To produce vitamin rice can use any type of rice for applying. Moreover, the jasmine rice is well-known in Thailand market and global market as for highest quality rice and reputation. So it can get into the large market share and a lot of growth opportunity.

**Table 10** Respondents classified by choosing the brand

<b>Rice brand consuming</b>	<b>Frequency</b>	<b>Percentage</b>
Mah Boonkrong	53	14%
Khai Jae	12	3%
Hongthong	4	1%
Bencharong	84	22%
Royal Umbrella	100	26%
Suphanhong	2	1%
Pathumthip	14	4%
Mittraphap	6	2%
Kasikorn	5	1%
Ku Krua	4	1%
Others (Please indicate) .....	101	26%
<b>Total</b>	<b>385</b>	<b>100%</b>

Table 10 shows the result that most of the respondents choose Royal Umbrella brand for 100 people or 26%, followed by Bencharong brand for 84 people (22%), and Mah Boonkrong brand for 53 people (14%). There is a similar number of respondents choose the brands which are Khai Jae, Hongthong, Suphanhong, Pathumthip, Mittraphap, Kasikorn and Ku Krua for 4 – 12 people (1%-4%). For the others have 101 respondents (26%) such as Tesco, Vitasia, Khashoa, no brand, and other local brands.

From the summarized data show that Royal Umbrella, Bencharong, and Mah Boonkrong are the main competitors in the market for health rice product. The vitamin rice should create the unique selling point in order to compete with them. These brands are very strong in the market. Vitamin rice should plan for the good communication marketing.

**Table 11** Respondents classified by purchase decision factor

<b>Purchase decision factors</b>	<b>Frequency</b>	<b>Percentage</b>
----------------------------------	------------------	-------------------

Price	208	19%
Quality	289	27%
Brand	49	5%
Flavor	118	11%
Texture	99	9%
Benefits	103	10%
Convenient location	120	11%
Packaging	42	4%
Promotion	47	4%
Others (Please indicate) ...	2	0%
<b>Total</b>	<b>1077</b>	<b>100%</b>

The table 11 shows that the majority of purchase decision factor is quality for 27%, followed by price as the second order for 19%. For the flavour, texture, benefits, and convenient location the same percentage around 9% - 11% that the respondents pay important to them. Brand, packaging and promotion are the least factors of the purchase decision, which is 4%-5%. The others have 0% but respondents concern on the odour of rice.

The marketer should focus on the product quality and pricing strategy that the customers will concern as the priority. The product should be clean, full shape (unbroken rice), and immixing of other rice. The quality can show off the premium product and it can relate to the product pricing. The price should be reasonable and worthy of the customers' purchase. However, other factors are still important as second and third order and the market would not skip on these parts.

**Table 12** Respondents classified by rice texture

Rice texture	Frequency	Percentage
Hard	10	3%
Soft	275	71%
Medium	97	25%
Others (Please indicate) ...	3	1%

<b>Total</b>	<b>385</b>	<b>100%</b>
--------------	------------	-------------

Table 12 shows the result that people like the softest texture of rice which is 275 people or 71%, followed by medium texture for 97 people (25%) and hard texture for 10 people 3%. The others are 3 people chosen (1%) which they like stick texture.

It is consistent with the rice preference of respondents for the jasmine rice. The jasmine rice has the soft texture but it is difficult to control the quality to maintain the same standard texture. Its need for time storing in the stock. The longer time can change the rice's texture. However, the soft texture can show on the package because the customers cannot know until they purchase so if the customers know the texture of the product, it is easier to make a decision.

**Table 13** Respondents classified by distribution channel

<b>Marketplace</b>	<b>Frequency</b>	<b>Percentage</b>
Tesco Lotus	120	31%
Big C	80	21%
Villa market	2	1%
Tops Supermarket	24	6%
Home fresh mart	5	1%
Grocery Store	62	16%
Seven- Eleven	32	8%

Healthy product store	11	3%
Others (Please indicate) ...	49	13%
<b>Total</b>	<b>385</b>	<b>100%</b>

Table 13 shows the places that respondents normally buy rice at Tesco Lotus as the majority for 120 people or 31%, followed by Big C for 80 people (21%) and grocery store for 62 people (16%). There are 32 respondents or 8% buy rice at Seven Eleven and 24 respondents for 6% at Tops Supermarket. The last group of respondents choose to buy rice from Healthy product store (11 people or 3%), Villa market for 2 people and Home fresh mart for 5 people (1%). The other places are MAKRO, Foodland, rice mill, fresh market, and so on, which have 49 respondents or 13%.

Therefore, the distribution channel can deliver the product to the customer's hand should be Tesco Lotus, Big C, and Grocery store, which are the main distribution channel for the vitamin rice available.

**Table 14** Respondents classified by frequency buying

Frequency buying	Frequency	Percentage
1- 2 times per month	311	81%
3-4 times per month	48	12%
more than 4 times per month	26	7%
<b>Total</b>	<b>385</b>	<b>100%</b>

The table 14 shows that the respondents would buy rice 1 – 2 times per month for 311 people or 81%, followed by 48 people (12%) of 3 – 4 times per month and 26 people (7%) of more than 4 times purchasing per month.

**Table 15** Respondents classified by size of package

Packaged size	Frequency	Percentage
1 kg.	94	24%
3 kg.	74	19%
5 kg.	177	46%
15 kg.	33	9%
Others (Please indicate) ...	7	2%
<b>Total</b>	<b>385</b>	<b>100%</b>

Table 15 shows the result that the respondents would like to buy 5 kg. as the size of the package, which there 177 people or 46%, followed by 1kg of 94 people (24%), 3 kg of 74 people (19%), and 15 kg of 33 people (9%). The others size has 7 people for 2% such as 2 kg, 10 kg, and 50 kg.

The package size will provide 1 kg, 3 kg and 5 kg for the customers' choice as the main target. The variety of size can be good advantages for the customers to choose that can serve for different consumption as individual and family.

**Table 16** Respondents classified by selling price

Price	Frequency	Percentage
Less than 31 baht	97	25%
31-60 baht	180	47%
61 – 90 baht	55	14%
91- 120 baht	23	6%
More than 120 baht	30	8%
<b>Total</b>	<b>385</b>	<b>100%</b>

The table 16 shows the price that most of the respondents pay for rice at 31 – 60 baht per kg of 180 people (47%), followed by the price less than 30 baht of 97 people (25%), 61 – 90 baht of 55 people (14%), more than 120 baht of 30 people (8%), and 91- 120 baht of 23 people (6%).

So the acceptable price is 31- 60 baht for the customers can be affordable. Selling at this price is appropriate and it still covers the cost of the product but gains less of profit margin. However, the price can be changed after the product is popular in the market.

**Table 17** Respondents classified by influencers

<b>Influencer</b>	<b>Frequency</b>	<b>Percentage</b>
Myself	251	42%
Family	234	39%
Friends	34	6%
Reviewers	40	7%
Celebrities	9	1%
Sellers	31	5%
Others (Please indicate) ...	4	1%
<b>Total</b>	<b>603</b>	<b>100%</b>

The table 17 shows that the most influencer can attract the respondents to buy rice is oneself for 42% and followed by family 39%, whereas other influencers are less important to attract the respondents to 7% of reviewers, 6% of friends, 5% sellers, 1% of celebrities, and 1% of others.

As oneself and family are the most influencer to persuade the customers. The advertising is important. The promotional strategy should be used to create the brand awareness, especially advertising is the most appropriate tool. The advertising can be broadcasted to the public. More people reach the advertising, the product brand becomes more well-known.

**Table 18** Respondents classified by source of information

Source of information	Frequency	Percentage
TV	184	24%
Radio	22	3%
Billboard	88	11%
Website	96	12%
Friends/ Family	168	21%
Brochures	33	4%
Social networks	128	16%
Customers' review	56	7%
Others (Please indicate) .....	7	1%
<b>Total</b>	<b>782</b>	<b>100%</b>

The table 18 shows the most source of information is seen by 184 respondents (24%) for TV, followed by 168 people (21%) friends and family, 128 people (16%) of the social network, 96 people (12%) of the website, and 22 people (3%) of the billboard. For the unimportant source of information that respondents can reach are 56 people (7%) of customers' review, 33 people (4%) brochures, and 22 people (3%) of radio. The other source of information is 7 people for 1% that comes from word of mouth, community, and no source.

From the information above shows that the vitamin rice should advertise through television and social network, where the customers have a high opportunity to aware of the product. In addition, using the word of mouth to create the brand awareness is very important for the friends and family invitation.

**Table 19** Respondents classified by people who are willing to try new product

New product interest	Frequency	Percentage
Yes	300	78%
No	85	22%
<b>Total</b>	<b>385</b>	<b>100%</b>

The table 19 shows that there are 300 respondents out of 385 respondents (78%) answer willing to buy vitamin rice, whereas 85 respondents (22%) answer "No".

So the new product "vitamin rice" can have high opportunity to enter the market. However, there are other factors which the customers will consider such as price, place and promotion. Therefore, the marketing mix should be created suitable for the target customers in order to provide the customers' satisfaction and get the customers' loyalty.

**Table 20** Respondents classified by attractive promotion

Attractive promotion	Frequency	Percentage
On-sales	75	25%
Coupon discount	7	2%
Sample size	102	34%
Buy 1 get 1 free	106	35%
Money rewards	2	1%
Others (Please indicate) ...	8	3%
<b>Total</b>	<b>300</b>	<b>100%</b>

The table 20 shows that the respondents choose to buy 1 get 1 free as the most attractive promotion for 106 people (36%) out of 300 respondents who are willing to buy vitamin rice, followed by 102 people (34%) of sample promotion, and 75 people (25%) of on-sales promotion. There are 7 people (2%) off coupon and 2 people (1%) of monetary reward, and 8 people (3%) of others.

In the first stage of launching vitamin rice into the market will need to use "sample" and "buy 1 get 1 free" as the main promotion. With these provided promotions can attract the new customers willing to try the vitamin rice.

**Table 21** Respondents classified by buying reason

Buying reason	Frequency	Percentage
Self- consumption	145	48%
Family consumption	141	47%
Special gift	10	3%

Souvenir	4	1%
<b>Total</b>	<b>300</b>	<b>100%</b>

The table 21 shows the reason of buying is for 145 respondents (48%) of self-consumption, followed by 141 respondents (47%) of family consumption, 10 respondents (3%) of special gift, and 4 respondents (1%) of souvenir.

Therefore, the advertising and the word of mouth is important to attract the target customers. The importance is the content and communication sending into the audiences that this product is for self and family consumption.

**Table 22** Consumer perception and behavior toward marketing mixed

Perception of Marketing Mix	Mean ( $\bar{x}$ )	S.D.	Level
<b>Product</b>			
Cleanliness	4.64	0.58	Highest
Benefit	4.41	0.71	Highest
Texture	4.46	0.69	Highest
Taste	4.49	0.64	Highest
Without chemical & insect	4.70	0.59	Highest
Unbroken	4.32	0.77	Highest
Brand Reputation	3.90	0.90	High

Package design	4.01	0.88	High
<b>Price</b>			
Reasonable price	4.54	0.62	Highest
Worthiness	4.54	0.60	Highest
Always buy cheapest	4.46	0.68	Highest
<b>Distribution channel</b>			
Ease access	4.59	0.58	Highest
Delivery service	4.22	0.78	High
Online market	3.76	1.01	High
<b>Promotion</b>			
Advertising media	4.09	0.81	High
Celebrity representatives	3.79	1.00	High
Advertising campaign	3.52	1.12	High
Promotional importance	4.18	0.81	High
Promotional providing	3.74	1.04	High
<b>Overall</b>	<b>4.23</b>		<b>High</b>

Table 22 shows the result of the marketing mix and consumer behaviour for rice consumption. The overall mean of the criteria is fallen into the highest level of importance of 4.23 scores. There is a high level of importance for the brand reputation and package design in the product, online market in the distribution channel, and celebrities' representatives, advertising campaign, and in providing a promotion, while other criteria are the highest level of importance.

The criteria for the product can be ranked as the most important factor according to the respondents is cleanliness (4.7 scores), followed by the cleanliness of rice (4.64 scores), the taste of rice (4.49 scores), texture (4.46 scores), benefit (4.41 scores), unbroken rice (4.32 scores), package design (4.01 scores), and brand reputation (3.9 scores). The most price ranking is reasonable price and worthiness of 4.54 scores and followed by the cheapest factor of 4.46 scores. The highest distribution channel score is the ease of access (4.59 scores), followed by delivery service (4.22 scores), and online market (3.76 scores). The highest rank in the promotion is the importance of promotion

(4.18 scores), followed by advertising media (4.09 scores), celebrity campaign (3.79 scores), promotion providing (3.74 scores), and advertising campaign (3.52 scores).

Therefore, it ensures that the very important factor is to focus on the price as the first priority, followed by product as the second factor, distribution channel and promotion.

### **Summarize of questionnaire's result**

The conclusion of questionnaire result would be that the characteristics of respondents can be male and female and the age is around 21 – 40 years old. Most of them are single. They are students group and working as employees for the government and private company. Their income is less than 10,000 baht – 20,000 baht, which their educational level is bachelor degree. These are the characteristics of respondents.

Most of the respondents pay attention to their health. When they go to buy rice, they always concern about quality and price as main factors and flavour, benefit and convenient location as second purchase decision factor. The type of rice is selected that is Jasmine rice because of soft texture and nice flavour. The respondents do not concern much important of the rice brand but if they choose, the brand will be Royal Umbrella, Bencharong, and Mah Boonkrong at supermarkets such as Tesco Lotus and Big C and grocery store; small shop sells rice only. They normally go to buy the size of 5 kg for 1 – 2 times a month and the price is 31- 60 baht per kg. The influencers are friends and family and the source of information is from TV, friends and family, and social network. These are the behaviour of them, which they normally do in daily life.

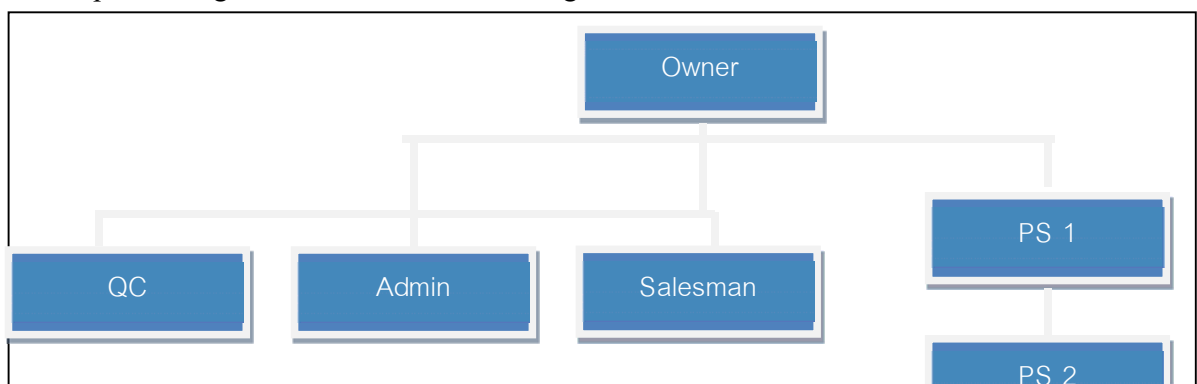
The last part is asking for the new product, vitamin rice, that they would like to buy it for their self and family's consumption. The promotional tool will be used to persuade them is to provide for sample size and buy 1 get 1 free in order to get the first hand of customers for a try.

Therefore, it ensures that the very important factor is to focus on the price as the first priority, followed by product as the second factor, distribution channel and promotion.

## Section 1: Situation Analysis

### 1.1 Type of Business

Due to the company was established by the family, so the type of business was “Sole Proprietorship” that own by Mr Bandit Tangjitwatthanakul. It can be called "family business". The business is a small size that has less than 50 employees. Actually, the business has only 10 employees for the operation. There are two parts of the production, which are paddy dryers and white rice production. Paddy dryer is the process of drying the moisture out of paddy in order to store in the warehouse. White rice production is the process of transformation from the paddy into white rice that passes through many machines for the production. Total production power is 300 tons per day which is the type of small size for the rice industry. The structure of business consists of Owner, Administrator, Quality Control, Salesman, and production staffs. The positioning structure is shown in the Figure 7



**Figure 7** Structure of Ruamcharoen 3 Rice Mill

**PS = stands for production staffs**

**Location:** The manufacturer is located at 44 M. 1 Samnak-Khun-Nan, Dongcharoen, Phichit, 66210

### **1.1.1 Company Background**

Ruamcharoen Ricemill was established in 1960 by Mr Jue and Ms Buay Tangjitwatthanakul in Phichit. The company started from pig farm which has 100 pigs. They wanted to have bran to feed their pigs but they did not have the raw material. The company had an idea that they would help the farmers to do the milling. They removed rice husk to provide rice for the farmers and received the leftover parts such as bran and other broken rice for free. After that, they sold other parts of rice which can make more profits than pigs. As a result, they decided to collect all fund to invest in the construction of rice mill. The rice mill business has grown up very fast. Within 5 years, they have expanded their business into 3 branches in Phichit province which were Ruamcharoen 1, Ruamcharoen 2, and Ruamcharoen 3. Each branch was managed by their family members.

In this IS project would like to focus on Ruamcharoen 3 Rice Mill only. At first, the productivity was 40 tons per day. However, there was renovation for construction to

improve higher productivity in 2007. As a result, the company had joined with the government's project which helped the government to buy rice from farmers in around area and had produced white rice to send to the government warehouse. Up to now, the productivity of Ruamcharoen 3 Rice Mill is around 300 tons per day for Jasmine rice and can produce the maximum productivity 150 tons per day of paddy rice.

### **1.1.3 Current Vision**

To become leading rice company to provide the best rice quality with contained high nutrients in rice products and focusing on the customer satisfaction.

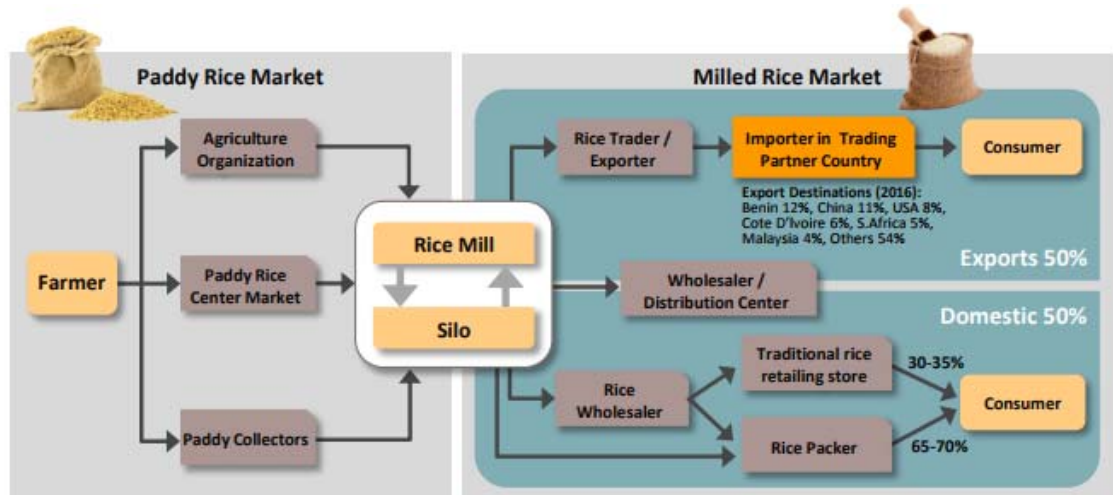
### **1.1.4 Current Mission**

- To produce and distribute the high-quality products to all clients' hand
- To develop the potential production for maintaining high productivities
- To provide the best possible products and services at affordable prices for all customers
- To guarantee satisfactory profit to all shareholders and the fulfillment of them

### **1.1.5 Company goals**

Ruamcharoen 3 Rice Mill aims to develop the quality of rice continuously to reach the maximum productivity rather than other rice mill does. With high productivity can help the firm to earn a higher profit by reducing the cost of production. The second goal is to expand the business' sales volume reaching 10 million baht per year. Lastly, is to increase the brand awareness which name is "Khome Phai Koo" (Thai name) or "Double Lamp" (English name)

## 1.2 Market Analysis



**Figure 8** Thai Rice Supply Chain

**Source:** (Wareerat Petchseechoung, 2017)

Wareerat Petchseechoung (2017) from Krungsri Ayutthaya Bank has reported in May 2017, that Thailand can 30 – 32 million tons of paddy or transform into rice for 20 million tons per year. There are two proportions of rice planting; 85% of on-season and 15% of the off-season. The domestic consumption in Thailand is 10 million tons per year, which there are 50% of rice export and 50% of domestic. Due to the risk of export uncertainty, many producers become growing to sell within the domestic country for 65%-70% as the modern trade because it is more price stability than exporting.



**Figure 9:** Market Share of Thai rice industry

**Source:** (Wareerat Petchseechoung, 2017)

There are more than 200 rivals and 250 packaged of rice brands in Thailand competitive market that is very high intense competition. The biggest player in this market is CP Intertrade Company under the "Royal Umbrella Brand" that gain total market share for 16% of total market value. Then following by Bandsue Chia Meng Rice Mill (Hongthong brand), Pathum Rice Mill and Granary (Mah Boonkrong brand), Asia Golden rice (Bengjarong, Suphanhong, Pathumthip, Mittraphap, Kasikorn, and Ku Krua Brand) that is around 49% - 54%. Moreover, it also includes house brand packaged rice (Tesco and Aro) enter the market and gaining more market share. The last proportion of market share is 30%-35% that sells through the traditional outlet as no brand and mostly they sell by weight. The traditional market is mainly in the rural area. In addition, most customers become increasingly prefer the packaged rice.

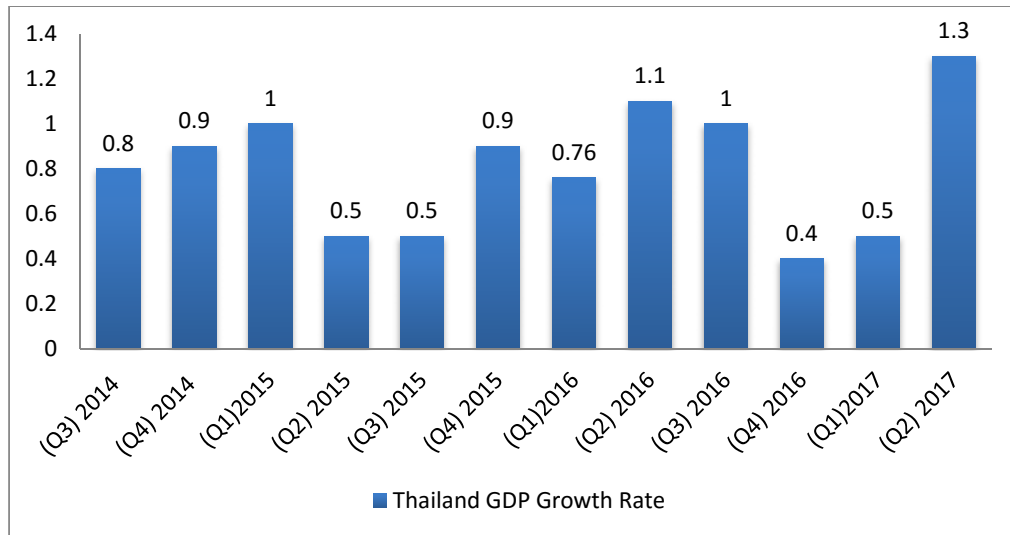
Rice industry's trend will be expected to maintain stable low price in the next 3 years according to high intensive competition in the global market. There is growing yields of rice in 2017 that is increasing to 31.8 million tons of paddy or 21.3 million tons annually because the weather is unlikely to fluctuate dramatically and the water in the dam will be greater which enough for planting. However, the government policy is to substitute rice cultivation with other crops.

### 1.3 PESTEL Analysis

#### 1.3.1 Politicals

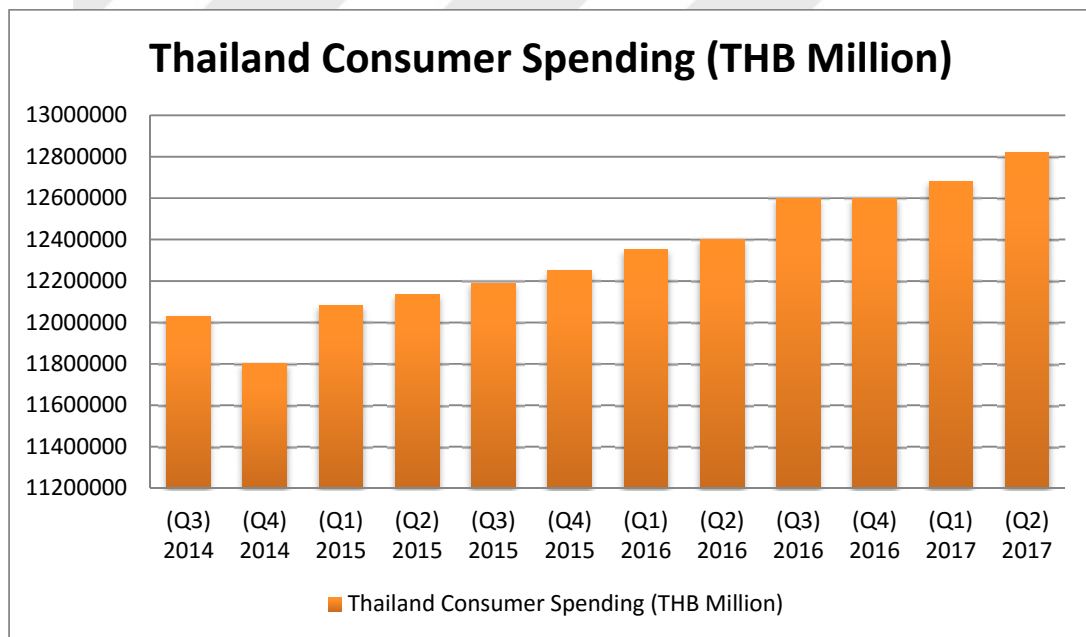
- No support of plantation area: Thailand's government has announced to decrease the rice production and plantation area due to lack of drought in past few years and overstock in government' warehouse. With this caused the price dropped lower than the market price and the unseasonal climate caused of the low crops, which affect in the competitive market. There are less of new crops which are provided for rice mill in some area. Moreover, many farmers decided to sell their rice by themselves, the competitive market would be more intense and most of the customers were sympathetic the farmers, they helped to buy rice for them (Petchanet Pratuankrai, 2016).
- Oversupply crisis: after ending of "Rice Subsidy Scheme" in the previous government, there were many problems of agricultural products such as rice, corn, rubber, and cassava due to the price going down under the market price. Most of the farmers got lost from the harvest; especially rice still kept going on a loss for last few years. "Rice Subsidy Scheme" bought rice from the farmers with price's guaranteed at higher market and stored in the government warehouse. When the rice was sold at an auction and the price was lower than the cost of buying. So the government got loss of selling. This was really effected to the price in the current situation because of the oversupply and unpredictable (Fernquest, 2017).

#### 1.3.2 Economics



**Figure 10: Thailand GDP Growth**

Source: (The World Bank, 2017)

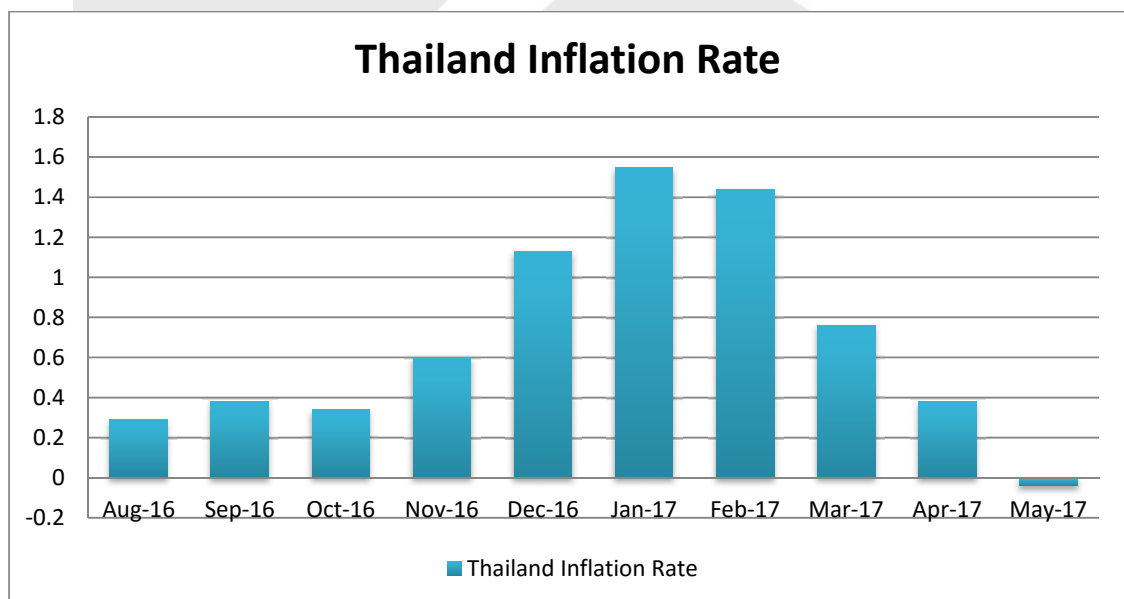


**Figure 11 Thailand Consumption Spending**

Source: (NESDB, 2017)

From the above figures of 8 are shown that Thailand's economy is going to recovery and has more opportunities to grow up well. In 2017 Thailand GDP has

increased up to 3.2% from 2.6% in 2016 (The World Bank, 2017) and Thailand consumer spending has slightly increased to 1,280,000 million bath in the first half of the year (NESDB, 2017), showing in figure 9. It means that Thai people have more potential to spend their money, which is good for the business sector. Moreover, the main consumption is supported by the private consumption and exports. Especially, the agricultural sector has grown to 4.6 percent from 1.8 percent in quarter 4, reported (Husna, 2017). Thereby, agricultural product is recovering after passing fall down in several years.



**Figure 12** Thailand Inflation Rate

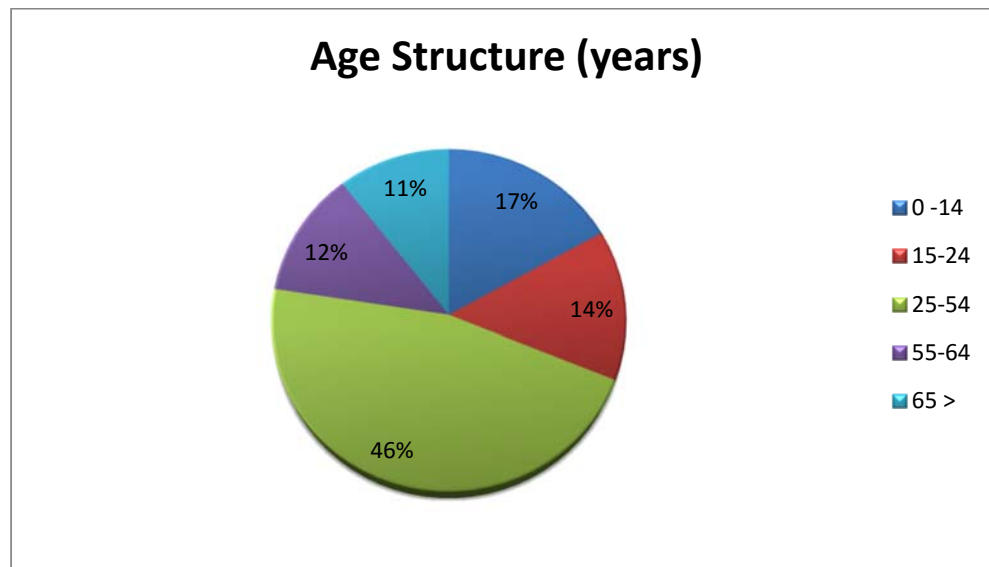
**Source:** (Ministry of Commerce, 2017)

However, the inflation rate of Thailand is also increased from the previous year, especially in consumer prices raised up by 0.17%. It is calculated as 33% of total weight, which is the most inflation rate and affecting the price of the consumer product, will be more expensive. The purchasing power of the customer will be less in the same amount of money. The signal of little growth of inflation rate a good condition that pushes the consumption market growing up (Ministry of Commerce, 2017).

### 1.3.3 Socio-cultural

The young generation of Thai people is like to follow the trend and stay in step with the trend because the trend can personify an ideal self that helps them to identify

in what they want to be, either for their own enjoyment and be a part of the group. For example, a healthy trend is popular in the current situation, many young people would behave their life depending on the healthy lifestyle as healthy food consumption and exercising at the gym. This internal care is reflected external appearance for good shape of the body, beautiful skin, and strong health (Wallard, 2017).



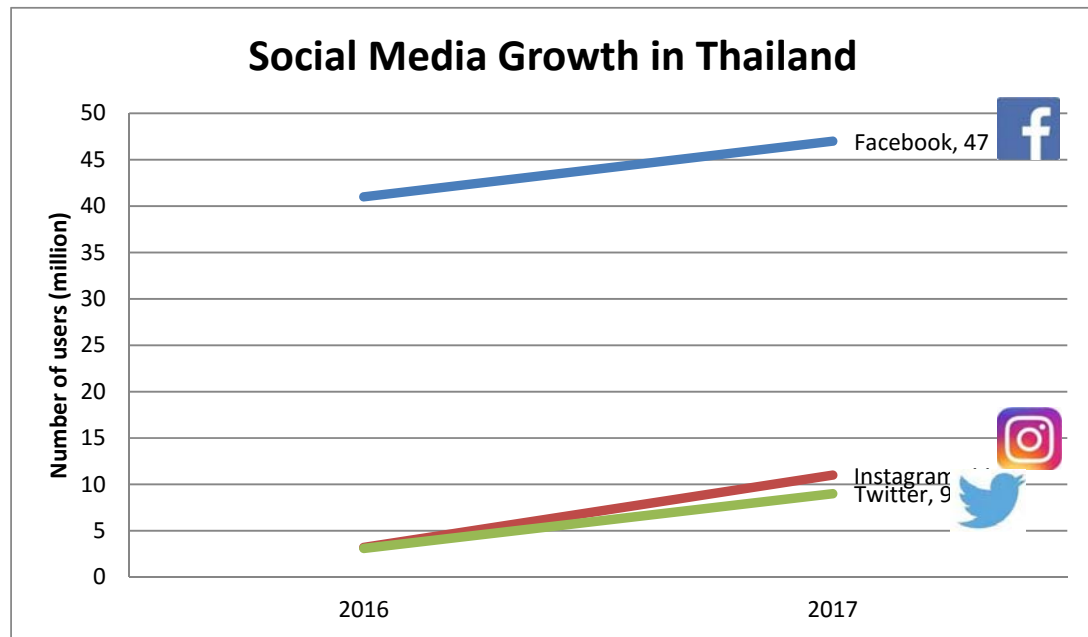
**Figure 13** Age Structure

**Source:** (Factbook, 2017)

The majority of age group is 25-54 years of 46.5%, which they are in young generation "GEN Y". In this group, people are more concerned with their health. They would be able to pay money for health products such as clean food, organic good, low-fat calories and so on. Moreover, fitness and healthcare institution is becoming more popular but they have less time to go there due to rush hour, especially in the main city as in Bangkok (Factbook, 2017).

In addition, the young generation and people in this era are more pay attention to healthy food as substitute products, which are more expensive than original one but have more benefits for health. There are many healthy products selling in the market such as low fat-Yogurt, Clean food, vegetable spaghetti, rice berry, etc, that available in the supermarket, convenience store, department stores like Big C, 7-11, Lotus and others. Moreover, these age groups of people would pay attention more on the internet,

they like to buy a product from the website and fresh will become growing up rapidly (Chalida Ekvitthayavechnukul, 2016).

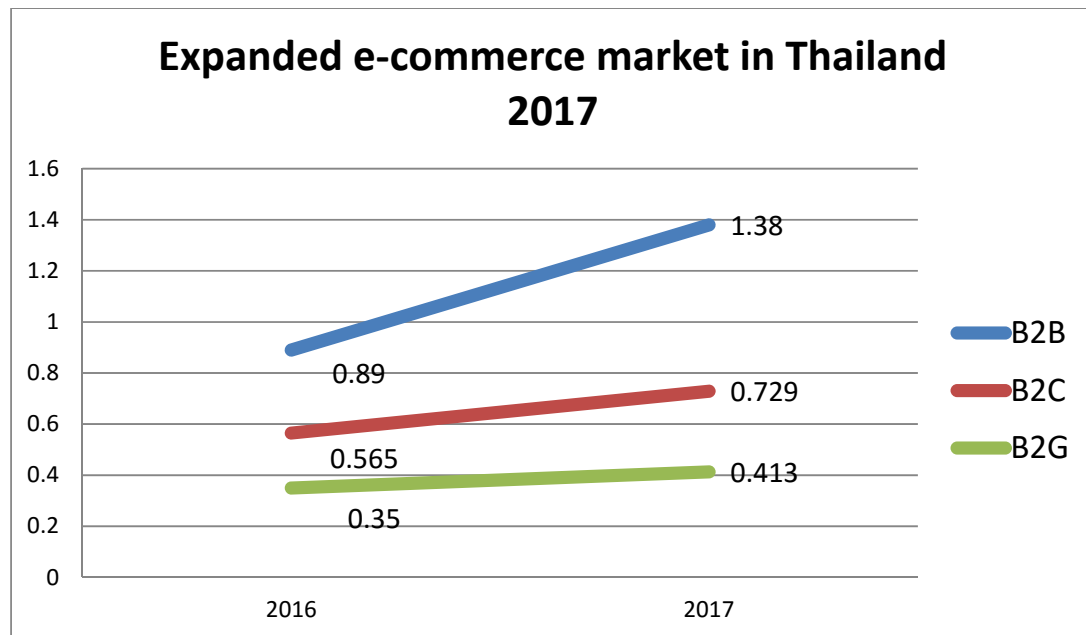


**Figure 14** Thai population used social media

**Source:** (Fredrickson, 2017)

Social media becomes more popular in several years ago but there is a more increasing number of users in every year which means Thai people are paying more attention to the social media than in the past. Virtually, Thai people do not play social media for entertainment only but they also use for the business more and more. Facebook has an increasing number of users by 15%, so it would be 47 million users. Second growth of social media is Instagram of 41%, 11 million users, and Twitter is 70% that is 9 million users, these are the report in 2017. Besides, everyone can easily access the internet via Smartphone, which is very convenience. Thereby, many businesspersons would like to join and catch up the customers on social media (Fredrickson, 2017).

### 1.3.4 Technology



**Figure 15** E-commerce market growth in Thailand 2017

**Source:** (Jirapan Boonnoon, 2017)

According to the technology becomes more important for business and daily life. There are more people used of the technology for their benefits. However, the technology can help many advantages in the business such as better quality of production, reduced cost of production, higher productivity, better management, lower cost of marketing and others. From the figure above, there are a lot of Thai people involved with e-commerce which are increasing in every year. So it shows the potential of using online market will be growing up 12.4% from the previous year's market value of around 2.24 trillion baht. The market growth consists of 1.38 trillion baht (54.74%) of "Business to Business", 729 billion baht (28.89%) of "Business to Consumer", and 415 billion baht (16.37%) of "Business to Government". This will present 12.4% of total growth (Jirapan Boonnoon, 2017). The e-commerce market in Thailand shows a lot of opportunities to take the business transaction.

### 1.3.5 Environment

Thailand faced the natural disaster in several years ago, especially flooding and drought situation. It really affected directly to the agricultural products and many industries. In the beginning of the previous year, the water level in the dam is lower

critically which is insufficient for crop plantation. The drought happened until August. In September, the arrival of Tropical storm "Rai" brought too much of heavy rainfall and extensive flooding across North and Northeast of Thailand for 34 provinces. This flooding destroyed the crop of farmer planting. This heavy rain just came in short period but the water flow cannot be drained. More than that the heavy rain has fallen during harvesting of rice farmer so that those farmers did not get good crops due to destruction in some areas (Maxwell, 2016).

### **1.3.6 Legal**

The Labor Protection Act B.E. 2541, there are many laws to involve with the business operation such working hour, minimum wage, tax payment, employment of women, holiday etc. All previous laws mentions are basic requirements that every business must follow, otherwise, it violates the law and needs to pay for fine. For the working hour, all employees can work limited to 8 hours per day and 48 hours per week. If the employees work more than limited hours, they would get extra payment as "Overtime", which is more than normal payment. The government has announced that the minimum wage payment is 300 – 310 baht per day since January 1, 2017. For the tax payment is the firm has to pay which there are many types of tax payment, it depends on the type of the registration with Commercial Department. Furthermore, The Value Added Tax (VAT) is the condition for the firm payment when they have income more than 1.8 Million baht per year. In addition, all employees must have at least 13 holidays annually (The Department of Labour Protection and Welfare, 2014).

Commercial Registration According to Commercial Registration Act B.E.2499- is for the individuals or a group of individual or juristic person. It includes juristic person according to the foreign laws that open the business in Thailand. The Minister of Commercial issues that the person who conducts the business must follow the registration as follows (Ministry of Commerce):

- 1) The person who conducts the rice mill business and install the factory using the machine.
- 2) The person who conducts the sales businesses of any kind of items that has the income of more than 20 baht per day or such item has a total value of 500 baht and above.

- 3) Being an agent who conducts the sales businesses of any kind of products that can be sold for more than 20 baht per day.
- 4) A person who conducts the sales businesses of any kind of industrial businesses that have the income of more than 20 baht per day or such item has the total value of 500 baht and above.
- 5) The person who conducts the transportation business.
- 6) Sales, rent, manufacturing of CASSETTE TAPES, CD, VDO, DVD, or digital VDO for only the entertainment.
- 7) Sales of jewellery or accessories decorated with jewellery.
- 8) Trading the products or services about the electronics via internet system, internet service, renting the areas for a server, being a commercial market via the internet system.
- 9) Internet Café and providing services
- 10) Karaoke service regarding listening to the song.
- 11) Game service
- 12) Song booth service
- 13) Factory for processing, craft, handicraft, retail, and wholesale of any products.

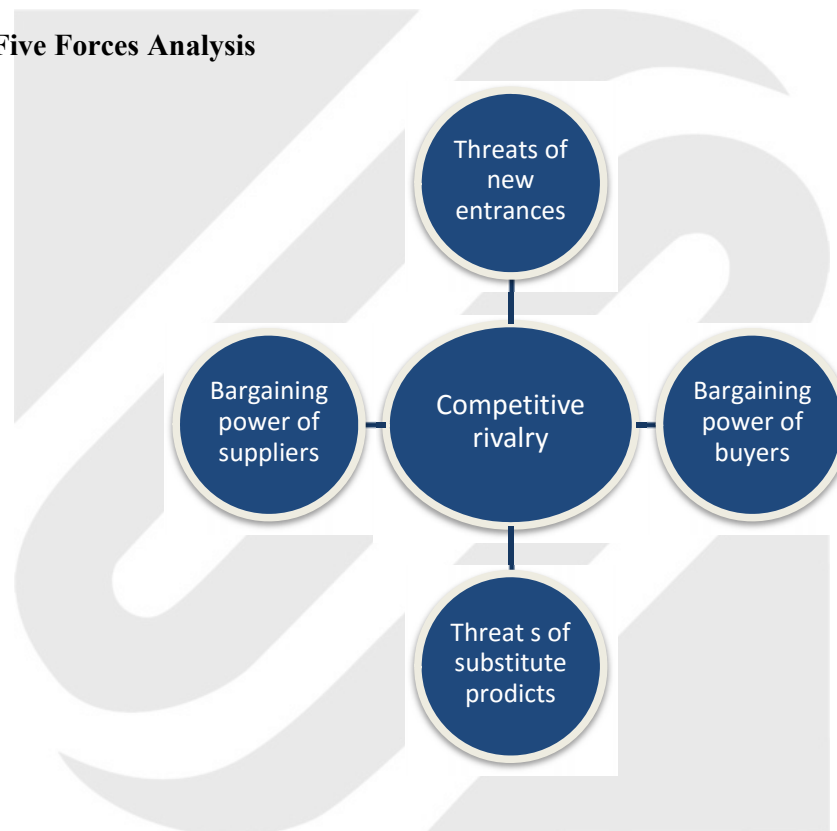
The duty of person who conducts the businesses (Ministry of Commerce)

- 1) Must submit the request for registration within the specific period.
- 2) Must demonstrate the commercial registration certificate or replacement at the office in any public place.
- 3) Must provide the sign for the business name in front of the head office and branches within 30 days from the commercial registration date.
- 4) Must offer the fact regarding the registration transaction according to the registrar's order
- 5) Must facilitate the registrar and officers for the auditing the office of conducting businessman.

Food Act of B.E.2522 is to protect and prevent the consumers from health hazard occurring from food consumption. There are three main categories as follows:

- 1) Specially controlled foods- legal is related to food standard quality, specification, packaging, and labelling requirement.
- 2) Standardized foods- the standard foods do not to meet the requirement but quality and labelling have to meet the standard requirement.
- 3) Other foods- foods, raw cooked, preserved or non-preserved, processed or non-processed are controlled and monitored with the hygiene, safety labelling, and advertising.

#### 1.4 Five Forces Analysis



**Figure 16** Five Forces Analysis

**1.4.1) Threats of new entrances (Low):** in order to enter in rice industry that requires large initial investment more than 30 – 100 million baht for the land, machine, warehouse, truck, trailer and so on. With the high investment (capital requirement) can be a barrier for the new entrances. Moreover, in each production process requires highly skilled management to operate the business, especially transformation process of rice. The high skill management needs to have the experiences since buying paddy from the farmers for selecting the good quality of paddy and controlling the temperature for rice

drying, otherwise, the rice will be broken easily in the milling process, so that makes the higher cost of production. Moreover, the paddy is bought containing high moisture, when the moisture comes out the paddy's weight is reduced so that the cost is going to be higher. Thereby, controlling for each process is needed professional management (The International Rice Research Institute, 2013). The economies of scale "EOS" can be the barrier for the new entrance because it is the large quantities of production with less cost per unit. These barriers can affect less of competitors' entering in this industry, so the threats of new entrances are low.

**1.4.2) Bargaining power of suppliers (Low):** the suppliers of rice industry are farmers, which there are many suppliers to select for the high quality of raw materials as input (Amnit, Kanittha, Savitri, Garivait, Sebastian, & Sirinthornthep, 2017). There are many suppliers to provide the products and services for the machines and equipment. And all tools and equipment are used in large quantities of raw materials so that rice mill has more power to negotiate with them. Moreover, the nutritious is put in jasmine rice, which is from vegetable and fruit that are available over the country because Thailand is abundant of resources (The Government Public Relations Department).

**1.4.3) Bargaining power of buyers (High):** due to there are many premium rice product on the market, so that the customers have the high bargaining power to select for the other choices such as rice berry, brown rice, Hom- Nin rice, red Hom-nin and other rice varieties, (can see in 1.5 comprehensive competitive analysis). Moreover, the switching cost is low that means the customers can change easily to buy into other brands because the price is not expensive.

**1.4.4) Threats of substitute products (High):** the price of a relative substituted product is similar when compared to vitamin rice but the difference is the product's benefits. However, in order to gain the same benefits of consuming vitamin rice, the customers can switch into other brands that can serve for the health benefit as Rice berry and Brown rice, (see in 1.5 comprehensive competitive analysis).

**1.4.5) Competitive rivalry (Medium):** although there are many premium rice products in the market, those products are under the same brand, so that mean there are less major competitors in this market. Moreover, premium rice is a niche market that less group of customers consuming these products. In addition, from the comparison of

each product brand, there are is low of product differentiation, (see in 1.5 comprehensive competitive analysis). In addition, the healthy trend is popular in Thailand, so there are a lot of opportunities to grow up in the future, (see in 1.1.3 socio-cultural factors). Importantly, exit barrier in this industry is very high according to the high investment, high value of assets, and high fixed cost. Thereby, it is difficult to shut down or find someone to take over.

### **1.5 Comprehensive Competitive Analysis**

In Thailand's market has more than 200 producers of rice and more than 250 brands across the country. The market share has more than tri-billion baht because rice is the main dish that Thai people consume every day. There is highly intense competition for bag rice. Generally, rice market has classified rice into two segment markets, which are premium rice and normal rice. Normal rice is rice that most people consume in daily life. Mostly, the characteristics are similar for each type. The most popular rice consumption is jasmine rice because it has a high quality of taste, texture, flavour, and smell, followed by white rice and other rice. Moreover, the different area of rice planting has different characteristics of rice, which each brand can use these unique points becoming their competitive advantages. Premium rice is rice with special characteristics that are marketed for the niche and exclusive market. There are several availabilities of premium rice in the market such as rice berry, brown rice, red jasmine rice, blackberry rice, brown berry rice, and so on. Each of premium rice is different for the texture, taste, colour, benefit, and method of cooking.

Nowadays, there is growing up rapidly of premium rice market due to the social trend. People are more caring of their health because they are well educated so that they concern about disease preventing. Moreover, people who have good shape and body can get for the better career because they can be influencers to lead other people in the society. The main competitors in premium rice have many brands such as Mah Boonkrong, Hongthong Life, Bencharong, B-herb, Thanyaporn, and Rice for Health. Actually, there are many healthy rice products selling in the market but the most popular rice consumption is brown rice and rice berry. Normally, the brown rice has a lower price than rice berry but the customers prefer to consume rice berry more because of

the flavour and texture. Therefore, the researcher would like to focus on a niche market, premium rice market only as main competitors in the industry.

**1.5.1. Mahboonkrong:** the company was established in December 1993 under the name of Patum Rice Mill & Granary Public Company Limited and was expanded the products for Mahboonkrong Rice Mill Company Limited. The production capacity is 55,000 rice packs in daily (Patumrice.co.th, 2017).

1) Product: the premium rice of Mahboonkrong is "Mahboonkrong plus" that there are several product lines focusing on the niche market for healthy customers. Maboonkrong plus has 6 products (Patumrice.co.th, 2017);

- Multi-Grain Rice: is Thai Hom Mali 100% mixed with various kinds of cereal and grains such as red Thai, Hom Mali Brown Rice, pumpkins, black sesame, pumpkin seed, and sunflower seeds.
- Garlic & Shiitake Rice: is Thai Hom Mali mixed with Garlic and mushroom.
- Rice berry is a combination of Hom Nin Rice and Thai Jasmine Rice, which is plentiful in nutrition for antioxidant properties.
- Five- Color Rice: is contained in 100% Thai Hom Mali Rice and various kinds of vegetables such as taros, carrots, peas, and sweet corns that is good nutrition for health.
- Khao 4 Hearty is 100% Thai Hom Mali mixed with the best of rice like Jasmine, Jasmine brown rice, red jasmine brown rice and rice berry.
- Nutra Gaba Rice: is germinated brown rice 100% of Thai Jasmine rice that contains proteins, vitamins, minerals and dietary fibres.

2) Price: there are different prices for different packaged sizes and products (Patumrice.co.th, 2017).

Product	Sizes	Price
Multi-Grain Rice	450 g.	฿35.00

Garlic	Mushroom	450 g.	฿35.00
Rice			
Five- Color Rice		450 g.	฿35.00
Khao 4 hearty		1 kg.	฿75.00
Rice Berry		1 kg.	฿139.00
Nutra Gaba Rice		1 kg.	฿109.00

- 3) Distribution Channel: the company has 2 main channels for selling products over the country which are modern trade and traditional trade (Patumrice.co.th, 2017).

**Table 23** Distribution channel's Mah Boon Krong

<b>Modern Trade</b>	Tesco Lotus	Big C	MAKRO	UFM Fuji Super	Foodland
	Villa Market	Gourmet market	FamilyMart	7-eleven	Lawson 108
	MaxValu	Home Fresh Mart	Jiffy	Tops Thailand	Tung Hua Seng
<b>Traditional Trade</b>	Kijjaroen	Khun-Krit	P.Saeng Aroon	Cherry	Pornthai
	Banyapanich	Jo Prig- Gaeng	Ban Nern Trading	Boonnak	Rattana Neeranat-Tara
	Gear Ha-Charoen	Drug warehouse	Pithak Panich	Chok Panich	Jingseng
	Watthanapanich	Somboon	Chanwit	Singthong Minimart	Wan Watchara Co., Ltd
	Tung Seng Ha	Supawadee	Nam-phon		

- 4) Promotion: Mahboonkrong plus provides a special promotion per year. The special promotion offers a discounted price for Khao 4 Hearty and Rice berry that sells 70 baht only. The time schedule for this promotion is starting on August 18 – August 29, 2017, at Tops market (Patumrice.co.th, 2017). This brand does not promote much of advertising but the company would like to join in the events and festivals such as Mother's day, Mahboonkrong 4.0, THAIFEX World

of Food Asia 2017, and Father of Thai Rice Researcher & development (Patumrice.co.th, 2017).

**1.5.2 Hong Thong Life:** was established in 1937 under the name of "Fai Chia Meng Rice Mill Ltd." and launched the brand of Hong Thong in 1955. The company had expanded into 3 branches in North East and Central of Thailand. The company always focuses on high-quality production and delivery to the customers' hand over the country and international market (hongthongrice.com, 2017).

- 1) Product: currently, there are 6 product lines under Hong Thong Life (hongthongrice.com, 2017).
  - Brown Hom Mali Germ Rice is plentiful of vitamins and minerals that benefit the human body with nice soft texture, flavour, and odour. The benefits are Omega 3, 6, 9, protein, iron, vitamin B1, and fibre.
  - Rice berry is the improvement of Hom Nin rice and White Hom Mali 105 species. The main benefit is for antioxidant nutrition, beta-carotene, Lutein, Vitamin E, B, Zinc, and Gamma Oryzanol, which can help to prevent cancer, diagnosis, respiratory, and reducing of cell declining.
  - Red Berry Rice: is mixed with Hom Mali Rice and Red Hom Mali Rice that have a softer texture and easier consuming.
  - Hom Mali Brown Rice: is mixed with Hom Mali Brown Rice and 10% of Red Rice.
  - Red Hom Mali Brown Rice: is a special characteristic of rice "Sangyod GI Rice" that has long grain, nice flavour, and soft. The benefit is iron, calcium, potassium, and fibre.
  - Blackberry Rice: is mixed with 100% Hom Mali Rice and Hom Nin Rice. The product benefit is protein, calcium, and iron.
- 2) Price: The price of Hong Thong Life brand is more little expensive than other brands but the bigger size of the package can sell for the cheaper price (hongthongrice.com, 2017).

<b>Product</b>	<b>Sizes</b>	<b>Price</b>
Brown Hom Mali Germ Rice	1 kg.	฿80.00
Red Berry Rice	5 kg.	฿219.00
Hom Mali Brown Rice	2.5 kg.	฿105.00
Red Hom Mali Brown Rice	2 kg.	฿125.00
Rice Berry	1 kg.	฿150.00
Blackberry Rice	5 kg.	฿229.00

- 3) Distribution channels: for Hong Thong Life brand focus on the modern trade such as Big C, Tesco Lotus, MAKRO, Tops Market, and others. Moreover, the company would expand more distribution channels on the convenient store like 7-eleven, Villa market and Minimart shop. More than that Hong Thong Life has also their own shop selling for healthy products, which name is Hong Thong Health Station located in Mega Bang Na, Sanambin Nam, Ta-Ait, and Pranangklaio branches (hongthongrice.com, 2017).
- 4) Promotion: the company focuses on the advertising in order to promote the brand image as high-quality products on television. Moreover, there is promoting via distribution channels, especially their own shop to create the brand awareness and expand in the niche market. In addition, the company follows the Royal project of the king campaign for planting by supporting to reduce the cost of investment and gain more crops (hongthongrice.com, 2017).

**1.5.3). B-Herb** is another main competitor that can produce the unique product with other competitors because the rice product is coated with Thai herb so that there are several herbs flavours. The company name is Bangkok Thailand Market Co., Ltd which gains the best of OTOP Product Champion in 2016 (B-herbs.com, 2016).

- 1) Product: the basic rice used to be coated with the herb that is Jasmine rice, the best quality of rice (B-herbs.com, 2017).
  - Jasmine Rice coated with pandanus
  - Jasmine Rice coated with Turmeric
  - Jasmine Rice coated with Roseselle
  - Jasmine Rice coated with Butterfly pea
- 2) Price: B-herb sells the different sizes of the package with the different prices (B-herbs.com, 2017).

#### **Herbal Jasmine Rice**

<b>Weight</b>	<b>Price</b>
200 g.	฿55.00
250 g.	฿65.00
400 g.	฿69.00
500 g.	฿99.00
1 kg.	฿189.00

- 3) Distribution Channel: the company sells their products via modern trade; Big C, Tops and Max Value, and digital marketing; Friday.co.th, and Shop At 7.com (B-herbs.com, 2017).
- 4) Promotion: the company promotes their brand via setting up a booth in the supermarket at Big C in several provincial branches; Pattaya, Rayong, Srimahaphoe, and Pitsanulok and Metropolitan like Donmuang, Suksawat, Ratchadamri, and Wongsawang. The joined event are Thai Fex at Muangthongthani during May 31- June 4, 2017. Moreover, the OTOP Mid Year is another activity that a big event for healthy products offering (B-herbs.com, 2016).

**1.5.4. All rice** is a new brand in the market. Rice is made from Surin province only where is famous for high quality that targets health-conscious customers only and low market position (Allricesurin.com, 2017).

- 1) Product: there are 3 products which are Rice berry, Red Hom Mali Jasmin, and Bencharong rice. Bencharong rice is different from other competitors because it is mixing of 5 rice categories, which are Riceberry, Hom Mali Brown Rice, Red Hom Mali Brown Rice, Hon Mali Rice, and Germ Brown Rice together (Allricesurin.com, 2017).
- 2) Price: the price is cheaper than other brands because the price is not charged for the wholesale price and retail price (Allricesurin.com, 2017).

Product	Sizes	Price
Rice Berry	1 kg.	฿60.00
Red Hom Mali	1 kg.	฿50.00
Bencharong rice	500 g.	฿33.00

- 3) Distribution Channel: the products are sold via online only such as website, facebook, and Line application (Allricesurin.com, 2017).
- 4) Promotion: the main communication channels are facebook and website for promoting. Mostly, the seller uses word of mouth as a tool to persuade the new customers by showing the good feedback of customers, so that the new customers are easy to make a decision. Moreover, the sales promotion use is selling a pack of product for the cheaper price (Allricesurin.com, 2017).

**1.5.5) Rice for Health:** the product is produced by Chaiyo Triple-A Co., Ltd which the company applied the research and development from Kasatesart University. The aim is to spread out of rice berry seed into various groups of farmers in the North region of Thailand under the university's project (sininrice.com, 2017).

- 1) Product: Rice for Health brand has only one product selling in the market that is Rice berry. Rice berry is a mix of Khao Chao, Hom Nin and Hom Mali 105, which has high benefits and nutritious for the customers (sininrice.com, 2017).
- 2) Price: the selling price is 99 baht per 1 kg (sininrice.com, 2017).

- 3) Place: the product is sold through “The Mall”, Tops market, Villa Market, 7-catalog at 7-11, Foodland, and Golden Place (sininrice.com, 2017).
- 4) Promotion: if the customers buy for a dozen, the price will be reduced from 1200 baht to 900 and if the customers buy 3 dozens of rice berry, get free for 2 kg (sininrice.com, 2017).

### 1.6 SWOT Analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Unique Product</li> <li>• Variety of Nutrients</li> <li>• Modern and attractive package design</li> <li>• High productivity serving to customers</li> <li>• New technological production</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• High cost of production</li> <li>• Weak brand name</li> <li>• Less distribution channel</li> <li>• New to the market</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Healthy trend</li> <li>• Large market size</li> <li>• Main exporter of rice quality</li> <li>• Expanding in the global market</li> <li>• Digital marketing</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• New Entrances</li> <li>• Farmers become sellers</li> <li>• Not support of rice planting</li> <li>• High substitute products</li> <li>• Natural disaster</li> </ul>

#### 1.6.1) Strengths

- Unique Product- the product is differentiated from other competitors which no one can have similar products' benefit as a product offering.
- Variety of Nutrients- due to content of 5 colourful fruits and vegetables that have full nutrients of vitamins and minerals more than other types of healthy rice; rice berry, brown rice,
- Modern and attractive package design- the product's package is designed in the modern form that matches with the target group of customers. The package will

be looked simple, modern, and healthy, so this can attract customers to notice the package easily.

- High productivity serving to customers- according to the rice mill is the family business. There are 3 branches of rice mill that located in the same area to support for high production.
- New technological production- the rice mill keeps on developing the productivity and quality of the product by using high technology for the improvement and control.

#### **1.6.2) Weaknesses**

- The high cost of production- there is using more processes of production than the normal rice product, so it requires a higher cost of labour, machine, raw material, process, and working time.
- Weak brand name- the brand is created in recently, so most of the customer might not aware of the brand. It needs more time to promote the product brand.
- Less distribution channel- the product is developed a new innovative product, it requires time to expand the market.
- Low market share- due to the product brand is new to the market, there is low market share caused by low sales volume.

#### **1.6.3) Opportunities**

- Healthy trend- young people generation become more concern about health consciousness in what they eat and behave in daily life. They would select good food for health as a low-fat product, clean food, and organic food, (see in 1.3.3 Socio-cultural factor).
- Large market size- the new generation of customers care more about their health and they are willing to spend more for better quality and healthier products, (see in 1.2 Market Analysis).

- The main exporter of rice quality – Thailand gains the reputation of rice quality exporter, so it is good chance to supply for the new innovative product in the global market, (see in 1.2 Market Analysis).
- Expanding in the global market- healthy trend is not popular only in Thailand but a healthy product can expand into the global market and Thailand has abundant of resources, especially rice product, (see in 1.2 Market Analysis).
- Digital marketing- there is growing number of internet users, especially on social media like facebook, Line, Twitter, and Instagram. And the online market is growing up fastly, so it shows the potential of customers buying as high spending. Moreover, the advertising on digital marketing is cheaper than other sources, which can communicate more directly toward the customers, (see in 1.3.4 Technology).

#### **1.6.4) Threats**

- New Entrances- there are many new sellers want to enter in the healthy food products, which they also seek the market potential to grow up great and they can invest with low cost (Pattana, Ong-Art, & Wanwilai, 2012).
- Farmers become sellers- due to the low price of rice in Thailand market in recent times, the farmers cannot make enough profit for their living. The government supports the farmers by milling rice at the agricultural cooperative and for selling. Many Thai people buy rice from farmers for help, so the market will be more intense (Krobkruakao.com, 2016).
- High substitute products- there are many substitute products in the market and new products coming such as healthy snack, low-fat cake, supplement, fibre drink, and so on. So these can threat for vitamin rice that the customers switch to consume in other products. Moreover, the other healthy rice has a similar price to vitamin rice, so the customers are easy to switch to the other brands, (see in 1.4.4 Threat of substitute product).
- Not support of rice planting- Thai government does not support to plant rice because of low water level in the dam and try to switch to plant in other crops like sugar cane, banana, palm and so on which these need to use less water of

planting. Therefore, the rice crop is too low for production, (see in 1.3.1 Political).

- Natural disaster- breaking down of the seasonal cycle in Thailand in several years ago, there is a disaster from natural, especially drought and flooding which harm to agriculture, (see in 1.3.5 Environmental).

### 1.7. Need analysis

After collecting the data from primary research; questionnaire survey, and secondary research; news, government website, academic research, and competitors' available information online, which this information provide more understanding for the market need and available products or services in the market.

**Product offering:** the product existed similarly of each brand for premium rice in the market such as rice berry, brown rice, red-brown jasmine rice, Sinin rice, and so on. Due to rice is difficult to add value to itself, so each competitor tries to play in different rice varieties and mixing each type of rice together in order to display in term of benefit to health. Currently, the newest innovative product is herbal-coated rice that is researched and developed by Kasetsart University. However, the herbal rice has higher nutritious than other rice but no competitors can expand the product to dominate the market. Moreover, the most of the people still do not aware of the brand. The price of premium rice is very expensive when compared to the normal rice, Jasmine rice. The price is 65 – 200 baht per kg, whereas Jasmine rice is sold at 30 – 45 baht only. The distribution channels are easy to be reached by the customers such as supermarket, shopping mall, department store, retail store, and online market. However, the premium rice is not placed in the convenient store, where people visited the most often. Due to premium rice is substituted with normal rice and most of the customers do not see the importance of the product value. Thereby, promotional strategy should be developed in order to attract new customers to buy the premium rice, (see in 1.5 Comprehensive Competitive Analysis)

• **Customers' need:** the survey result specifies what people require to obtain. Vitamin rice is the product that people would like to try because the product benefit is interesting and they do not consume enough vegetables per day. In addition, they can

consume as main food; it is not supplemented. The price is required at 50 – 60 baht per kg that they are affordable and acceptable to pay for vitamin rice. The frequency of buying is 1 – 2 times a month and the size is 5 kg per buying. They like to buy from supermarket and retail store, if there is delivery service offering for them, they would prefer to get. In order to attract the customers to buy, the promotion should be offered is "Sample" and "Buy 1 get 1 free". They normally reach the media channel through TV and social media, (see in Chapter 4 Summarize of questionnaire's result)

These are the information about the existed product and customer's requirement showing the gap. The researcher needs to find the strategy and solution to match with the customers' need.

## **1.8 STP analysis (Segmentation, Targeting, and Positioning analysis)**

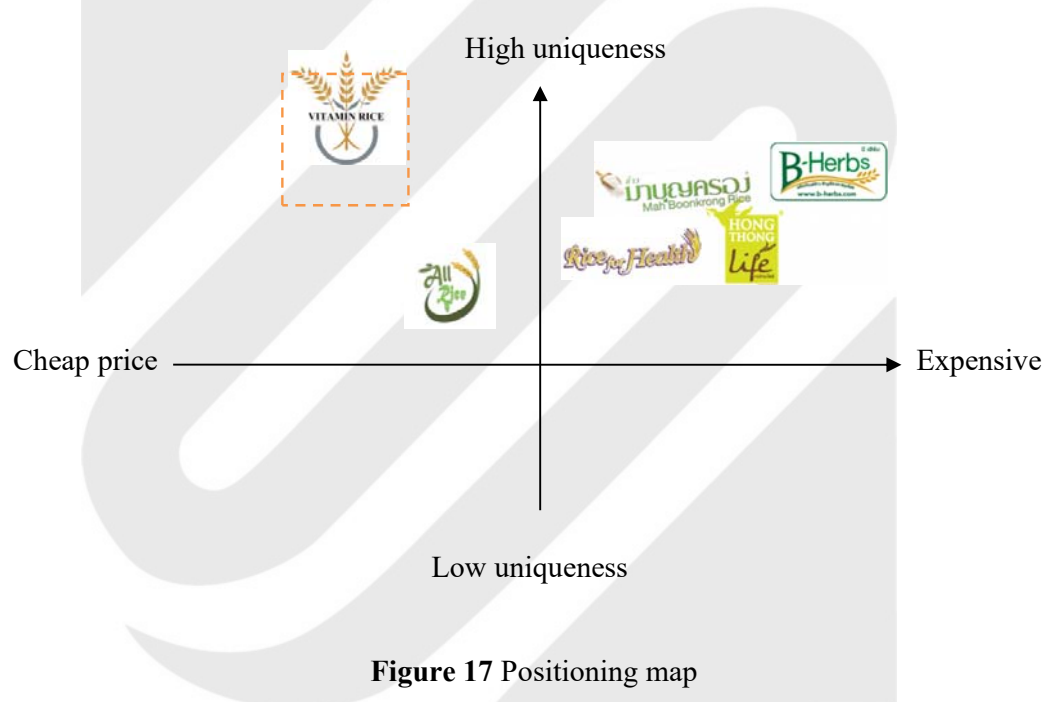
**1.8.1 Segmentation:** the market segments of this project based on a demographic variable, geographic variable, psychographic variable, and behavioural variable.

1. The demographic variable is classified by age, gender, income level, educational level, marital status, and occupation.
  - Gender: both of male and female can be target customers for vitamin rice product, (see Table 2).
  - Age: the target customers' age is between 21 – 40 years old (see in Table 3).
  - Income: their income level is lower income 10,000 – 20,000 baht (see in Table 6).
  - Marital status: mostly, they are single customers, (see Table 4).
  - Occupation: they are students and working as employees for government and private company (see in Table 5).
  - Education is undergraduate school level or bachelor degree, (see in Table 7).

2. Geographic variable: most of the respondents are living in Bangkok where is located in Central of Thailand. Due to Bangkok is the capital of Thailand, so that there are livings of the most population, including Thai people and foreigners, (see in 3.2 Population, Sample Size and Target Market).
3. Psychographic variable: the people have lifestyle oriented on health consciousness according to result, (show in Table 4.7). Moreover, most of them like to spend time on TV and social network, (see Table 18). They like to buy the good quality of rice that worth with the price, (see in Table 11).
4. Behavioral variable: when they go to purchase rice, they always go to Tesco Lotus and Big C, represented as a supermarket where the customers can choose for various product brands, (see in Table 13) and they do not go often, it is just 1 – 2 times a month, (see in Table 14). The other concerns of selecting rice are flavour, benefit and convenient location, (see in Table 11) if these offer for the customers, they may make a purchase decision easier. The size of the package is 5 kg, (see Table 15) showing the quantity of consumption that means they do not cook by themselves as often.

**1.8.2) Targeting:** the target segment of vitamin rice will be men and women studying and working and living in Bangkok. The age is 21 – 40 years old, (see in Table 13), that their lifestyle is busy. Although they are rush hour, they are also health conscious. They have a monthly income of less than 20,000 baht, (see in Table 6). According to the target market has 198 people out of 385 people from an online survey. There are 189 people, who are health conscious. If the new products offer to the market, there are 159 people out from 300 people (78%) would interest to buy the vitamin rice, (see Table 4.18).

**1.8.3) Positioning:** the positioning is to define the competition and position of the brand in the market. It also needs to compare for the 2 dimensions on the positioning map, where each competitor is in the same industry. The vitamin rice belongs to the premium rice market that the product feature is various nutritious as a unique selling point. With this selling point can provide the better choices for other brands. In addition, the data analysis shows the importance of target market. The product quality and price are the most concern factors for customers. However, the quality is difficult to determine the value of the competition, so that the positioning map will be shown in the dimension of quality and price for comparison.



**Figure 17** Positioning map

The dimension framework is to compare the uniqueness and price of the product in the premium rice market. The main competitors in this industry are Mah Boonkroong, Hong Thong Life, B-Herbs, All Rice, and Rice for Health. Vitamin rice brand is the highest uniqueness because no competitors use the beneficial nutritious from fruits and vegetable, which there is using of Thai herbal coated Jasmine rice, rice berry, brown rice, Sinin rice, and mixing the rice in order to increase the product's value. Therefore, the product is different from other competitors, so that the vitamin rice is high uniqueness. In order to meet with the customers' demand, the price will be

set at 60 baht, which is the cheapest price in the positioning map, (all the above information are referred from 1.5 Comprehensive Competitive Analysis).

### 1.9 Consumer buying behaviour

According to the concept of consumer buying behaviour has been explaining in Chapter 2 (2.3.9 Buy behaviour). This model concept is to show the involvement of the customers with the product.

	High Involvement	Low Involvement
Significant differences between brands	Complex Buying Behavior	Variety Seeking Behavior
Few differences between brands	Dissonance Reducing Buying Behavior	Habitual Buying Behavior

**Figure 18** Four types buyer behaviour

For rice, the vitamin is belonged in "Variety seeking behaviour", which is significant differences between brands and low involvement. Due to the vitamin rice at an affordable price, all customers can reach and the product is new in the market, so that the customers may need for the experiment by themselves. In addition, the target customers can decide to buy this product by themselves, which do not need to spend a lot of time to find information. When the customers see this new vitamin rice on the shelf, they might interest and buy immediately (1.4.3 Bargaining power of buyers).

### 1.10. Goals and Objectives

There are setting up to accomplish the goal of the company, in which is divided into 2 terms as in the following:

- 1) Short-Term objectives are the implementation within 1 year.

- To build the brand awareness within the first six months by having at least 100,000 likes in Facebook's fan page and 50,000 visitors in the website.
- -To provide for the information about the benefit consumption of the vitamin rice product.
- -To achieve the sales for 3million baht in the first year after launching the product in January 2018.

2) Long-Term objectives are the implementation in the second and third year.

- To increase the sales up 20% in the following year and 25% of the next following year.
- To increase the distribution channels through online agencies more in 4 regions, which are Top North, Bottom North, East, and West of Thailand.
- To be the top of customers' mind for the vitamin rice as healthy rice
- To have people click "200,000" likes in Facebook's fan page and 150,000 visitors in the website.

## Section 2: Marketing Strategy

### 2.1 TOWS Analysis

Table 24 TOWS Matrix

<b>Internal Factors</b>	<b>Strengths-S</b>	<b>Weakness-W</b>
	S1-Unique Product S2-Variety of Nutrients	W1-High cost of production

<p><b>External Factors</b></p>	<p><b>S3</b>-Modern and attractive package design</p> <p><b>S4</b>-High productivity serving to customers</p> <p><b>S5</b>-New technological production</p>	<p><b>W2</b>-Weak brand awareness</p> <p><b>W3</b>-Less distribution channel</p> <p><b>W4</b>- Low market share</p>
<p><b>Opportunities-O</b></p> <p><b>O1</b>-Healthy trend</p> <p><b>O2</b>-Large market size</p> <p><b>O3</b>-Main exporter of rice quality</p> <p><b>O4</b>-Expanding in the global market</p> <p><b>O5</b>-Digital marketing</p>	<p><b>SO strategies</b></p> <p>- Promote health awareness of the brand through the product benefits (S1,S2, O1,O2)</p> <p>- Serve for the large market size of both domestic and foreign market with high productivity and new technology (S4, S5, O3, O4)</p>	<p><b>WO strategies</b></p> <p>- Promote the product brand through digital marketing in order to save the cost of advertising and gain higher profit margin at the selling price. (W1, W2, W3, O2, O5)</p> <p>- Use the sale promotion and advertising in order to show up of product's quality and gain more market share through the online market that connected to the world. Moreover, it is to create more distribution channels for wholesalers and retailers. (W3, W4, O3, O4, O5)</p>
<p><b>Threats-T</b></p> <p><b>T1</b>-New Entrances</p> <p><b>T2</b>-Farmers become sellers</p>	<p><b>ST strategies</b></p> <p>- Offer the promotional strategy that can communicate directly to the groups of customers in</p>	<p><b>WT strategies</b></p> <p>- Initiate new ways of marketing communication such as social media and live streaming to create the</p>

T3-Not support of rice planting	order to catch up them	customers' awareness of the brand innovation.
T4-High substitute products	which is to create the efficient communication into target group	(W2, W3, W4, T1, T2) - Provide the marketing campaign to educate the customers on health concern
T5-Natural disaster	(S1, S2, S3, T1, T2, T4) - Large storage to stock the product that serves, when the product is shortage on the market (S4, S5, T3, T5)	(W2, W4, T1, T2, T4)

TOWS Matrix is the use the combination of internal; strengths and weaknesses, and external; opportunities and threats, in the SWOT analysis, (see in 1.6 SWOT Analysis). Each of internal and external is combined to develop the strategy to create the marketing mix and integrated marketing communication.

## 2.2 Marketing Mix 4 Ps

**2.2.1 Product Strategies-** from the survey results that the product quality is the important factor, when they purchase rice and the flavour, texture and benefits of the rice, are secondary important factors of their concern, (questionnaire survey in Table 11).

- **Product:** Vitamin Rice is produced from original white rice by adding benefits of nutrients from 5 colour fruits and vegetables. The concept of production is applied to herbal rice production from 2 researchers of (Kasetsart University) and (Uttaradit Rajabhat University) that confirm for herbal coated on rice's benefits by using the same production process.
- **Product differentiation:** is applied to the competitive advantage of vitamin rice product that is differentiated from other rice brands for product benefits. The vitamin rice can provide more benefits than other rice brands that are healthier.
- **Product Benefits:** the consumers would receive many nutrients from vitamin rice that can help to improve the body's working system.

Moreover, the benefit can help to prevent the diseases that may occur in the future. These are the benefits of vitamin rice, (see in Table 1).

With these benefit, functions can serve for the consumers' healthier.

- Unique selling point:
  - Higher product's benefits of nutritious
  - Innovative product: new innovation in Thai rice industry
  - Different colour rice but the characteristics of the product are still based on original Jasmine rice in order to maintain the texture, odour, and flavour.

The package is also very important in order to show for the brand positioning. With the modern and healthy design can occupy the target customers easier than original design because it can attract the target customers better. The product will be provided 5 packages according to 5 colour of vegetables and each of them has a sign to show the different disease prevention and kind of vegetables.

Size will be offered for 3 packages for 1 kg, 3 kg, and 5 kg, which most of the customers are easy to carry back to their home. Most of the customers always purchase these sizes from the store, (the information support from the questionnaire survey in Table 15).

According to the technology in nowadays can develop and produce the product with high quality by new technology (1.3.4 Technology). Moreover, the oversupply crisis does not impact in a negative effect for the vitamin rice because the vitamin rice does not compete in term of the price but in term of differentiated product. The effect of oversupply crisis has dropped the price down but it is good for vitamin rice that is developed from original rice, so the original cost of rice is really cheaper than in the market (1.3.1 Political). Food Act standard of Thailand is one of evidence to show off the safety product and can gain the customers' trust for consumption (1.3.6 Legal).

**2.2.2 Price:** From the questionnaire, survey results that the customers accept to buy rice at 31- 60 baht. So the plan will be shown as the follows, (see in Table 16):

- Pricing Objectives:
  - To generate the word-of-mouth of the customers
  - To create the brand awareness that aims to long-term benefit
- Pricing strategy: will be used that is “Penetration Strategy” according to the objectives and customers’ concern. With the penetration is the most appropriate strategy that is designed to capture the market share by entering into the market for the low price in order to attract the customers for purchasing.

**Table 25** Selling price

Size	Price
1 kg	฿60
3 kg	฿175
5 kg	฿290

**2.2.3 Distribution Channel:** there are many channels that the product will be available through the markets, (according to the questionnaire survey Table 13).

- Supermarket:
  - Big C: there are 10 branches, which are Don Muang, Bang-Na, Rama 2, Ratchadamri, Lad Prao, Wongsawang, Huamak, Ekamai, Fashion Island, Romglao, and Bang-Pakok.
  - Tesco Lotus: 6 branches of Pracha Uthit, Chachuri Square, China Town, Kanlaphreuk, Watchapon, and Ram Intra 109

According to the customers’ purchase, they like to buy at supermarket such as Big C and Tesco Lotus, questionnaire survey Table 13, as the most frequency. Therefore, the vitamin rice will be sold through these channels within Bangkok.

Normally, when the product will be put on the shelf in a department store, the company needs to concern for the conditions of their clients such a Big C and Tesco Lotus shown below.

- Entrance fee: the supermarket will charge the first entrance fee for the vitamin rice 100,000 baht approximately per stock keeping unit (SKU).
- Commission fee: it will be calculated around 20% - 30% of the profit margin.
- Credit sales: the account receivable will be 15, 30, 60, and 90 days.
- Public relation and promotion charge: these distribution channels normally asked all their suppliers to join for the public relation and promotion with them in order to increase the sales volume. It is approximately 100,000 baht per year.
- Other expenses: it is little expenses for transportation, on the shelf, management, maintenance fee and so on.
  - Online market: due to the secondary research, Figure 4.9: The growth of e-commerce market in Thailand 2017, shows that the consumption trend has increased continuously on e-commerce market in several years. It will be the new opportunity for this potential market. The online market for this selling product is social media; facebook & Instagram and Company' s website, which the product will be delivered to their home for free transportation but the minimum order is 20 kg. If the weight is less than 20 kg, the transportation service is 50 baht per order.

The e-commerce is a potential online market that has a lot of opportunities to grow up in the next 10 – 15 years in the future, so that selling the product at the right market is one of good technique to catch up the customers directly according to the trend (1.3.3 Socio-cultural) and the growth of e-commerce (1.3.4 Technological).

**2.2.4 Promotion:** according to the questionnaire's result show that friend and family are the most important factors to create the promotion. Moreover, the sources of information are reached the most frequency by target customers that are the television, billboard, website, and social networks. So, the promotional plan will be shown as the follows:

As Vitamin rice is a new brand that will launch in the market in Bangkok. The spreading out of the brand is to become well-known by the customers so that the building of the brand awareness and customers loyalty are vital.

### Objectives of Promotion Strategy

- To introduce new brand and product to Thai market
- To build the brand awareness
- To attract the customer's attention
  - To create the word of mouth
  - To increase the market share in premium rice industry

Advertising is the integrated marketing communication tool that will be used to build the brand awareness and brand recognition for the customers. The communication of the advertising would deliver the message for health conscious, vegetable nutritious, and good health. An emotional strategy is a tactic to put into advertising and building the brand attachment with the customers.

- Social Media Advertising: promote advertising for "Click Like" of Facebook's fan page in the introduction stage of launching the products in order to invite and attract new target customers to get information when the new products or information are posted. Moreover, it will advertise for each posting in order to reach a large group of target customers. All customers will receive information about the provided promotion, events, activities, and so on, (see in Table 18).
- The website is another channel to promote and advertise the products. The use of advertising in "Google AdWords" to create the brand awareness for the first six months. The estimation of ads is 5,000 baht per month, (see Table 18).
- Mass Transit Advertising: it is the outdoor advertising to promote the brand and product. The brand will be advertised at BTS station, where a lot of audiences can reach the advertising of the brand, (see in Table 18).
  - BTS station will be on "Billboard railing the way up". There are 23 stations, which has 3 billboards of each station. The cost of advertising is 70,000 per month.
- Event: there are 3 big events annually that will join to invite the audiences for brand awareness and boost up for the sales volume in those

2 groups, which are business-to-business (B2B) and business to customers (B2C), (see in Table 18).

- Thailand MEGA Food Fair: will be opened at the beginning of the year in January for 9 days. This place will show at Impact Muang Thong Thani.
  - Food Pack Asia: this event will show about food processing, beverages, Hotel and Restaurant equipment, packaging technology, drink technology, confectionery Machinery and Bakery equipment. This event will be opened in March for 4 days and at Bitec Bangna.
  - THAIFEX-World of Food Asia: this event is to show the food and beverage, alcohol drink, fine food, foodservice, food technology and retail and franchise. The date of the event will be during May for 5 days only. The location will be at Impact Muang Thong Thani.
- Review & Content is one factor that can affect the customers' purchase decision because it can show off the feeling for customers' feedback. The target customers can realize and understand more the value of the product. This tactic will help to increase the sales volumes and brand awareness. There are 2 channels of review, which are the Pantim.com, and fan page in the facebook, "Lovefitt" and "Health and Trend" fan page. In addition, it is not writing about the customer's feedback only but it is about feeding the content for the customers can see the information on the facebook, (see Table 17).
  - Sales promotion: there are many sales promotion activities, which aim to increase the sales volume in short-term benefits. Mostly, the promotion is used in introduction stage, maturity stage, and decline stage. Each stage will use different tools of sales promotion. The tools of sales promotion will be used;
    - Sweepstake: it is an activity that the customers can join to get the reward as the incentive when they purchase the product. Each product package will have a code number

that the customers have to submit via fan page's inbox on the facebook. Lucky drawing is shown on Facebook's live. The incentive will be gold for 1 dime that distributes monthly. It will start in the third month of selling.

- Price off deals: it is a discount off the selling price that is to increase the sales volume in the middle and the end of the year for clearing the product in the stock, (see Table 20).
- Free sample: it is to give for sample product as the small size of 500 grams of packages in order to attract the customers to try for a new product. With total units of sample product are 4,100 units, which they are distributed through 16 channels of modern trade in Big C and Lotus for 200 units per branches in a year. Moreover, 900 units will be distributed in the events, which there are 3 events and each event is 300 units, (see Table 20).

Using social network as media to promote the brand and product is well-integrated marketing communication tool because the current situation reports that there is a high growth of social media users on facebook, twitter, and Instagram. It can be reached by a large group of target customers and the cost of advertising is cheaper than other media channels (1.3.3 Socio-cultural).

### **2.3 Customer-Based Brand Equity**

- 1) Brand salience: the logo design can represent the product and it is outstanding for the customers easily to recognize the symbol. Package shows the modern design that is suitable for the young generation as target customers. In addition, the customers are attracted to a new brand of vitamin rice.
- 2) Brand performance: Vitamin rice contains high nutritious of five colour vegetable and fruit. The benefits of vitamin rice can help to prevent disease, improve immunity, and make a stronger body. Moreover, vitamin rice can be the main dish for Thai customers.

- 3) Brand Imagery: the image of the vitamin rice brand shows a healthy product, good quality, and a trusted brand. This product is worthy because of the cheap price and high quality in terms of cleanliness, insect free, chemical free and so on. With the rice colour and box, the design is very different from other competitors, so it is easy to remember.
- 4) Brand feelings: the customers can feel healthier and more safety after consuming the vitamin rice. When the health of customers is better, it can represent for well-being, better beauty skin and feel more confident.
- 5) Brand judgment: the customers are satisfied with the products because the affordable price and the gained benefits are worthy when comparing with other premium rice brand.
- 6) Brand resonance: the vitamin rice can fulfil the customers' needs and wants for a healthier body. The customers will feel impressive when they continue of consumption. The good result will be shown from inside to outside appearance of the body. The customers will be loyal to the brand.

### **Section 3: Implementation**

#### **3.1 Marketing Plan Related Organization Management**

##### **3.1.1) Brand Manager**

- 1) Create the marketing campaigns and events- the brand manager has to plan and manage all the tasks according to the plan. Moreover, manager also needs to monitor and evaluate the performance in order to compare with the objectives

- 2) Plan the marketing budgets- the manager has to plan for sales and expenditure forecast and also analyze for the return on investment in order to gain the maximize profit.
- 3) Control the role of the marketing team- the manager can assign the right task to the right man and lead them into the succession plan.

#### 3.1.2) Administrator

- 1) Coordinate between the internal and external organization- the administrator can coordinate the task between salesman and manager as internal, and contact with an advertising agency, events agency and customers, who are outside the organization.
- 2) Deal with all document and summarize the report- administrator can summarize and inform the report to the manager.
- 3) Create the content and manage the social media and website- administrator can be responsible for Facebook's fan page and website as admin to inform the news and information to customers

#### 3.1.3) Salesman

- 1) Contact with the customers- deal with the customers for selling contact and provide the service to them.
- 2) Delivery the product to the customers- seller can deliver the product to the customers' hand, including wholesalers and retailers.
- 3) Respond and help the customers if the product defects- is to provide for the after sale service for the customers who have a problem with the product, so they need to help them for exchanging with the new one, this is to make the customers satisfied with the brand.
- 4) Control the inventory- salesman needs to check the product in the stock to prepare for the delivery to the wholesalers, retailers,

and customers. Moreover, it requires planning and managing for the lead time of transportation.

### 3.2 Promotion Activities

- 1) January – June 2018: the company will start to promote the product and brand via the website and online social media advertising to create the brand awareness. The target market has increased of using social media and website via smartphone.
- 2) January – February 2018: distributing the free sample product to the customers because the product is new in the market and from survey research shows that the best promotion to attract them is sample product. It helps to create the sale volume in the beginning stage of selling.
- 3) July - Aug 2018: advertising on a billboard in BTS station that can get reached of crowded people.
- 4) January, March, and May 2018: the company will join in the big events, which are THAI MEGA Food Fair, Food Pack Asia, and THAIFEX-World of Asia. In these events can build the brand awareness and generate the sales volume.
- 5) September - November 2018: the company will hire some of the customers to review the product in order to influence new customers purchase.
- 6) June – December 2018: the activity gives incentive, 1 dime of gold, back to the customers who purchase the product. This is to build the customers loyalty.
- 7) June and December 2018: the company will provide the promotion for price off deal in order to boost the sales volume in the middle and end of the year. Moreover, it is to clear the product in the stock

### 3.3 Action Plan

**Table 26** Marketing Timeline



## Section 4: Financial Projection

### 4.1 Sales Forecast

**Table 27** Sales Forecast

Vitamin rice 1 kg	18	30	40	20	45	50	55	60	62	65	70	80
Vitamin rice 3 kg	15	20	30	10	35	40	45	48	50	52	55	57
Vitamin rice 5 kg	20	30	60	25	65	70	70	72	75	80	90	100
Vitamin rice 1 kg (com 30%)	128	240	320	160	480	640	720	768	800	832	880	960
Vitamin rice 3 kg (com 30%)	80	192	320	128	320	480	560	592	624	640	672	720
Vitamin rice 5 kg (com 30%)	160	480	640	240	720	800	880	960	992	1,024	1,040	1,120
Total unit sales	421	992	1,410	583	1,665	2,080	2,330	2,500	2,603	2,693	2,807	3,037
<b>Unit Prices</b>												
Vitamin rice 1 kg	60	60	60	60	60	60	60	60	60	60	60	60
Vitamin rice 3 kg	175	175	175	175	175	175	175	175	175	175	175	175
Vitamin rice 5 kg	290	290	290	290	290	290	290	290	290	290	290	290
Vitamin rice 1 kg (com 30%)	48	48	48	48	48	48	48	48	48	48	48	48
Vitamin rice 3 kg (com 30%)	129	129	129	129	129	129	129	129	129	129	129	129
Vitamin rice 5 kg (com 30%)	209	209	209	209	209	209	209	209	209	209	209	209
Total unit prices	525	525	525	525	525	525	525	525	525	525	525	525
<b>Sales</b>												
Vitamin rice 1 kg	1,080	1,800	2,400	1,200	2,700	3,000	3,300	3,600	3,720	3,900	4,200	4,800
Vitamin rice 3 kg	2,625	3,500	5,250	1,750	6,125	7,000	7,875	8,400	8,750	9,100	9,625	9,975
Vitamin rice 5 kg	5,800	8,700	17,400	7,250	18,850	20,300	20,300	20,880	21,750	23,200	26,100	29,000
Vitamin rice 1 kg (com 30%)	6,144	11,520	15,360	7,680	23,040	30,720	34,560	36,864	38,400	39,936	42,240	46,080
Vitamin rice 3 kg (com 30%)	10,280	24,672	41,120	16,448	41,120	61,680	71,960	76,072	80,184	82,240	86,352	92,520
Vitamin rice 5 kg (com 30%)	33,440	100,320	133,760	50,160	150,480	167,200	183,920	200,640	207,328	214,016	217,360	234,080
Total sales	59,369	150,512	215,290	84,488	242,315	289,900	321,915	346,456	360,132	372,392	385,877	416,455

## 4.2 Expenditure Forecast

**Table 28** Expenditure Forecast

<b>Marketing Activities</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>April</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>
Facebook's page ads	9,000	9,000	9,000	9,000	9,000	9,000						
Facebook's post ads	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Website	5,000	5,000	5,000	5,000	5,000	5,000						
Mass transit ads (BTS)							70,000	70,000				
Events- Thailand MEGA Food Fair	51,500											
Events- Food Pack Asia			34,000									
Events- THAIFEX-World of Food Asia					60,500							
Review & Content									10,000	10,000	10,000	
Sweepstake						5,000	5,000	5,000	5,000	5,000	5,000	5,000
Price off deal												
Free sample	38,000	32,000	38,000		38,000							
<b>Total</b>	<b>108,500</b>	<b>51,000</b>	<b>91,000</b>	<b>19,000</b>	<b>117,500</b>	<b>24,000</b>	<b>80,000</b>	<b>80,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>10,000</b>

### 4.3 Salary Expense

**Table 29** Salary Expense

No.	Position	No. of person	Salary Expense	Amount
1	Owner	1	18,000	18,000
2	Salesman	1	15,000	15,000
3	Administrator	1	15,000	15,000
4	Staff	4	9,000	36,000
<b>Total</b>				<b>84,000</b>

### 4.4 Utility Expense

**Table 30** Utility Expense

No.	Utilities	Quantity	Expense	Amount
1	Telephone	5	600	3,000
2	Internet	1	500	500
<b>Total</b>				<b>3,500</b>

#### 4.5 Income Statement Monthly

**Table 31** Income Statement Monthly

Income Statement												
For the year ended December 31, 2018												
	Jan	Feb	Mar	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Sales	59,369	150,512	215,290	84,488	242,315	289,900	321,915	346,456	360,132	372,392	385,877	416,455
Cost of goods sold	8,420	19,840	28,200	11,660	33,300	41,600	46,600	50,000	52,060	53,860	56,140	60,740
Gross profit	50,949	130,672	187,090	72,828	209,015	248,300	275,315	296,456	308,072	318,532	329,737	355,715
Operating expense												
Selling expense	108,500	51,000	91,000	19,000	117,500	24,000	80,000	80,000	20,000	20,000	20,000	10,000
First Entrance fee	200,000											
Administrative expenses												
Salary expenses	84,000	84,000	84,000	84,000	84,000	84,000	84,000	84,000	84,000	84,000	84,000	84,000
Telephone & Internet	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Electricity	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Total operating expenses	456,000	198,500	238,500	166,500	265,000	171,500	227,500	227,500	167,500	167,500	167,500	157,500
Operating income	- 405,051	- 67,828	- 51,410	- 93,672	- 55,985	76,800	47,815	68,956	140,572	151,032	162,237	198,215
Tax Income (20%)	- 81,010	- 13,566	- 10,282	- 18,734	- 11,197	15,360	9,563	13,791	28,114	30,206	32,447	39,643
Net profit	- 324,041	- 54,262	- 41,128	- 74,938	- 44,788	61,440	38,252	55,165	112,458	120,826	129,790	158,572

This is the income statement that shows the net profit/ or loss of each month. From the table 31 shows that the company will gain loss in January – May because there are many marketing activities to create the brand awareness and promotional strategies that persuade the customers to buy the product. Moreover, the company has to pay the first entrance fee of 200,000 baht to Big C and Lotus to put on the shelf. However, the sales drop down in April because of a long holiday. The company starts to gain the profit in Jun and the

sales are going to increase continuously, because the company tries to put more sales promotion to boost up the sales, especially in Jun and December.

\*\*\***Tax rate: The income is at 3,000,000 baht or over, used tax rate at 20%** (<http://www.rd.go.th/publish/841.0.htm>)

#### 4.6 Income Statement Yearly

**Table 32** Income Statement Yearly

<b>Income Statement</b>			
<b>For the period 31 December, 2018-2020</b>			
	<b>2018</b>	<b>2019</b>	<b>2020</b>
Sales Growth		<b>20%</b>	<b>30%</b>
Sales	3,245,101	3,894,121	5,062,358
Cost of goods sold	462,420	554,904	721,375
Gross profit	2,782,681	3,339,217	4,340,982
Operating expense			
Selling expense	641,000	800,000	1,000,000
First Entrance fee	200,000	-	-
Administrative expenses			
Salary expenses	1,008,000	1,088,640	1,175,731
Telephone & Internet	42,000	42,000	42,000
Electricity	720,000	720,000	720,000
Total operating expenses	2,611,000	2,650,640	2,937,731
Operating income	171,681	688,577	1,403,251
Tax Income (15%)	34,336	137,715	280,650
Net profit	137,345	550,862	1,122,601

In the end of 2018, the net profit will be 137,345 baht. In the next year, the company expects to have sales growth at 20% in the next year and 30% in the next following year. The budget is determined to increase by 160,000 baht approximately in 2019 and 200,000 baht in 2020. The net profit will increase to 550,862 baht in 2019 and 1,122,601 baht, 2020. Moreover, the company has a plan to expand more distribution channels and target customers in other provinces of Thailand.

#### 4.7 Break-Even Point

$$\text{Break – even unit} = \frac{\text{Total Fixed Cost}}{\text{Selling Price – Variable cost}}$$

$$\text{Fixed Cost} = 1,770,000 \text{ baht per year}$$

$$\text{Average selling price} = 57.78 \text{ baht per unit}$$

$$\text{Variable cost} = 20 \text{ baht per unit}$$

The variable cost is 20 baht per unit, which consists of 15 baht per unit for Jasmine Rice, 2 baht per bag for the package, and 3 baht per unit for nutritious. The fixed cost is 1,770,000 baht per year that includes salary expense, telephone & internet, and electricity for 12 months, (see in Table 4.5 Income Statement Monthly).

According to the selling price has 3 packages size, which are 1 kg for 60 baht, 3 kg for 175 baht, and 5 kg for 290 baht. Therefore, the average price will be 57.78 baht per kilogram.

$$\text{Break – even unit} = \frac{1,770,000}{57.78 - 20} = 46,850 \text{ kilograms}$$

$$\text{Break – even (baht)} = \text{Price} * \text{Quantity} = 57.78 * 46,850 = 2,707,003 \text{ baht}$$

The break-even point in unit is 46,850 tons and the break-even point in baht is 2,707,003 baht, which can cover the total cost of production and start getting return of profit.

#### 4.8 Marketing Return on Investment (MROI)

$$MROI = \frac{\text{Gross margin} - \text{Marketing expense}}{\text{Marketing expense}}$$

$$\text{Year 2018:} \quad MROI = \frac{2,782,681 - 641,000}{641,000} = 3.3412 * 100 = 334\%$$

$$\text{Year 2019:} \quad MROI = \frac{3,339,217 - 800,000}{800,000} = 3.174 * 100 = 317\%$$

$$\text{Year 2020:} \quad MROI = \frac{2,782,681 - 641,000}{641,000} = 3.341 * 100 = 334\%$$

The marketing return on investment is to measure for every baht invested in marketing. From the above three years can be explained that the company are getting 3 baht in sales per every baht spending in marketing.

## Section 5: Evaluation and Control Plan

After all marketing plans have implemented so that it is important for the company to evaluate and control the performance on a continuous basis.

### 5.1 Key Success Factors

To accomplish the company's objectives, there are many factors that the company has to aware of the conditions to be successful as in the following:

5.1.1) Product quality- regarding the survey result, see table 4.10, shows that the quality of the product is the first-factor concern for purchasing. It includes the cleanliness, freshness, insect-free, chemical-free, and nice package. Moreover, maintaining the high quality of the product is very important to gain trust from the customers and get the customers royalty.

5.1.2) Service- with the E-commerce market is currently important to the customers, which they like to spend their time on social media and they can order the product through Facebook and company's website directly to the company. So, providing a good service with the customers can create the first impression to them and in addition, they can spread out their impression to other people easily by click "Like" and "Share" for their friends to see.

5.1.3) Trusting brand- it needs time to build the brand into the top of customers' mind. Therefore, creating the brand equity is very important, which it requires building a good brand image and brand awareness with the strong position in the market. It is to build the customers' royalty that generates the long-term profit to the company.

### 5.2 Key Performance Indicators (KPIs)

#### ➤ Short-Term objectives (1 year)

- 1) To build the brand awareness within the first six months by having at least 100,000 likes in Facebook's fan page and 30,000 visitors in the website.

Measuring: it can be measured by counting of Facebook's tool and Website tool that already show the number of likes and visitors.

- 2) To provide for the information about the benefit consumption of the vitamin rice product.

Measuring: it is measured by the survey that asks about the benefit of the product.

- 3) To achieve the sales for 3 million baht in the first year after launching the product in January 2018.

Measuring: monitoring at the report of accounting for the sales to achieve 1 million baht in the first half year and 3 million baht in the ended year.

➤ Long-Term objectives (2-3 years)

- 1) To increase the sales up to 20% in the following year and 25% of the next following year.

Measuring: monitoring at the report of accounting for the sales to achieve 20% increasing in the second year and 25% increasing in the third year.

- 2) To increase the distribution channels through online agencies more in 4 regions, which are Top North, Bottom North, East, and West of Thailand.

Measuring: it can be measured by listing all client contacts and allocate them to each region.

- 3) To be the top of customers' mind for the vitamin rice as healthy rice

Measuring: it is measured by the survey that can evaluate the customers for the brand awareness.

- 4) To have people click "200,000" likes in Facebook's fan page and 150,000 visitors in the website.

Measuring: it can be measured by counting of Facebook's tool and Website tool that already show the number of likes and visitors.

### **5.3 Contingency Plan**

5.3.1 Marketing and sales downturn plan- if the sales volume cannot reach the objectives, so the second plan is to support more activities for public relation. This activity can gain more attention from the audiences and moreover, it is also to build the

relationship with the customers. This public relation focuses on building a brand image that persuades the customers to see the more value of the products. For example, the product booths are established in the supermarket at Big C and Lotus, distributing the brochure at the BTS stations or in front of Big C and Lotus.

5.3.2 Human resources management plan- in case of employees wants to quit the job without informing earlier that can cause of no staff working in that position. So the plan for solving this solution is collecting their salary for 1,000 baht every month, they will be given return when they want to quit the job but they need to inform the manager and wait until finished training to the new employees. This is the condition that forces them to follow the company policy.

5.3.3 Cost of raw material and equipment plan- this plan is for reserving of raw material and equipment when they are in shortage season. During low season of raw material, jasmine rice or vegetable, the company should find and get the contact with the other suppliers at least

## **BIBLIOGRAPHY**

- Aaker, D. A. (2010). *Market Analysis*. Retrieved from NetMBA Web Site: [hefsteps.com/activities/gummy-bears](http://hefsteps.com/activities/gummy-bears)
- Allricesurin.com. (2017). *Products*. Retrieved from Allricesurin Web site: <http://www.allricesurin.com/product/48/%E0%B8%82%E0%B9%89%E0%B8%B2%E0%B8%A7%E0%B9%80%E0%B8%9A%E0%B8%8D%E0%B8%88%E0%B8%A3%E0%B8%87%E0%B8%84%E0%B9%8C-500-%E0%B8%81%E0%B8%A3%E0%B8%B1%E0%B8%A1>
- Amnit, Kanittha, Savitri, Garivait, Sebastian, & Sirinthornthep. (2017). *Country report on rice cultivation practice: Thailand*. Bangkok.
- Anderson, C. &. (1984). Stage of product life cycle, business strategy, and business performance. *Academy of Management* , 5-24.
- Aronsson & Jonsson. (n.d.). *Sales Forecasting Management- Attitudes towards sales forecasting management in a Swedish retail firm*. University of Gothenburg.
- B. Lawal. (2014). *Statistical Methods in Agriculture, Health, and Life Sciences*. Switzerland: Springer International.
- Barkley , Markley, & Lamie. (2007). *E-COMMERCE AS A BUSINESS STRATEGY LESSONS LEARNED FROM CASE STUDIES OF*. Mississippi State University.
- B-herbs.com. (2016). *New and Event*. Retrieved from B-herbs Web site: [http://www.b-herbs.com/index.php?option=com\\_content&view=article&id=203&Itemid=232&lang=en](http://www.b-herbs.com/index.php?option=com_content&view=article&id=203&Itemid=232&lang=en)
- B-herbs.com. (2017). *Distribution Channels*. Retrieved from B-herbs Web site: [http://www.b-herbs.com/index.php?option=com\\_content&view=article&id=94&Itemid=224&lang=th](http://www.b-herbs.com/index.php?option=com_content&view=article&id=94&Itemid=224&lang=th)
- B-herbs.com. (2017). *Herbal Jasmin Rice Product*. Retrieved from B-herbs Web site: [http://www.b-herbs.com/index.php?option=com\\_virtuemart&Itemid=206&lang=th](http://www.b-herbs.com/index.php?option=com_virtuemart&Itemid=206&lang=th)

### **BIBLIOGRAPHY (Cont.)**

- B-herbs.com. (2017). *Products*. Retrieved from B-herbs Web site: [http://www.b-herbs.com/index.php?option=com\\_virtuemart&Itemid=175&lang=th](http://www.b-herbs.com/index.php?option=com_virtuemart&Itemid=175&lang=th)
- BrckaLorenz, Chiang, & Laird. (2013). *Internal Consistency Reliability*. Faculty Survey of Student Engagement.
- Brink, H. (1993). Validity and Reliability in Qualitative Research. *SA Society of Nurse Researchers' Workshop* (p. 35). UNISA.
- Chalida Ekvitthayavechnukul. (2016, January 3). *Thailand 2016: Top trends to look out for in nascent but fast-growing e-commerce market*. Retrieved from News and Intelligence Platform for Southeast Asia and India: <https://www.dealstreetasia.com/stories/thailand-2016-top-trends-look-nascent-fast-growing-e-commerce-market-24059/>
- Chavasit, D. V. (2014, January 17). *Thais don't eat enough fruit and vegetables daily*. Retrieved from <https://www.thaivisa.com/forum/topic/697272-thais-dont-eat-enough-fruit-and-vegetables-daily/>.
- Cox, W. (1967). Product life cycles as marketing models. *Journal of Business*, 375-384.
- Cristiana, M. (2009). The buying decision process and type of buying decision behavior. *Sibiu Alma Mater University Journals Series A*, 33.
- Donnelly, P. (2001). *Distribution Strategy*. The McGraw- Hill Company.
- Downey, J. (2007, March 8). Components of a PESTEL Analysis. *Strategic Analysis Tools*, 6-7. Retrieved from brighthubpm: <http://www.brightbubpm.com/project-planning/51754-components-of-a-pestle-analysis/>
- Drejer, S. (2016). *Marketing Plan*. Bangkok: Stamford University.
- Drucker, P. F. (1954). *The Practice of Management*. New York: Harvard Business School.
- Drummond, Ensor, & Ashford. (2008). *Strategic Marketing: Planning and Control*. MA: Elsevier Ltd.
- Dzemyda, I. (2014). *Strategic Management of Business Organization*.

## BIBLIOGRAPHY (Cont.)

- Factbook, T. W. (2017, July 9). *The World Factbook- Thailand*. Retrieved from Central Intelligence Agency: <https://www.cia.gov/library/publications/the-world-factbook/geos/th.html>
- Fernquest. (2017, June 20). *Thai rice: Future brightens after over-supply crisis passes*. Retrieved from bangkokpost: <http://www.bangkokpost.com/learning/advanced/1272265/thai-rice-future-brightens-after-over-supply-crisis-passes>
- Forrester, J. (1961). *Industrial dynamixs*. MA: MIT press Canbridge.
- Fredrickson. (2017). *Thailand in social media world's top 10*. <http://www.bangkokpost.com/learning/advanced/1255403/thailand-in-social-media-worlds-top-10>.
- Free Management eBooks. (n.d.). *Advantages and Disadvantages*. Retrieved from Free Management e-books Web Site: [www.free-management-ebooks.com](http://www.free-management-ebooks.com)
- Free Management eBooks. (n.d.). *Five Forces Model Based Upon Michael E. Porter's Work*. Retrieved from Free Management e-Book Web Site: [www.free-management-ebook.com](http://www.free-management-ebook.com)
- Golafshani, N. (2003). *Understanding Reliability and Validity in*. Toronto: NSUWorks.
- Grandell, J. (n.d.). *Time Series Analysis*.
- hongthongrice.com. (2017). *History Company*. Retrieved from Hong Thong Life Web site: <http://www.hongthongrice.com/home/about-hongthong/>
- Husna. (2017, May 15). *Thailand GDP Growth Rate*. Retrieved from Tradingeconomics.com: <https://tradingeconomics.com/thailand/gdp-growth>
- Jirapan Boonnoon. (2017, January 27). *Thai e-commerce sector expected to expand by 20 per cent this year*. Retrieved from THE NATION: <http://www.nationmultimedia.com/news/business/EconomyAndTourism/30305036>
- Kasetsart University. (n.d.). *Herbal Coated Rice*. Retrieved from KU Web Site: [http://www3.rdi.ku.ac.th/exhibition/Techno\\_ku60/res-29/index29.html](http://www3.rdi.ku.ac.th/exhibition/Techno_ku60/res-29/index29.html)
- Kavanagh & Williams. (2014). *Making the best use of judgmental forecasting*.

## BIBLIOGRAPHY (Cont.)

- Keller, K. (2009). Building strong brands in a modern marketing communications environment. *Journal of Marketing Communications*, 143-144.
- Kotler & Keller. (2012). *Marketing Management*. England: Pearson Education Limited.
- Kotler, P. (1997). *Marketing Strategy*. London: Peason Education Limited.
- Kotler, P. (2012). *Marketing Management*. London: Peason Education Limited.
- Kotler, P. (2012). *Products Planning: The Nature and Contents of a Marketing Plan*. London: Peason Education Limited.
- Krobkruakao.com. (2016, November 3). *Farmers sell rice online not through intermediaries*. Retrieved September 25, 2017, from Krobkruakao.com: <http://krobkruakao.com/%E0%B8%82%E0%B9%88%E0%B8%B2%E0%B8%A7%E0%B9%80%E0%B8%A8%E0%B8%A3%E0%B8%A9%E0%B8%90%E0%B8%81%E0%B8%B4%E0%B8%88/28892/%E0%B8%8A%E0%B8%B2%E0%B8%A7%E0%B8%99%E0%B8%B2%E0%B8%82%E0%B8%B2%E0%B8%A2%E0%B8%82%E0%B9%89%E0%B8%B2%E0%B8%A7%E0%B8%AD>
- Lunds University. (2015). *Market Analysis and Business Plan*. Lunds University.
- Maxwell, D. (2016, October 4). *Thailand: Breaking the cycle of flooding and drought*. Retrieved from Asian Correspondent: <https://asiancorrespondent.com/2016/10/thailand-breaking-cycle-flooding-drought/#aqxWcKFhEGFUYVDm.97>
- McCarthy, J. (1975). *Basic Marketing: A Managerial Approach*. Richard D. Irwin, Inc.
- McKillip, J. (1987). *Need Analysis: Tools for the Human Service and Education. Applied Social Research Method Series, Volume 10*. CA: Thousand Oaks.
- McMillan & Schumacher. (2001). *Research in education: A conceptual introduction*. Longman: New York.
- Ministry of Commerce. (2017, July). *Thailand Inflation Rate*. Retrieved from Thailandeconomics.com: <https://tradingeconomics.com/thailand/inflation-cpi>

## BIBLIOGRAPHY (Cont.)

- Ministry of Commerce. (n.d.). *Commercial Registration* . Retrieved September 20, 2017, from Department of Business Development Ministry of Commerce: [http://www.dbd.go.th/dbdweb\\_en/ewt\\_news.php?nid=3974&filename=index](http://www.dbd.go.th/dbdweb_en/ewt_news.php?nid=3974&filename=index)
- Narkevisius & Seskauskis. (2016). *Sales forecasting management: Improvement of new product forecasting process in the Swedish company Heliospectra*. University of Borås.
- NATION, T. (2017, February 10). *Thailand's ageing society expected to affect supplements market*. Retrieved from <http://www.nationmultimedia.com/news/business/EconomyAndTourism/30306044>.
- NESDB. (2017, August). *Thailand Consumer Spending*. Retrieved from Tradingeconomics.com: <https://tradingeconomics.com/thailand/consumer-spending>
- Nutritionaustralia. (2016, October 16-22). *Eat a rainbow*. Retrieved from Nutritionaustralia Web Site: <http://www.nutritionaustralia.org/national/resource/eat-rainbow>
- Ommani. (2011). Strengths, weaknesses, opportunities and threats. *African Journal of Business Management*, 1-2.
- Panita Thawornthamarat. (2016). *Marketing Plan*. Bangkok: International Stamford University.
- Pattana, Ong-Art, & Wanwilai. (2012). Structure and Conduct of the Purple Rice Market in Northern Thailand. *International Journal of Environment and Rural Development*, 147.
- Patumrice.co.th. (2017). *General Information*. Retrieved from Patumrice Web site: <http://investor.patumrice.co.th/factsheet.html>
- Patumrice.co.th. (2017). *Mahboonkrong Plus Rice*. Retrieved from patumrice.co.th: [http://www.patumrice.co.th/en/rice\\_products?gid=1&cid=4](http://www.patumrice.co.th/en/rice_products?gid=1&cid=4)
- Patumrice.co.th. (2017). *Promotions*. Retrieved from Patumrice Web site: <http://www.patumrice.co.th/en/promotions/view?id=41>

## BIBLIOGRAPHY (Cont.)

- Patumrice.co.th. (2017). *Where to buy*. Retrieved from patumrice.co.th:  
[http://www.patumrice.co.th/en/where\\_to\\_buy](http://www.patumrice.co.th/en/where_to_buy)
- Pennsylvania Universtiy. (2007). *Understanding Pricing Obejectives and Strategies*.  
 Pennsylvania: Publications Distribution Center.
- Petchanet Pratuankrai. (2016, December 30). *2017 rice exports forecast at 10m tonnes*.  
 Retrieved from nationmultimedia:  
<http://www.nationmultimedia.com/news/business/EconomyAndTourism/30303121>
- Priscillia & Bibiana. (2008). *A Study To Indicate The Importance Of Consumer Based-Brand Equity Perception Of Brand*. Sweden: Blekinge Institute of Technology.
- Saunders, M., Lewis, P. & Thornhill. (2017, April 12). *Convenience sampling*.  
 Retrieved from research methodology: <http://research-methodology.net/sampling-in-primary-data-collection/convenience-sampling/>
- Sayuri Umeda. (2013, August 7). *Thailand: Crisis in Thai Rice Pledging Scheme*.  
 Retrieved from Library of Congress: <http://www.loc.gov/law/foreign-news/article/thailand-crisis-in-thai-rice-pledging-scheme/>
- Shahzad Trading & Consulting FZE. (n.d.). *SWOT & TOWS Analysis*. Saudi Arabia:  
 Shahzad Trading & Consulting FZE.
- Sharma, N. (2013). *MARKETING STRATEGY ON DIFFERENT STAGES PLC AND ITS*. *International Journal of Marketing, Financial Services & Management Research*, 127-130.
- Sharma, N. (2013). *Marketing strategy on different stages PLC and Its marketing implications on FMCG products*. *International Journal of Marketing, Financial Services and Management Research*, Barkatullah University Bhopal.
- Shukla, P. (2008). *Essentials of Marketing Research*. Retrieved from Bookboon:  
[www.bookboon.com](http://www.bookboon.com)
- sininrice.com. (2017). *Product Rice for Health*. Retrieved from Sininrice Web site:  
<http://www.sininrice.com/index.php>

### **BIBLIOGRAPHY (Cont.)**

- Smit & Abaum. (2010). *An Introduction to Market Research*. Qualtric Labs Inc.

- Smith & Albaum. (2012). *Basic Market Research*. Utah: Qualtric Labs, Inc.
- Teerayut, T. (2016, March 24). *Thailand's drought crisis 2016: Understanding it without the panic*. Retrieved from [www.scbeic.com/en/detail/product/2127](http://www.scbeic.com/en/detail/product/2127).
- The Department of Labour Protection and Welfare. (2014). *The Labour Protection ACT B.E. 2541*. The Government Gazette.
- The Government Public Relations Department. (n.d.). *Industry*. Retrieved September 18, 2017, from Thailand in Brief: <http://thailand.prd.go.th/ebook2/inbrief/page.php?cid=8>
- The International Rice Research Institute. (2013). *Paddy Drying*. California: Creative Commons Attribution International License.
- The Whetstone Group, Inc. (n.d.). *Developing the right marketing budget for your firm*. Retrieved from The Whetstone Group Web Site: [www.thewhetstonegroup.com](http://www.thewhetstonegroup.com)
- The World Bank. (2017). *World Bank: Thailand's Economy to Grow at 3.2 Percent in 2017*. Retrieved from Trading Economics: <https://tradingeconomics.com/thailand/gdp-growth>
- Titcomb, A. L. (2000). Need Analysis. *ICYF Evaluation Concept Sheet Spring 2000*.
- University Mathematics Association. (2013). Determination of appropriate Sample Size. *International Journal of Applied Mathematics and Statistical Sciences Vol. 2, Issue 1, 25*.
- Uttaradit Rajabhat University. (n.d.). *Herbal Coated Rice*. Uttaradit Rajabhat : Uttaradit Rajabhat University.
- Vazifedoost & Abdi. (2016). Examining the Relationship between Pricing Strategies and Marketing Activities: Customer Relationship Management, Customer Service and Effectiveness of Promotion Activities. *The Caspian Sea Journal*, 182-183.
- Wallard, H. (2017). *Thailand 2017, Beyond the concerns*. Bangkok: Ipsos.
- Wareerat Petchseechoung. (2017). *Rice Industry*. Bangkok: Krungsri Bank.

## BIBLIOGRAPHY (Cont.)

Wareerat, P. (2016, September). Retrieved April 27, 2017, from [www.krungsri.com](http://www.krungsri.com):

[https://www.krungsri.com/bank/getmedia/a5759c35-33c4-4e02-bfbc-3a4822e3a7a0/IO\\_Rice\\_2016\\_EN.aspx](https://www.krungsri.com/bank/getmedia/a5759c35-33c4-4e02-bfbc-3a4822e3a7a0/IO_Rice_2016_EN.aspx)

Westwood, J. (2013). *How to write the marketing plan*. Kogan Page.



## APPENDIX A

### Questionnaire (English Version) Marketing Plan for Consuming Rice Products

**Objectives:** is to study the consumer behavior and need about the rice consumption and is to plan for developing the effective marketing for vitamin rice of Individual Study Project (IS) in Master Business Administration at Stamford University. Therefore, your opinions and answer are meaningful to this study. Please provide answer for all question based on your true opinion.

In this survey will be consisted of 3 parts in the following;

Part 1 General Information of your personal background

Part 2 Consumer Behavior on buying decision of rice

Part 3 Customers' attitude toward marketing mix and brand of rice

Thank you in advance for your time and participation in this survey.

#### Part 1: General Information of respondents

Please complete all questions truthfully by marking "✓" in the  given below.

1. What is your gender?

Male       Female

2. How old are you?

Under 21     21 - 30     31 - 40     41-50     51-60     Above 60

3. Marital Status

Single       Married     Widow/Separate/Divorce

4. What is your occupation?

Student                       Government Officer / State Enterprise Officer

Corporate Employees     Business Owner                       Others (Please indicate).....

5. What is your income per month?

Under 10,000 THB                       10,000- 20,000 THB

20,001- 30,000 THB     30,000 THB or more

6. What is your education level?

Primary school                       Secondary school                       High school

Undergraduate school     Graduate school (Master/PhD)

**Part 2: Consumer Behavior on buying decision of rice.**

Please complete all questions truthfully by marking “✓” in the  given below.

7. Do you have health conscious?

- Yes       No

8. What types of rice do you normally consume?

- Jasmine     White rice    Brown rice    Rice berry    Sticky rice  
 Others (Please specify).....

9. Which brand are you normally purchase?

- Mah Boonkrong    Khai Jae    Hongthong    Bencharong    Royal Umbrella  
 Suphanhong    Pathumthip    Mittraphap    Kasikorn    Ku Krua  
 Others (Please specify).....

10. What is/are the factor(s) that affect your purchase decision for rice? (Choose more than one)

- Price       Quality       Brand       Flavor       Texture       Benefits  
 Convenient location       Packaging    Promotion  
 Others (Please specify).....

11. What is your preference of the rice texture?

- Hard       Soft       Medium    Others (Please specify).....

12. Where do you go often to buy rice? (Choose more than one)

- Tesco Lotus    Big C    Villa market    Tops Supermarket    Home freshmart  
 Grocery Store    Seven- Eleven    Healthy product store    Others (Please specify)....

13. How often do you go to purchase rice?

- 1- 2 times per month     3-4 times per month     more than 4 times per month

14. What is the package size of rice product?

- 1 kg.    3 kg.    5 kg.    15 kg.    Others (Please specify).....

15. How much can you affordable to pay for vitamin rice per 1 kg?

- 0 – 30 baht       31-60 baht       61 – 90 baht       91- 120 baht       > 120 baht

16. Who has the influence on your purchase decision of rice? (Choose more than one)

- Myself     Family     Friends     Reviewers     Celebrities     Sellers  
 Others (Please specify).....

17. What is the source of information? (Choose more than one)

- TV             Radio     Billboard     Web site     Friends/ Family  
 Brochures     Social networks             Customers' review  
 Others (Please specify).....

\*\*\*Vitamin rice is made from the normal rice but contain the natural vegetable extracts by the process of absorbing and drying. Vitamin rice has similar benefits as you eat 5 color vegetables that full of beneficial nutrients to human body.

18. Would you interest to buy new product of “vitamin rice” as healthy rice? and Why?

(If No, skip question no. 19 and 20)

- Yes .....             No.....

19. What the promotions can attract your purchase for new product (vitamin rice)?

- On-sales     Coupon discount     Sample size     Buy 1 get 1 free  
 Money rewards     Others (Please specify).....

20. Why do you want to buy vitamin rice for?

- Self- consumption     Family consumption     Special gift     Souvenir  
 Others (Please specify).....

**Part III: Perception toward Marketing Mix**

Marketing Mix	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
<b>21. Product Quality</b>					
21.1 I concern on rice's cleanliness					
21.2 When I buy rice, I would consider the benefit					
21.3 I like rice's texture					
21.4 I prefer to eat good taste of rice					
21.5 Rice would be safe from chemical & insect					
21.6 Rice must not be broken					
21.7 Brand reputation is important to purchase decision					
21.8 Package design represents the rice quality					
<b>22 Price</b>					
22.1 The price is reasonable to rice's quality					
22.2 The price is appropriate to rice's quantity					
22.3 I always buy the cheapest product without quality concern					
<b>23. Distribution Channel</b>					
23.1 Product would be easy to find					
23.2 Delivery service affects to purchase decision					
23.3 I would like to buy rice via online market					
<b>24. Promotion</b>					
24.1 Advertising media is important to purchase decision					
24.2 I can remember rice brand because of celebrity					
24.3 I would buy rice after I see the advertising campaign					
24.4 Promotion is important to rice purchase decision					
24.5 I always buy rice when it is on promotion					

## APPENDIX B

### Questionnaire (Thai Version)

แผนการตลาดสำหรับผลิตภัณฑ์เพื่อการบริโภค

วัตถุประสงค์: แบบสอบถามฉบับนี้จัดทำขึ้นเพื่อศึกษาพฤติกรรมผู้บริโภคและความต้องการบริโภคข้าว และเพื่อวางแผนการพัฒนาการตลาดที่มีประสิทธิภาพสำหรับข้าวผสมวิตามินเพื่อประกอบการทำภาค นิพนธ์ในระดับมหาบัณฑิต สาขาบริหารธุรกิจ มหาวิทยาลัยนานาชาติแสตมฟอร์ด คำตอบที่ได้รับจะเป็น ส่วนสำคัญในการศึกษานี้ กรุณาตอบคำถามทุกข้อตามความคิดเห็นที่เป็นจริง

แบบสอบถามนี้แบ่งออกเป็น 3 ส่วนดังต่อไปนี้

ส่วนที่ 1: ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

ส่วนที่ 2: พฤติกรรมผู้บริโภคต่อการตัดสินใจซื้อข้าว

ส่วนที่ 3:ทัศนคติของผู้บริโภคต่อส่วนประสมทางการตลาดและยี่ห้อข้าว

ขอขอบพระคุณล่วงหน้าที่ได้สละเวลาตอบแบบสอบถามนี้

ส่วนที่ 1: ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

กรุณาตอบคำถามทุกข้อตามความเป็นจริงโดยทำเครื่องหมาย “✓” ในช่อง  ด้านล่าง

1. เพศ

ชาย  หญิง

2. อายุ

ต่ำกว่า 21 ปี  21-30 ปี  31-40 ปี  41-50 ปี  51-60 ปี  60 ปีขึ้นไป

3. สถานภาพ

โสด  สมรส  หย่าร้าง/แยกกันอยู่/หม้าย

4. อาชีพ

นักเรียน/นักศึกษา  ข้าราชการ/พนักงานรัฐวิสาหกิจ

พนักงานบริษัท  เจ้าของธุรกิจ

อื่น ๆ (โปรดระบุ) \_\_\_\_\_

5. รายได้ต่อเดือน

ต่ำกว่า 10,000 บาท  10,000- 20,000 บาท

20,001- 30,000 บาท  30,000 บาทขึ้นไป

## 6. ระดับการศึกษา

- ประถมศึกษา                       มัธยมศึกษาตอนต้น                       มัธยมศึกษาตอนปลาย  
 ปริญญาตรี                               ปริญญาโท/ปริญญาเอก

## ส่วนที่ 2: พฤติกรรมผู้บริโภคต่อการตัดสินใจซื้อข้าว

กรุณาตอบคำถามทุกข้อตามความเป็นจริงโดยทำเครื่องหมาย “✓” ในช่อง  ด้านล่าง

## 7. คุณใส่ใจต่อสุขภาพหรือไม่

- ใช่                       ไม่

## 8. คุณมักบริโภคข้าวประเภทใด

- ข้าวหอมมะลิ                       ข้าวขาว                       ข้าวกล้อง                       ข้าวไรซ์เบอร์รี่  
 ข้าวเหนียว                       อื่น ๆ (โปรดระบุ) \_\_\_\_\_

## 9. คุณมักบริโภคข้าวยี่ห้อใด

- มาบุญครอง                       ไก่แจ้                       หงส์ทอง                       เบญจรงค์  
 ฉัตร                       สุพรรณหงส์                       ปทุมทิพย์                       มิตรภาพ  
 กลีกร                       คู่ครัว                       อื่น ๆ (โปรดระบุ) \_\_\_\_\_

## 10. ปัจจัยใดที่มีผลต่อการตัดสินใจซื้อข้าวของคุณ

- ราคา                       คุณภาพ                       ยี่ห้อ                       รสชาติ                       เนื้อสัมผัส  
 คุณประโยชน์                       สถานที่สะดวกต่อการซื้อ                       บรรจุภัณฑ์                       โปรโมชัน  
 อื่น ๆ (โปรดระบุ) \_\_\_\_\_

## 11. คุณชอบเนื้อสัมผัสข้าวแบบใด

- แข็ง                       นุ่ม                       ปานกลาง                       อื่น ๆ (โปรดระบุ) \_\_\_\_\_

## 12. คุณมักซื้อข้าวจากที่ใด

- เทสโก โลตัส                       บิ๊กซี                       วิลล่า มาร์เก็ต                       ท็อปส์  
 โฮมเฟรชมาร์ท                       ร้ายของข้า                       เซเว่นอีเลเว่น                       ร้านผลิตภัณฑ์เพื่อสุขภาพ  
 อื่น ๆ (โปรดระบุ) \_\_\_\_\_

## 13. คุณซื้อข้าวบ่อยเพียงใด

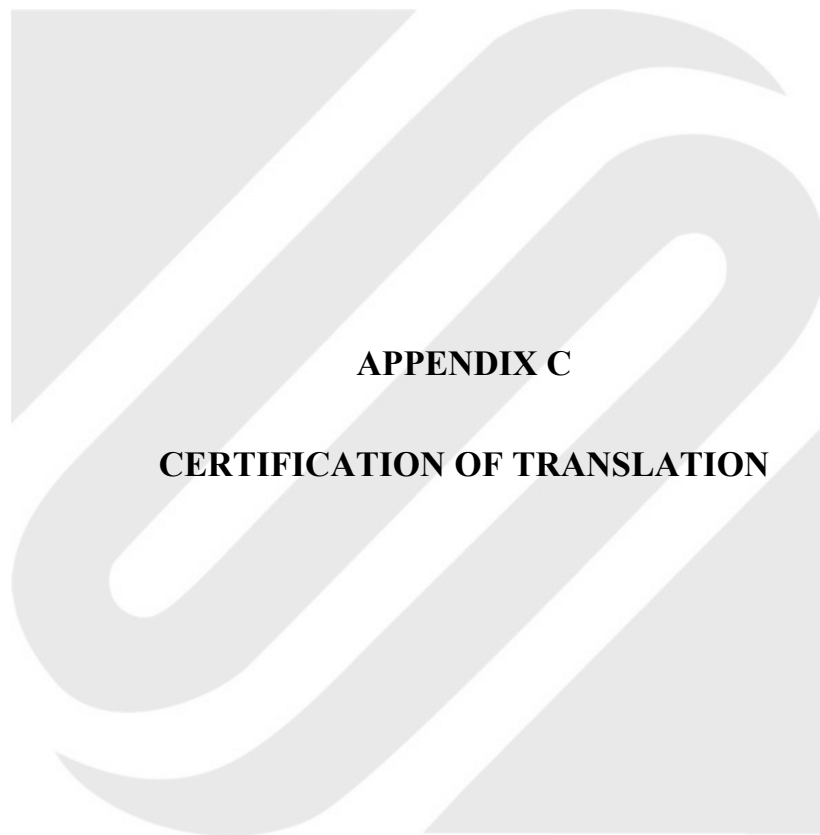
- 1-2 ครั้งต่อเดือน                       3-4 ครั้งต่อเดือน                       มากกว่า 4 ครั้งต่อเดือน

## 14. ขนาดบรรจุภัณฑ์ของข้าวที่คุณซื้อคืออะไร

- 1 กก.    3 กก.    5 กก.    15 กก.    อื่น ๆ (โปรดระบุ) \_\_\_\_\_
15. คุณคิดว่าสามารถจ่ายเงินซื้อข้าวผสมวิตามินได้ในราคาเท่าไรต่อ 1 กิโลกรัม
- 0-30 บาท    31-60 บาท    61-90 บาท    91-120 บาท    มากกว่า 120 บาท
16. ใครที่มีอิทธิพลต่อการตัดสินใจซื้อข้าวของคุณ
- ตัวเอง    ครอบครัว    เพื่อน    ผู้รีวิวสินค้า    ผู้มีชื่อเสียง
- ผู้ขาย    อื่น ๆ (โปรดระบุ) \_\_\_\_\_
17. แหล่งข้อมูลของคุณคืออะไร (เลือกได้มากกว่า 1 ข้อ)
- โทรทัศน์    วิทยุ    บ้ายโฆษณา    เว็บไซต์    เพื่อน/ครอบครัว
- โบรชัวร์    สังคมออนไลน์    รีวิวจากลูกค้า
- อื่น ๆ (โปรดระบุ) \_\_\_\_\_
- \*\*\* ข้าวผสมวิตามินผลิตจากข้าวธรรมดาแต่อุดมไปด้วยสารสกัดจากผักโดยผ่านกระบวนการซีมีซิปและทำให้แห้ง ข้าวผสมวิตามินมีคุณประโยชน์เช่นเดียวกับการรับประทานผัก 5 สีซึ่งมีคุณค่าทางโภชนาการต่อร่างกาย
18. คุณสนใจซื้อผลิตภัณฑ์ "ข้าวผสมวิตามิน" ในฐานะที่เป็นข้าวเพื่อสุขภาพหรือไม่ และด้วยเหตุใด (หากไม่ ให้ข้ามไปตอบข้อ 19 และ 20)
- ใช่ \_\_\_\_\_    ไม่ \_\_\_\_\_
19. โปรดชี้แจงว่าคุณจะซื้อผลิตภัณฑ์ใหม่ (ข้าวผสมวิตามิน)
- ลดราคา    คุปองส่วนลด    สินค้าทดลอง    ซื้อมา 1 แกรม 1
- เงินรางวัล    อื่น ๆ (โปรดระบุ) \_\_\_\_\_
20. ทำไมคุณถึงต้องการซื้อข้าวผสมวิตามิน
- เพื่อบริโภคเอง    เพื่อบริโภคในครอบครัว    เป็นของขวัญพิเศษ
- เป็นของที่ระลึก    อื่น ๆ (โปรดระบุ) \_\_\_\_\_

## ส่วนที่ 3: ทศนคติของผู้บริโภคต่อส่วนประสมทางการตลาดและยี่ห้อข้าว

ส่วนประสมทางการตลาด	เห็น ด้วย อย่าง ยิ่ง	เห็น ด้วย	เป็น กลาง	ไม่เห็น ด้วย	ไม่เห็น ด้วย อย่าง ยิ่ง
21. สินค้า					
21.1 ฉันใส่ใจเรื่องความสะอาดของข้าว					
21.2 เมื่อฉันซื้อข้าว ฉันจะพิจารณาคุณภาพประโยชน์					
21.3 ฉันชอบเนื้อสัมผัสของข้าว					
21.4 ฉันชอบทานข้าวที่มีรสชาติดี					
21.5 ข้าวควรปลอดสารเคมีและแมลง					
21.6 ข้าวไม่แตกหัก					
21.7 ชื่อเสียงของยี่ห้อมีความสำคัญต่อการตัดสินใจซื้อ					
21.8 รูปแบบบรรจุภัณฑ์แสดงถึงคุณภาพของข้าว					
22. ราคา					
22.1 ราคาข้าวสมเหตุสมผลกับคุณภาพ					
22.2 ราคาข้าวเหมาะสมกับคุณภาพ					
22.3 ฉันซื้อข้าวที่ราคาถูกที่สุดโดยไม่ใส่ใจเรื่องคุณภาพ					
23. ช่องทางการจัดจำหน่าย					
23.1 ควรหาผลิตภัณฑ์ได้ง่าย					
23.2 การบริการส่งถึงที่มีผลต่อการตัดสินใจซื้อ					
23.3 ฉันต้องการซื้อข้าวผ่านตลาดออนไลน์					
24. ส่งเสริมการขาย					
24.1 สื่อโฆษณามีความสำคัญต่อการตัดสินใจซื้อ					
24.2 ฉันจ่ายยี่ห้อข้าวได้เพราะผู้ที่มีชื่อเสียง					
24.3 ฉันซื้อข้าวหลังจากที่ดูโฆษณา					
24.4 โปรโมชั่นมีความสำคัญต่อการตัดสินใจซื้อ					
24.5 ฉันซื้อข้าวเมื่อมีโปรโมชั่นเสมอ					



**APPENDIX C**

**CERTIFICATION OF TRANSLATION**



**BBK Translation and Printing Co.,Ltd.**

5/2578 Moo 10 Bang Talat, Pak Kret, Nonthaburi 11120

Tax ID 0125557023550

Tel. 02- 001-1549 Fax: 02-001-5283 Mobile no: 086-3187970, 081-495-2200

**Letter of Certification**

This is certified by BBK Translation and Printing Co.,Ltd., Ms. Thipawan Amornpitpratya, authorization by the signature and company seal. The head office is located at 5/2578 Moo 10 Bang Talat, Pak Kret, Nonthaburi 11120. BBK Translation has provided a professional translation service such as English, Chinese, Japanese, Russian, French, etc.

BBK Translation has been translated the questionnaire survey in the topic of “Marketing Plan for Consuming Rice Products from English into Thai language” to Mr. Panupong Tangjitwatthanakul. The company certifies the translation of the stated document correctly.



Signature

A handwritten signature in blue ink, appearing to be 'Thipawan', written over a horizontal dotted line.

(Ms. Thipawan

Amornpitpratya)

Managing

Director

**BIOGRAPHY**

<b>NAME</b>	Mr. Panupong Tangjitwatthanakul
<b>DATE OF BIRTH</b>	20 February 1992
<b>NATIONALITY</b>	Thai Thailand
<b>EDUCATION</b>	
2016	Master of Business Administration Stamford International University Asoke Campus Learning Centre
2014	Bachelor of Administration Assumption University
<b>HOME ADDRESS</b>	39 Residence, Thanomchit Soi, Suthisanvinitchi Rd, Dindaeng, 10400
<b>WORKING ADDRESS</b>	Student
<b>POSITION</b>	Student
<b>EMAIL ADDRESS</b>	powkub@gmail.com