

**INTERNATIONAL SALES PLAN
FOR BEER LAO TO ASEAN COUNTRIES**



ANUTTRA SUKRUEN

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The Graduate School**

Title: The Study of International Sales Plan for Beer Lao to ASEAN
countries

Researcher: Anuttra Sukruen

The Independent Study Committee:

Advisor



(Dr. Mark Rendon)

Committee Member



(Assist. Prof. Dr. William P. Wall)

Committee Member



(Dr. Martin Goerlich)



(Mr. Adam Tyler Thompson)

Asst. President, Academic Affairs &
Dean of Business and Technology

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EXECUTIVE SUMMARY

The International Sales Plan for Beer Lao to ASEAN countries is a research based project in current business situation and selected appropriate plan and strategic to expanding business, Beer Lao, to international market. Beer Lao is the largest beer company in Laos, according to the report of 98% of shares owned in Laos's brewery industry. Most importantly, with a long run business in Laos, Beer Lao seeks opportunity to growth business by increasing its sales through expanding internationally. The research draws attention to current business environment analysis and strategic analysis to find influenced factors of sales planning to develop sales plan for Beer Lao.

Beer Lao, brand under Lao Brewery Co., Ltd., established in 1973. An annual production capacity of 210 million liters of beer makes the brand know as a strongest brand in country. According to ASEAN Economic Community opened the new gate opportunity for import and export in country members, Beer Lao has attracted to the new market. Unfortunately, in the high competitiveness of ASEAN countries, Beer Lao are lack of brand awareness compare to other competitors. The study found that there are the appropriate market for Beer Lao to expand their brand which are the beer market in Vietnam and Singapore.

Key objectives of this study are to increasing brand awareness and maximize profitable by sales increasing as a new entrant. Therefore, using marketing strategy to processes the expanding and business environment analysis to identify influenced factors that affected strategy. Hence, this study will be one of the proposals for Beer Lao expansion to Vietnam and Singapore.

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Most importantly, it has been a period of intense for me to writing this independent study due to my work and study in the meantime, so I would especially like to express my grateful to my parents and my younger sister for their supportive.

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CHAPTER 1

INTRODUCTION

1.1 Company Background

History

Beer Lao is well known in the range of beer produced in Lao People's Democratic Republic (Laos). Lao Brewery Co., Ltd. is the producer of Beer Lao, which was founded in 1973 as a joint-venture between French and Laos businessmen originally under the registered name of Lao Beer and Ice Factory. (Lao Brewery Company Limited, 2016)

In 2002, the foreign investors withdrew their shares from LBC, and the Lao government regained total control of the company. Subsequently, Carlsberg and TCC, a Thai company which is Carlsberg's partner in Thailand, each acquired a 25% share in LBC. The remaining shares are still held by the government of Laos.

In 2005, ownership changed once again with the Lao government still owning 50% and the remaining 50% owned by Carlsberg. (Lao Brewery Company, 2016)

Branding and Trademarks

LBC has registered trademarks in Lao PDR since 1994. It currently produces and markets three types of beer under the “Beer Lao” brand (“Beer Lao Lager”, “Beer Lao Light” and “Beer Lao Dark”), one specially-brewed beer under the “LaneXang” brand, locally-brewed “Carlsberg” and a premium quality drinking water under the “Tigerhead” brand. The marketing director asserts that the trademarks play an important role in the company’s marketing and sales processes. The trademarks reaffirm its commitment, quality and service for its consumers as it proclaims “drink Beer Lao, absorb Lao culture”. Moreover, the director says that brand and quality must be linked together. The brand has strengthened the company’s sales and consolidated its market. The company plans to file international applications where its products are sold to promote the quality and image of LBC as well as to protect its products.

LBC sponsors national sports events and provides donations to perform activities such as ceremonial rites, targeted at increasing people's recognition of the company as a beer and beverage provider and establishing the brand both in domestic and overseas markets. (World Intellectual Property Organization, n.d.)

1.2 Statement of Problems

Due to the developing of economics in ASEAN, trending of rising wages, and consumers behavior create new ways of consumption in ASEAN markets. In view of alcohol beverage industry, especially for “Beer”, along with most business, is largely engaged in the pursuit of growth. World Health Organization (WHO) raise in Global status report on alcohol and health 2014 that the second most consumed beverage type is beer, which accounts for 34.8% of all recorded alcohol consumed in the world. (World Health Organization, 2014)

Presently, beer brewery is growing industry in ASEAN. According to a survey conducted by WHO shows rank of the 10 ASEAN countries for alcohol beverage/beer consumption person per year. (See Figure 1.1) It is clear that the ASEAN consumes beer will rapidly grow. However, Beer Lao, the brand has launched for almost 43 years since 1973 and it is hugely popular among Laos's people and the expats in Laos. Unfortunately, for four decades the brand has not so much popular in international market. Hence, it could be less of Brand Awareness for Beer Lao that make brand suffers internationally. Having a unique and memorable brand that people recognized can create a long-term position in the marketplace and it is a measure of how well the brand is known within its target markets. So creating brand awareness is one of the key steps in promoting products and services for business which business should concern this factor as one of marketing objective.

For that reason, this study see the good opportunity to study ASEAN market for Beer Lao to further their products to grow and increase brand awareness and revenue through international sales.



Figure 1.1 Ranks of the 10 ASEAN countries for alcohol beverage/beer consumption
Person per year

Source: Prachachart Business News, 2016 (Adapted from WHO)

1.3 Objectives

As the present study is seeking possibilities for Beer Lao to grow in ASEAN market and obtain more recognizable as top ASEAN brand for beer industry. The study will be undertaken in Market analysis and Strategy which hopefully to help business realize their opportunities, pros & cons, business competitors and future development for further market segment. The main objectives of this study are as follows:

1. To study possibility of ASEAN market for Beer Lao
2. Create brand awareness for Beer Lao to International market
3. To maximize profitable sales revenue through international sales

1.4 Significance of the study

Principally, the significance part of this study is to find efficiency plans and strategies for Beer Lao to increase growth to international market focus especially in ASEAN countries. The study will be beneficially for Beer Lao to develop their marketing strategies and increase profitable form international sales. As well, hopefully this study will beneficially for other business in beverage/beer industry to improve the

competitiveness to grow business in international market specially in ASEAN.

After all, this study allowed student to understand how business plan their strategies in order to expanding business and also be able to identify influences factors that affect business decision. Moreover, hope that the results of this study will be guideline for further study, and to encourage business expand their through international sales.

1.5 Scope and limitation of the study

Scope of the study

This study mainly focused on possibility of Beer industry for countries in ASEAN, further, study strategy to enter to international market and profile of competitors in focused market to collect data of possibilities for Beer Lao to increase business growth in market.

Limitation of the study

The limitations of the study are specific information of demand and supply of brand in other countries, since the existence of previous studied is very limited. So, to analyze opportunities of demand and supply of Beer Lao for international market are quite difficult. Also the study of identify possibilities in specific market.

Moreover, to seek opportunities to enter new market, another factor that affects business is competitors' strategy to newcomers in market. Limited of information for competitors strategy create loophole for business to set up their plans and strategies in which business indicate of fail or success in new market.

1.6 Theoretical Framework

The theoretical framework of this study (See Figure 1.2) is based on Sales Strength Analysis of Beer Lao. Focus on two strategies analysis which is Market strategy and Sales strategy. Further, analyze competence management of business for create proper plans and strategies. Therefore, this study focused on Business Environment Analysis tools which are SWOT, Porter's Five Forces Analysis to

maintain business strength and increase competitiveness.

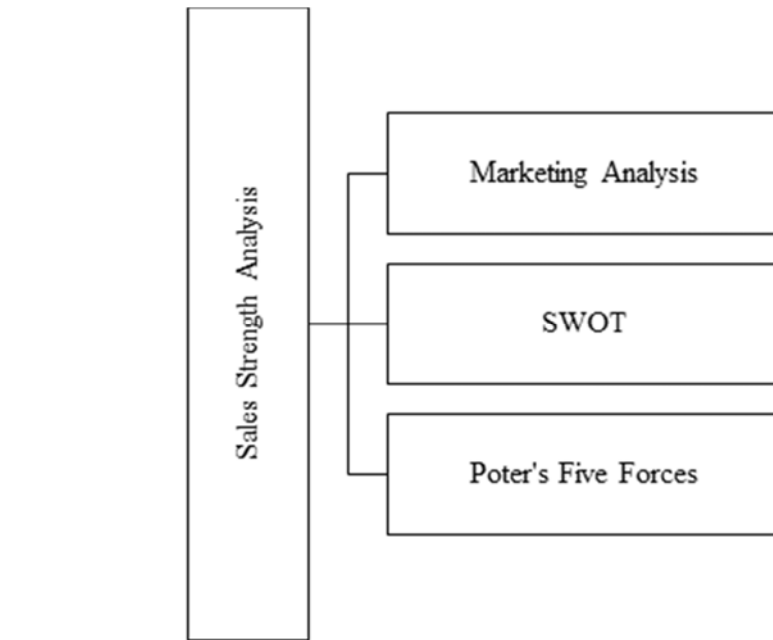


Figure 1.2 Theoretical Frameworks

1.7 Research Hypothesis

The study considers hypotheses following the flow of Theoretical Framework as variables that the study is based on, since analyzing sales strength influences results of the study. The first hypothesis seeks to identify marketing strategy of Beer Lao in order to define new target market.

H1 Analyze marketing strategy affect marketing strategies of Beer Lao in order to growth their business in ASEAN market.

Business Environment Analysis tools help business identify business's pros & cons. It is good for business to define factors that affect their plan under various influenced factors for both internal factors and external factors.

H2 Analyze business environment affect business plan for Beer Lao in order to develop the brand to international market.

Sales strategy helps business identify distribution and activities to promote business to international market. A successful sales strategy will lead business to the

right customers at the right time.

H3 Analyze sales strategy affects distribution, activities and time efficient of Beer Lao in order to promote their brand in ASEAN market.

1.8 Basic Assumption

Currently, ASEAN presents great potential for growth with changing styles for tastes and increasing of supply of food and beverage industry. In term of Beer, to expanding the brand to ASEAN countries, efficiency of international sales plan creates possibility to achieve business goals. As of ASEAN countries which are the focus market, this student will assume the following ideas:

The global sales figures are following an upward trend. Many brands are now experiencing tremendous success due to the rise in the disposable income and changing lifestyle of consumers. Exploiting a niche segment, matured markets are also witnessing a dramatic shift in the high-calorie beer market trends and have developed a taste for low-calorie beer. Likewise, continuous popularity of craft brew has paved way for a new generation of producers. (Priyanka Bisht, 2015)

The global beer market is segmented based on the type of beer, types of packaging, production, geography, and the different categories of beer in accordance to pricing. The beer types covered in this report are strong and light. The packaging of beer comprises of can beer, bottle beer and draught beer. The report also covers the segment of premium, super premium and normal beer on the basis of pricing. The production segment of beer comprises of information on macro breweries and microbreweries. The micro-brewery segment comprises of a range of craft beer brands. The macro breweries segment comprises of established companies. (Alfred Anderson, 2016)

The demand for beer is expected to witness a robust growth throughout the forecast period. This is largely due to the increase in disposable income and adoption of western culture in the Asia Pacific region, as well as availability of beers of different flavors and tastes. Rising population, particularly in China, India and Vietnam, is

expected to boost the market during the forecast period. Moreover, increase in the number of restaurants and creative marketing strategies have supported the growth of the beer market in the past few years. This trend is likely to continue throughout the forecast period. (PRNewswire, 2014)

Thus, it's clearly shows an increasing of potential market in ASEAN which the study focused on. Assumption of this study will be the effect of growing market in term of Beer industry in ASEAN influences possibilities of expanding Beer Lao in this area.

1.9 Definitions of Term

ASEAN: The Association of Southeast Asian Nations, or ASEAN, was established on 1967, now have 10 country members which are Indonesia, Malaysia, Philippines, Singapore, Thailand, Brunei Darussalam, Viet Nam, Lao PDR, Myanmar and Cambodia.

AFTA: The ASEAN Free Trade Area. ASEAN Member Countries have made significant progress in the lowering of intra-regional tariffs through the Common Effective Preferential Tariff (CEPT) Scheme for AFTA (ASEAN, 2016)

Beer: An alcoholic beverage usually made from malted cereal grain (as barley), flavored with hops, and brewed by slow fermentation. (Merriam-Webster, 2016)

CEPT: The Common Effective Preferential Tariff (CEPT) is the mechanism by which tariffs on goods traded within the ASEAN region. (US-ASEAN Business Council, 2016)

Extra-ASEAN: Trading of ASEAN countries with other region

GDP: Gross domestic product (GDP) is the monetary value of all the finished goods and services produced within a country's borders in a specific time period. (Investopedia, 2017)

Intra-ASEAN Trade: Trading among ASEAN countries

SWOT: SWOT is a process for analyze to identify strengths, weaknesses, market opportunities and threats for business.

Porter's five forces: Porter's five forces are a framework for rivalry analyze which help business explore competitive in industry by analyze the Supplier power, Threat of new entrants, Threat of new substitutes, Buyer of power and Degree of Rivalry.



CHAPTER 2

LITERATURE REVIEWS

To have an in-depth understand of theoretical framework of the study, this chapter will introduce theories, previous studies and scholarly articles related to the topic which focused on Sales Strength Analysis. Sales Strength Analysis will help analyze current situation and increasing competitiveness of Business to create international sales plan for business expanding.

2.1 Marketing Strategy

According to Carl Eric Linn (2010) studied, Marketing is a discipline uniting activities aimed at enhancing the potential for sales of goods and services. While Perreault, Cannon and McCarthy (2010) studied gave definition of marketing as the performance of activities that seek to accomplish an organization's objectives by anticipating customer or client needs and directing a flow of need satisfying goods and services from producers to customer or client.

Effective Marketing Strategy can help achieve business goals. To develop marketing strategy, identify overarching business goals, so that can define a set of marketing goals to support them. Queensland Government (2016) wrote article about set up marketing strategy as a critical to be as targeted as possible so business can effectively measure the outcomes against what business set out to achieve. In which the studied show a simple criteria for goal-setting that called the SMART method:

- Specific: state clearly what you want to achieve
- Measurable: set tangible measures so you can measure your results
- Achievable: set objectives that are within your capacity and budget
- Relevant: set objectives that will help you improve particular aspects of your business
- Time-bound: set objectives you can achieve within the time you need them.

As this research study about the international sales plan, proposing for expanding internationally to global market. S. Zou and S. Cavusgil (2002) studied the effect of Global Marketing Strategy on firm performance state that, the integration of three major perspectives namely, the standardization, configuration-coordination and integration perspectives of global marketing strategy can develop a conceptual model of marketing strategy and the fundamental relationship between the strategy and firm's' global market performance.

Moreover, in term of marketing strategy for exporting firm, LC Leonidou, CS Katsikeas, S Samiee (2002) studied Marketing strategy determinants of export performance defined that the implementation of a well-designed export marketing strategy can indeed determine export success, since the overwhelming majority of the marketing strategy variables were significantly associated with overall export performance. Market segmentation, product quality, pricing strategy, dealer support, and advertising were found to influence positively performance in export markets. These relationships give credibility to normative claims made by leading international marketing scholars.

OC Ferrell and M Hartline (2012) specify the interesting of Marketing Strategy as an inherently people driven, and it is never stagnant. A distinct blend of both art and science, marketing strategy is about people (inside an organization) finding ways to deliver exceptional value by fulfilling the needs and wants of other people (customers, shareholders, business partners, society at large), as well as the needs of the organization itself. Marketing strategy draws from psychology, sociology, and economics to better understand the basic needs and motivations of these people—whether they are the organization's customers (typically considered the most critical), its employees, or its stakeholders. In short, marketing strategy is about people serving people.

Hence, the study identified focus of marketing strategy was for the long run competitive and consumer advantage. The collective knowledge gained from extant empirical research on the subject points to the compelling need to systematically adapt

the elements of the export marketing strategy to account for the idiosyncrasies of specific export markets. As such, it has a high degree of overlap with business strategy and can be viewed as an integral part of and perspective for business strategy.

Marketing Mix: 4P's

According to Kotler and Keller (2016) studied marketing and describe it as activities, set of institutions, and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners, and society at large.

Tools to identify appropriate method to achieve the marketing goal can be called as Marketing Mix. In which of rapidly change of products, markets, customers and needs, it's crucial for business to continually develop the mix to make sure business not lose track and achieving the maximum results possible in present marketplace.

Refers to Professional Academy (2016) studied and describe marketing mix - 4P's as following:

- Product: The Product should fit the task consumers want it for, it should work and it should be what the consumers are expecting to get.
- Place: The product should be available from where your target consumer finds it easiest to shop.
- Price: The Product should always be seen as representing good value for money.
- Promotion: Advertising, PR, Sales Promotion, Personal Selling and, in more recent times, Social Media are all key communication tools for an organization.

Kotler & Armstrong (2010) identified that the marketing mix can be categorized into 4 major groups, also known as the "4 P's of Marketing", these are:

- Product: The service/product/item that the firm is marketing to fulfill a specific need.
- Price: The value that the firm will be charging for the "Product".
- Place: How will the firm make the "Product" available to its target consumers?

- Promotion: The method in which the firm will convince the target consumers to purchase the “Product”, what “validates” the purchase of this product?

Konstantin von Brocke (2012), simply pictured elements of each Marketing Mix which can be seen as Figure 2.1



Figure 2.1 the Marketing Mix: Product, Price, Place, and Promotion

Source: <https://vonbrocke.wordpress.com>

2.2 SWOT Analysis

SWOT analysis is used to review business purposes, evaluate business and can be used for strategic planning. The analysis aim is to identify the strengths and weaknesses of an organization (Internal) and the opportunities and threats in the environment (External). In which business often go through a SWOT analysis because it's a benefit for business to identify their competitive advantages and disadvantages. G.J. Hay and G. Castilla (2006) defined SWOT based on the following criteria:

- Strengths: Internal attributes of the organization that are helpful to the achievement of the objective
- Weaknesses: Internal attributes of the organization that are harmful to the achievement of the objective
- Opportunities: External conditions that are helpful to the achievement of the objective

- Threats: External conditions that are harmful to the achievement of the objective

The following diagram (Figure 2.2) illustrates how the SWOT analysis can be conducted:

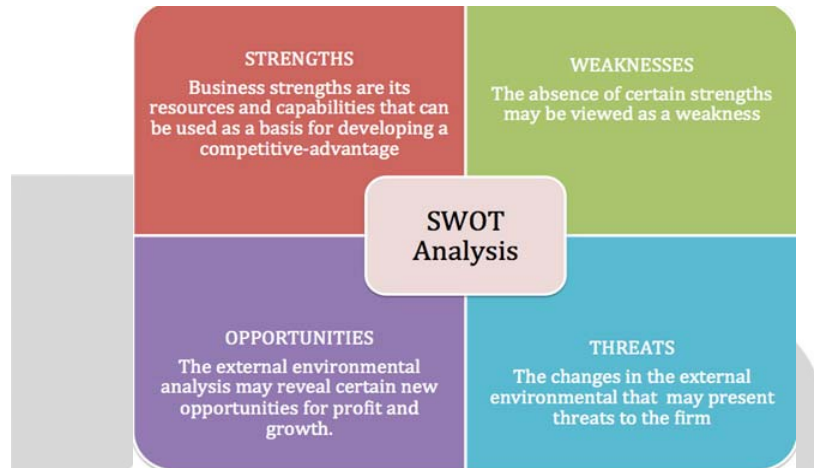


Figure 2.2 SWOT analysis

Source: CIG GROUP, (n.a.): online

Jim Downey (2007) described SWOT analysis as a simple but widely used tool that helps in understanding the strengths, weaknesses, opportunities and threats involved in a project or business activity by defining the objective of the project or business activity and identifies the internal and external factors that are important to achieving that objective.

In more recent years SWOT analysis has been seen as somewhat outdated and superseded by resource-based planning. Hence resource and competency based planning can enrich SWOT analysis by developing the internal perspective whilst keeping internal and external perspectives in play simultaneously. Rather than seeing SWOT analysis as an outdated technique therefore it is possible to see it as a firm foundation for resource and competency based planning. (Robert G. Dyson, 2002)

2.3 Porter's five forces

The original of Five Forces by Porter (1985) defined five forces model as

follows:

- *Threat of new Entrants*: New entrants business enter into the market to gain market share that puts pressure on prices, costs, and the rate of investment necessary to compete. In which, if the market have strong competitors and highly barriers of entry, the threat of new entrants will be in a low level.
- *Supplier Power*: If in the market have less number of suppliers than number of customers then it means supplier power is high and the supplier can both capture the value themselves and charge premium prices.
- *Buyer Power*: Buyer power or a power of customers can capture more value by forcing down prices and demanding better quality or more service and it is the flipside of powerful suppliers.
- *Threat of Substitutes*: If there are larger numbers of substitute products in the market, it means the threat of substitution is high; it will affect business profit in industry as such a threat can place a ceiling on prices.
- *Industry Rivalry*: High rivalry limits the profitability of an industry. In which of rivalry among existing competitors takes many forms, including price discounting, new product introduction, advertising campaigns, and service improvements.

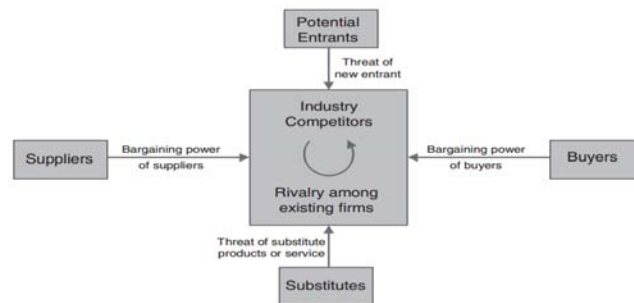


Figure 2.3 The forces determine industry profitability

Source: Competitive Strategy, Porter (1985): online

The study in 1985 was description of “five forces” as “the collective strength of the forces determines the ultimate profit potential in the industry” but of more interest to Porter, as emphasized in his update of the five forces in 2008, defined that the five

forces was shaped the structure of all industries and in large part establish the rules of competition and the root causes of profitability within an industry which is the potential to use the five forces framework to understand strategic implications for individual firms within an industry. (Porter, 2008) Refer to Porter's five forces, Grundy T. (2006) studied the model then analyzed using an extended Porter's five forces combined with 'from-to' analysis (See Table 2.1)

Table 2.1 Porter's five forces: 'from-to' analysis

	From	To	Because
Bargaining power of buyers	Medium	High	Buyers more discerning, experienced and price-sensitive
Rivalry	Medium	Very High	Companies desperate to find health club capacity, producing discounting
Substitutes (threat of)	Medium	Medium/High	Buyers can find alternatives thus saving money
Entry barriers	Low/Medium	Medium	Sites now so expensive, hard to enter but could change again
Suppliers	Low - Staff High - sites	Low - Staff Medium - sites	Variable

Source: Grundy T.; 2006

From table 2.1 Grundy explain that the 'from-to' analysis represents a negative shift in forces and one significant enough to cause a decline in margins. When combined with volumes being lower than expected and with over-enthusiastic expansion of many companies' central costs, the effect was, predictably, profit warnings across the industry. (Grundy T. (2006). Rethinking and reinventing Michael Porter's five forces

model)

2.4 Sales Strategy

A sale is an activity involved selling to increase revenue from buying products/services. Renee Miller (2016) gave describe for Sales strategies as the most effective when explained with various illustrations to which the sales team can relate which the goal of this strategy is to format the ideas into a workable plan of action that can be successfully executed by staff.

Samantha Gluck (2016), study sales strategy and gave describe as consists of a plan that positions a company's brand or product to gain a competitive advantage. States that good sales strategy will help business can focus on the right of target market customers by using appropriate of time.

Diane Helbig (2011) identified an idea of Sales strategy in terms of "bike riding" as the beginning of riding bike, business need to gain information as much to enter the market which using extra energy. After that, the smooth of riding will be more stable but business still need to maintain it to be on track.

Hence, can be understood that sales strategy is a setup plan for achieve business goals which relate to selling activities. Gaining information and analyze market and marketing to define what is the best and appropriate sales strategy for business.

Sales Process

Mark Roberge (2016) "Sales process" most often refers to repeatable set steps of sales team takes with a prospect to move them from early stage to a closed customer. The common stages of the sales process include Prospect, Connect, Research, Presentation and Close. Moreover, Sheldon (2011) similarly states easy step of Sales Process as The 7 Steps of the Sales Process including Product Knowledge, Prospecting, Approach, Needs Assessment, Presentation, Close and Follow up.

Doug Dvorak (2015) defining a Sales Process in simple terms as a systematic

approach involving a series of steps that enables a sales force to close more deals, increase margins and make more sales through referrals.

Thus, Sales processes are steps align with sales strategy or can be known as activities of selling products/services. The effective sales process will increase circulation to the right target market in the right time.



CHAPTER 3

RESEARCH METHODOLOGY

The term methodology refers to the way in which approach problems and seek answers. In the term applied to how research is conducted. The assumptions, interests, and purposes shape which methodology is proper to the study. SJ Taylor, R Bogdan and M DeVault (2015)

The methods used to identify and appraise published and unpublished reviews systematically, drawing on experiences and good practice in the conduct and reporting of systematic reviews are described. The process of identifying and appraising all published reviews allows researchers to describe the quality of this evidence base, summarize and compare the review's conclusions and discuss the strength of these conclusions. V Smith, D Devane and CM Begley (2011)

The methodology section of a research paper answers two main questions: How was the data collected or generated? And, how was it analyzed? (Kallet Richard H., 2004) Hence, methodology helps others know why researcher want to do this research in a particular way and helps other understand the significance of what researcher have done and make sense of how it all worked. Further, it is a way to systematically solve the research problem.

3.1 Description of Research Design

This study collected Secondary Data using content analysis for literature review which is qualitative method for comparison and improvement the competitiveness factor for Beer Lao. The main focus of this study is analysis strategy using business analysis tools to understand influenced factor in order to create appropriate strategy and plan for business.

Secondary data is the available data which have already been collected and analyzed by other, can be both individual and organization. It is provides necessary background and much needed context.

G Clark (2013) studied a guide for students doing a research project, and gave suggestion about secondary data that there are three reasons why researcher should make the best use they can of the secondary data which are available on the topic which are; First, they are a vital guide to the geography of the topic and area as these are currently understood. Second reason for the importance of secondary data is to provide a context for the primary data that will subsequently collect if project involves original research on a case study. It provide three overlapping types of context - geographical, historical and socio-economic. They allow to compare case-study material with other areas at the same scale or with larger areas. A third reason to use secondary data is that a demonstrable ability to collect, manipulate, interpret and present secondary data is a very useful skill in its own right for curriculum vitae. It helps show potential employers that can be relied on to find out what is already known about any topic.

The useful of secondary data in research paper are various, the following lists are the advantage of this methodology in which why I choose to collect data to analysis: first it's saving time, Internet Era has come to the light and easy to access also technology has revolutionized and the process has been simplified which information can be obtained via search engines. (P. Ghauri and K. Gronhaug, 2005) Internet has especially been revolutionary in this sense. Having a internet connection is frequently the only requirement to access. A simple click is sometimes more than enough to obtain vast amount of information. Secondly, the feasibility of both longitudinal and international comparative studies. Continuous or regular surveys such as government censuses or official registers are especially good for such research purposes. The fact of being performed on a regular or continuous basis allow researchers to analyze the evolution and the secondary data was conducted those information in which reliable of an official organization.

As of the collection that have been collecting by other researcher, reanalyzing data can also lead to unexpected new discoveries. Since the database used may be accessible for outsider, you can analyze the data and come up with new relevant conclusions or simply verify and confirm previous results. Hence, it can be generating

new insights from previous analyses that is an advantage to researcher for the study.

3.2 Data Collection

According to a study methodology of collecting secondary data, the purpose of data collection is, to obtain information, keep record and to make decisions about important issues, further is to pass information to others. Data Collection is an important step that influenced evaluation by providing information useful to understand the feature for research study. This study use qualitative data collection which this method's advantage is time consuming with benefits of in depth information into the phenomenon under study. Qualitative data is not in a numerical form, its information that can be capture varied in nature. For this study, collecting data from existing documents and research then use content analysis technique.

Data collection should be conducted at intervals sufficiently frequent for the management purpose. Many variables can be collected by more than one method and at different points. Where possible, data should be collected from several sources to cross check for errors. In almost all cases, many different variables can be collected simultaneously. Collecting of data for different purposes reduces costs and thus due account should be made of this aspect when planning the data collection program.

Northern Illinois University (2005) studied about the research method and gave describe of data collection as the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypotheses, and evaluate outcomes. The data collection component of research is common to all fields of study including physical and social sciences, humanities, business, etc. While methods vary by discipline, the emphasis on ensuring accurate and honest collection remains the same.

Regardless the field of study or preference for defining data (quantitative, qualitative), accurate data collection is essential to maintaining the integrity of research. Both the selection of appropriate data collection instruments (existing, modified, or newly developed) and clearly delineated instructions for their correct use reduce the

likelihood of errors occurring.

Consequences from improperly collected data include

- inability to answer research questions accurately
- inability to repeat and validate the study
- distorted findings resulting in wasted resources
- misleading other researchers to pursue fruitless avenues of investigation
- compromising decisions for public policy
- causing harm to human participants and animal subjects

While the degree of impact from faulty data collection may vary by discipline and the nature of investigation, there is the potential to cause disproportionate harm when these research results are used to support public policy recommendations.

3.3 Data analysis

As of Data Collection that collected existing research in order to analyze strategies to set up sales plan for Beer Loa to expanding business to ASEAN countries. This study chooses content analysis technique to analyze and evaluate factors influenced.

According to Philipp M. (2014) explain about the qualitative content analysis a mixed methods approach. It is working through text passages and analysis of frequencies of categories as quantitative step. Furthermore, the qualitative content analysis itself is to be understood as a data analysis technique within a rule guided research process.

Ritchie and L Spencer (2002) studied the Qualitative data analysis for applied policy research, mention the aim of data analysis as follow; Material collected through qualitative methods is invariably unstructured and unwieldy. A high proportion of it is text based, consisting of verbatim transcriptions of interviews or discussions, field notes or other written documents. Moreover, the internal content of the material is usually in detailed and micro form. All of this has implications for the methods of analysis which

has developed.

Qualitative data analysis essentially about detection, and the tasks of defining, categorizing, theorizing, explaining, exploring and mapping are fundamental to the analyst's role. The methods used for qualitative analysis therefore need to facilitate such detection, and to be of a form which allows certain functions to be performed.



CHAPTER 4

INDUSTRY ANALYSIS

4.1 ASEAN Outlook

ASEAN Economic Community (AEC)

In 2015, establishment of the ASEAN Economic Community (AEC), aim for a removal barrier of trading goods, services and capital. And hope that this establishment can integrate market as one, in order to increase capabilities for competitiveness to global market. Therefore, other purposes of AEC are to increase possibility of powerful economic region, merging market and production to be single base and development of a region fair economic.

Since entered the region ASEAN has been pursuing to remove trade barrier and enhancement of trade facilitation for economic integration initiatives. Then, ASEAN Free Trade Area (AFTA) has established. AFTA aiming to increase presence and capturing growth potential in order to empower manufacturing as an important base delivery to global market by open free trade area offering opportunities in the form of a single market and work on the elimination of non-tariff barriers.

Removal of Tariff

The progress in lowering tariff of AFTA is the Common Effective Preferential Tariff (CEPT) Scheme. The CEPT is the mechanism by which tariffs on goods traded within the ASEAN region. (US-ASEAN Business Council. 2016) ASEAN Tariff Database states about zero tariff rates for ASEAN 6 (Brunei, Indonesia, Malaysia, Philippines, Singapore and Thailand) has applied in more than 99% in 2010 and been progressing for CLMV (Cambodia, Lao PDR, Myanmar and Vietnam) which 72.6% been applied in 2013. (The ASEAN Secretariat, Jakarta. 2014) While The ASEAN Secretariat (2016) updated of CLMV are not far behind in the implementation of their CEPT commitments with almost 80 percent of their products having been moved into their respective CEPT.

ASEAN Trade Overall Performance

According to Angela B. study, ASEAN growth of GDP from economic dynamics in the ASEAN region will be improving in 2017, after an expected 4.6% expansion in 2016. Therefore, in 2018, the ASEAN economy is seen growing 5.0%. (Focus economics, 2016) Data from ASEAN Trade Statistics Database (2014), show that growth of intra-ASEAN has increased faster than overall ASEAN trade and extra-ASEAN trade. From the report state that the share of trade in total ASEAN GDP has increased from 91% in 1993 to 105% in 2013, increasing by 1.9% per year on average compared with 0.7% for the latter which mean during the period observed, the share of intra-ASEAN trade in GDP has increased from 17% in 1993 to 25% in 2013. (ASEAN Community in Figures (ACIF) - Special Edition, 2014)

4.2 Current Situation

According to the established of AEC which one of the factor that help reduce trade barrier such as customs tariff, customs facilitate and investment policy, to raise opportunity for business to expanding in country members.

Current situation of Beer Industry in ASEAN region define as following:

Singapore

According to Asian Educational Institute (2016) research identified that among ASEAN regions, Singapore has highly economic stability and because of government support the investment promotion policy make Singapore be the center of alcohol beverage exporting. Beside, Singapore is the site of Heineken Asia Pacific which is the huge beer brand from Netherland that invested in the industrial and established importing company for Asia Pacific, so that make Singapore be advantage in this industry.

Philippines

Philippines population growth expanding affected alcohol consuming in country. Refer to WHO (2014) found that in 2008 - 2010 average of alcohol consuming rate in Philippines is 5.4 liter per year per person who are higher than 15 years old.

Furthermore, refer to San Miguel Brewery (SMB), Brewery Company that has highest value in Philippines reported to expand their business to foreign country especially Asia Pacific and Thailand.

Myanmar

Previously, Myanmar was ranked in the least region for alcohol consuming in ASEAN, only 0.7 liter for alcohol consuming per person per day. After an election in 2010, in-house situation was changed, especially for tourism sector and an increasing of foreign investment that made change in consumer behavior. First foreign investor in Myanmar was Fraser & Neave (F&N) join with Union of Myanmar Economic Holdings (UMEHL) established Myanmar Brewery produced Myanmar Beer which very famous in country. Therefore, In 2013 Heineken and Carlsberg have entered into partnership to improve local brand.

Cambodia

According to Asian Educational Institute (2016) research found that Beer Industry in Cambodia involved with political. It is clearly see that leader of the country give precedence to this business. In which of almost of beer manufacturing in the country were held by influential person. In 2012, Hun Sen (Cambodian Prime Minister) attended to grand opening of Cambodia Beer and gave speech about the future of beer industry in Cambodia as to develop goods for higher quality to exporting to foreign countries to compete with foreign brand. Therefore, Cambodia has been location of Asia Pacific Brewery Group from Singapore in Phnom Penh with Carlsberg. Furthermore, Cambodian government allowed beer manufacturer expanding their factories to Sihanouk which is the port of country.

Laos

An increasing of Beer consuming trade in Laos is getting higher. However Beer Lao have only 50% in market share. The reason was because Laotians prefer import beer more than local beer and that made Carlsberg group hold the biggest share in Lao Brewery Co., Ltd. in order to improve brand, increasing quality to be accepted from global market. Recently, Heineken entered to Laos as Asia Pacific Breweries (APB)

aiming to set manufacturing base to export their affiliated brand to other region especially for Tiger Beer.

Hence, beer industry can count as one of the most important principle earn for public sector especially CLM countries (Cambodia, Laos, Myanmar) that still need foreign investments to achieve the goal and develop their countries.



CHAPTER 5

STRATEGIC ANALYSIS

Strategic analysis is a process of conducting data and research of business environment to develop business strategy in order to achieve business goal. Les Worrall defined strategic analysis as the developing a theoretically informed understanding of the environment in which an organization is operating, together with an understanding of the organization's interaction with its environment in order to improve organizational efficiency and effectiveness by increasing the organization's capacity to deploy and redeploy its resources intelligently. (Strategic analysis: A scientific art, 1998). Hence, conducting research of the environment help businesses understand influenced factors for business which can create appropriate strategy.

According to Theoretical Framework of this study that scope sales strength analysis to analyze both internal and external environment that affected Beer Lao in order to set appropriate and effective strategy for Beer Lao to achieve objectives of increasing international sales and build brand awareness in ASEAN market.

5.1 Marketing Strategy

Lao Brewery Co., Ltd. is a brewery or brewing company that produces and sells beer under brand name "Beer Lao". Now it produces and markets three types of beer which are Beer Lao Lager, Beer Lao Gold and Beer Lao Dark. Beer Lao own 98% share of the Laos beer market and become one of the most successful export products from the country. Furthermore, the brand is currently exporting through the distributors in more than 10 countries. As of the highest share in the country, however, in ASEAN market Beer Lao are lacks of brand awareness.

For domestic market, target group of Beer Lao are groups of teenage and worker, furthermore foreign who visiting Laos, age of the group are around 18 - 35 years old. Accordingly of the biggest brand who own almost of shares in the market in country, it is hard for foreign brand to expand their products into country. One of the reason that make Beer Lao been powerful in domestic market for so long is their

government that settle high rate importing tax for beer which that make Beer Lao a strong brand in their own county. However, for international market, there are many strong competitors brand in ASEAN, also big famous brand from western and other region.

Refers to the objective of this study which are increasing international sales in ASEAN and raise brand awareness, these is main focus of the study to identify marketing tactics and activities to achieve the goals. Beer Lao reputation in their country is incredibly loyalty. To further the reputation to other countries it must use a variety of marketing channels to implement tactics.

Marketing Mix

Marketing Mix is an element of tools of marketing, in order to achieve target and marketing goals, developing the mix will help brand identify the right channel to its target. It's including 4 mixes also known as 4P's which are Product, Price, Place and Promotion.

Product: It is crucial for business to truly known advantage of its product to seek appropriate tactics to up sale their product to the new target market. Moreover, the quality, packaging, branding can help business specify the unique selling point. Products under brand of Beer Lao are including Beer Lao Lager, Beer Lao Gold and Beer Lao Dark.

- *Beer Lao Lager* made from local rice mixed with high quality malt imported from overseas which giving a unique taste. Lager is the original product launched in 1973 and now is most successful exported products and now available in 13 countries. Taste of Lager is originally unique; Alcohol by Volume (ABV) is 5% high. Lager have 3 packaging which can be seen in Figure 5.1



Figure 5.1 Beer Lao Lagers

Source: Lao Brewery Co., Ltd., (2017): online

- *Beer Lao Gold* launched in 2010, the latest product under the brand. The special of Beer Lao Gold is the mixture made from Khao Kai Noy rice a Lao specialty of local gave good scent and non-sticky texture, ABV is 5%. Gold have 2 packaging which can be seen in Figure 5.2



Figure 5.2 Beer Lao Gold

Source: Lao Brewery Co., Ltd., (2017): online

- *Beer Lao Dark* is the first premium local beer in Laos. The specialty of this product is importing ingredient of black malt from Germany which gave strong taste with 6.5% ABV. Dark have 1 packaging which can be seen in Figure 5.3



Figure 5.3 Beer Lao Dark

Source: Lao Brewery Co., Ltd., (2017): online

Beside the product itself, trademarks and branding are elements that benefits Beer Lao in term of the original signature that use as product feature strategy for the brand. Position of Beer Lao in Laos market is not only the brand that owns the biggest shares but it is the brand of Laotian that they are proud with. At the very first, Beer Lao aimed only for Laotian and tourists who visit Laos. Slogan of Beer Lao is Beer Lao "beer of the wholehearted people" which is a short sentence but describe nature of Laos's people. Laotians realized that the more of their consuming this signature brand are the more of profit for their country. And that is the one reason why Beer Lao can own 99% of market shares.

This is the unique and specialty of Beer Lao products that is a strong selling point. The differentiation of its ingredients, tastes and qualities make Beer Lao been known as the signature of Laotian. Further, to gain awareness as new product in the target brand itself need to respond to the consumer needs by conducting a research in order to achieve brand goals.

Price: Pricing can generate turnover of business, especially for new brand entry. Appropriate pricing strategy will helps Beer Lao take an advantage to enter to the market. In order to settle the price, calculating cost and compare price with competitors are important. So, Beer Lao can use on going price strategy or price lining at the

beginning just to gain recognize as new brand in the market with reasonable price for target group. Hence, for the beginning of entry to new market, promotion price can also be use in term of create attention to audiences that never aware of Beer Lao to recognize the brand and firstly try it.

Place or Distribution: For Beer Lao, distribution in international market are the main factor of the brand to focus. To seek opportunities to gain market share in new market firstly create awareness for consumers are crucial. Increasing sales requires a good plan that involves selling to retailers, distributors or directly to consumers. Intensive distribution strategy ensures the widest distribution possible for products. Response to the objective of this study to gain awareness for Beer Loa in ASEAN market, focusing on recognition of how will consumers can purchase products easily and convenient. In every country have its own company distributors which have store that can sells products in as many locations as possible, in any area such as 7-11 or Family mart. Example for Thailand, that has CP All company whose own 7-11 that have more than 8,000 brunches.

Promotion: Promotion of new entry in the market aim for creates an image to find the right position of products and approach target groups. For introduction stage of Beer Lao to ASEAN market, the right channel to communicate with target group is the first priority. Beer Lao need to define which media to use to reach their target. Currently, Social Media is huge succeed in order to send message to the audiences. Advertising through social media can gain awareness of mass group. Then use it promote the products with message of brand that influenced target groups. Moreover, it better to use integrated marketing communications to reach broad audience as much as the brand can. Public relation can use promotion with widely receivers. The press is an advantage and absolutely can create awareness. As well, when brand need to gain target recognize in person, exhibition and trade shows can directly communicate with consumers and create connection for more distributors. In addition, another interesting promotional strategy is joining campaign. Making a campaign can get a lot of recognition more widely. Also most campaign is credibility which brand can enhance its reputation.

5.2 SWOT

SWOT analysis helps business understand their Strength, Weakness and for identify Opportunity and Threat. In order to increasing sales through expanding business to international market like in ASEAN market, it is crucial for Beer Lao to understand how strong and how weak of their business to find solution and settle action plan. Therefore, it is advantage for Beer Lao to identify their opportunity to see the way to expand their product to new market.

Strengths:

- 43 years of signature beer in Laos with special ingredients, a Laos specialty rice that made Beer Lao tasted unique
- Guarantee its quality with many awards from international competitions
- It was a good quality beer which was recognized by foreigners. It was said in many article of Beer blogger that all expat in Laos favor the taste of Beer Lao
- A taste of Beer Lao can be drink by any gender because it's produced by specialty Laos's malt that gave smooth and not too strong taste
- 3 products under brand of Beer Lao (Lager, Gold, Dark) has its own unique taste which consumers can choose depends on their favorite
- As for manufacture that locate it Laos which has low costs of labor wage, it's benefit for production cost that take an advantage than other brands

Weaknesses:

- Brand awareness of Beer Lao in foreign market
- Lack of distribution in international market
- Lack of a reputation in comparison to competitors in the same area
- Marketing activities not widely and interesting enough to capture attention for new target group
- Policy in exporting products, since almost of the share in Beer Lao hold by Laos government which trading policy are limited

Opportunities:

- Established of AEC which support international trading between country

members

- Rate of economic growth and beer consumers that gradually increasing in every years
- Life style of new generation that consume beer more not only for pleasure but also for health
- Social media marketing helps creating advertising and brand awareness in term of mass communication

Threats:

- Existing competition
- Consumer behaviors which widely and always change
- Brand loyalty of old consumers
- Tax of importing policy in each countries
- Limited of alcohol beverage in each counties
- Risk of politics changes

5.3 Porter's five forces

Five forces analysis help business identify their competitive environment, which affects profitability. The main environment focused on the existing competitors and barriers for new entrances which this analysis will help Beer Lao realize its competitive barriers in which to settle sales strategy against competitors for gain market share.

The bargaining power of the buyers

In term of buyer's power for beer market, main buyers of beer are stated as a distributor. Distributors can limit the new competition and have bargaining power to control the prices, according to various options for buyers occurs moderate price sensitivity. Therefore, buyers or consumers have the power to decide which the favorite brand in the market is. Varieties brand of beer in market in many level of price ranges make the bargaining power of the buyers ranked in high rate.

For Beer Lao, the brand that new in ASEAN market and aiming to expand

products to new target group which distributors are huge concern. It is a must for the brand to find the right distributor to board products in many locations as much as they can as to achieve objection of creating brand awareness. As of the new entrance, only effective distributor can generate its goal rather than putting so much effort to random distribution.

Entry barriers

Threats of new entrance or entry barriers of Porter's strategy can state as economies of scale, product differentiation, capital requirements for entry, access to distribution channels and cost disadvantages. Thus, beer industry group has been crowing its growth for the last few years due to the economic growth and changes of lifestyle, it opens more opportunities for new entry to access to the market. Otherwise, the regular of each countries and competitors make the barriers existing. So, it is crucial for Beer Lao to understand these barriers and research market and its regular to resolve the barriers.

Rivalry

For beer industry, rivalries in the market are highly due to the existing competitors and also the new entrants that would like to expand their business and product to the new target groups. As per the study of WHO stated that, due to the developing of economics in ASEAN, trending of rising wages, and consumers behavior create new ways of consumption in ASEAN markets, make ASEAN be the interesting market for business. Not only rival in new entry but also the strong existing brand that have high reputation are concern as of the big rival for Beer Lao to set the plan to gain their market share apart from these group of competitors which competition among producers in the industry is based on brand, quality, and packaging.

Substitutes

The threat of substitution in beer market influences the competitive environment and ability to achieve profitability because buyers can choose to purchase the substitute instead of the products. In beer industry, there are many substitutes available such as wine, whisky and spirits industries that reported to have gradually increased. In which

of other substitute products, Beer Lao are under pressure of create appropriate marketing and sales strategy to reach their target group. So, Beer Lao need to create plan of creative marketing tools to attract consumers to buy its products.

The bargaining power of the suppliers

Suppliers' power can be overall of relatives in supply chain. For beer industry, Suppliers only have little bargaining power in the industry. Since produce beer process using main raw material are malt, rice and yeast which suppliers who provide this ingredients considered to be generally low with respect to the industry as a whole. Because of low power bargaining, makes an industry less competitive and increases profit potential for the buyer.

CHAPTER 6

SALES PLAN

Lao Brewery Co., Ltd. responded to international trading of Laos's government policy which sees an important of increasing sales revenue for Laos's brand internationally. So the company cooperated with Carlsberg to expand its brand premium product and prepare for expanding to international market. To expand to the new target market, entry strategy is crucial for company to do research to decide the appropriate strategy and incorporating exports into business plan.

6.1 ASEAN Market

ASEAN has the possibility to expand business. As of established of AEC which support international trading between country members. In term of AEC member, it's opportunity for Beer Lao to expand their products by exporting. After open trading and removal tariff will be processed cheaper costs. Regardless of alcohol in ASEAN market, transnationals of alcohol in ASEAN are merging and many of them are now supplying the bulk of the world's demands. Even most countries in ASEAN do not have a national policy to reduce alcohol consumption but however, in countries with a predominantly Muslim population, the production, sale, and consumption of alcoholic beverages is prohibited by law.

In ASEAN currently presents some of the most attractive markets in the world for food exporters. Disposable incomes are rising rapidly, and demand for high quality food imports is soaring. As living standards rise, people have begun drinking more imported beer. While the overall beer market has been flat, as in many other countries, imports have increased sharply, taking market share from local brewers. Imports are about the only category of beer showing impressive sales gains in an otherwise flat market. Consumer views towards imported beers are quite favourable, Consumers are also willing to try new products and will drop old brands if they no longer seem better than new offerings.

From the study of M Assunta (2001) state the expansion of Beer Market in

ASEAN as follow; The American and European markets are saturated hence alcohol transnationals are looking towards ASEAN and other developing countries both to expand their sales and to set up production facilities. Since ASEAN has a young population and a growing economy, so, foreign brand are looking to expand their target in ASEAN market. Regarding to the big foreign brand, Carlsberg as of Denmark with the recent merger has become one of the biggest brewers in the world.

Further, Heineken has the greatest presence in the developing countries. It is sold in 150 countries and brewed in 50 including Malaysia, Indonesia, Vietnam, Thailand and Papua New Guinea. In Indonesia, Heineken Brewery owns 77 percent of the Multi Bintang Brewery in East Java, which produces and markets Bintang, Tiger and Guinness beer. Therefore, the brewing industry provides an interesting case because it has gone through a rapid concentration process over the past decade. Still, even in concentrated markets, local and international brands continue to coexist. The parallel development of multiple brands and the structural changes in the industry reflect trends seen in many other food and beverage industries. (KE Meyer & YTT Tran, 2006) Hence, achieving brand awareness and increased market share will be crucial for the success of foreign entrants in the ASEAN market.

After an inspection of ASEAN market for beer industry which capture foreign brand and also the local brand itself to expand their business by import their products and services to ASEAN countries, Moreover, in term of Beer Lao which aim to expand to ASEAN market need to choose the possibility of expansion to the right target market. This study will focus on the potential market which are Vietnam and Singapore.

6.2 Target Countries

First consideration of international entry, Beer Lao need to focus on possibility countries that will be the most beneficial market for business to expand. According to economic growth research, an increasing of beer consumers' trade and opportunity to expanding internationally, its shows that *Vietnam* and *Singapore* would be the high possibility countries for Beer Lao to go into the market.

Vietnam

Vietnam ranked in the highest of ASEAN beer consumption trade in 2015 by 11 liter per person per year (World Health Organization. 2016). Beer market volume of Vietnam ranked in the third biggest in Asia after China and Japan, between 2006 and 2009, Beer's volume share of the total alcoholic drinks industry in Vietnam rose from 97% to 97.9%. (Pomegranate Pte Ltd., 2012). So, an increasing of perceived growth potential of beer industry in Vietnam is very attracting business.

In addition, due to the agreement of Trans-Pacific Partnership that Vietnam enter the membership in 2016; manage expectation for Vietnam to increase the beer industry. The Vietnam Beer Alcohol Beverage Association (VBA) also estimated that Vietnam's beer output was 3.4 billion liters in 2015 and predicted that in the next ten years sales would be around 5 billion liters. (Thanh Huong. 2016) Furthermore, due to the beer consumption growth that higher than other countries in ASEAN made Vietnam attract interesting of big beer companies in Asia to expanding their business in country.

Singapore

Singapore is in the top rank of country destination for business expanding in Asia, due to the country location, politics, economics, population growth, technology and transportation. Besides, Singapore is a truly of cosmopolitan country which have multi-nationality of population and tourists. According to Mike S. & Dave E. (2013) study of brewing company expanding to Singapore stated that Singapore is an area ready for explosive growth regarding craft beer. Beer sales grew by 5% in 2012 and continue to dominate the Singaporean alcoholic drinks sector.

Moreover, the alcohol industry in Singapore seems to be profitable because of high income of population and urbanization of lifestyles and tourist numbers. The country has huge number of hotel, pub, cafe and restaurant which are the target of Beer Lao's distribution. In addition, Singapore is the host of Beerfest Asia, the largest beer festival held in Asia every year since 2008 which Beer Lao can use this opportunity to promote their brand.

6.3 Definition of Competitors

Both Vietnam and Singapore have their local Beer those own their market share

in each country. Table 6.1 shows Definition of the competitors in market;

Table 6.1 Definition of the competitors

Brand	Taste	ABV	Distribute Position	Price
Hanoi Beer	Light	4.2%	Sale in Hanoi & North of Vietnam	\$0.4
Huda Beer	Light	4.7%	Sale in Middle of Vietnam	\$0.6
Saigon Beer	Medium	4.3%	Sale in South of Vietnam	\$0.6
Tiger Beer	Strong	4.7%	Convenience Store, Supermarket, Hypermarket, Restaurants in Singapore	\$4.2

6.4 Entry Mode

After specify the target, next step is process of analyze business environment to develop entry mode and sales plan to support sales strategy which the analysis will help business positions product to gain a competitive advantage.

6.4.1 Exporting

For the first stage of Beer Lao to entry new target group in ASEAN, exporting is the simplest form for of entry strategy for business to enter to international market. Exporting Beer Lao to international market aiming for earn profitability by increasing international market revenue. Therefore, it is for diversify source of sales in order to strengthen brand ability. Hence, the appropriate channel of distribute products is the most important factor that will help Beer Lao present their products to consumers to build brand awareness.

6.4.2 Distribution

The spared of products through a distribution channel, throughout marketplace

which can be an advantage for business in term of selling products with lower costs and faster than competitors.

Distribution in Vietnam

For foreign business who aims to export their products into Vietnam, need to submit licensed traders under Vietnam law and must handle custom clearance. According to the International Trade Administration (ITA), published Vietnam Country Commercial Guide concludes as follow;

Distribution Services: According to Vietnam's WTO Commitments, 100 percent foreign-owned companies may engage in distribution services of most legally imported or domestically produced products as of Jan 1, 2009.

Wholesaling: Follow Vietnamese law, foreign companies engaging wholesalers in Vietnam should examine the investment certificate or business registration certificate of each reseller or distributor to make sure that the reseller is properly licensed to engage in wholesaling or retailing of the products sold to them.

Retailing: Being licensed to engage in retail services would enable the foreign-invested company to sell directly to end users, without having to go through a licensed local distributor. (The International Trade Administration, 2016)

Distribution in Singapore

As Singapore is a regional hub, it's considered Singapore is a country of free port. However, all alcoholic beverages are subject to high duties and Goods & Services Tax (GST).

According to Singapore Custom, formula of computation of duty payable on beer calculation as follows;

- Customs Duty = Total quantity in liter x S\$16.00 x % of alcoholic strength
- Excise Duty = Total quantity in liter x S\$60.00 x % of alcoholic strength

The Illustration on the computation of duties payable and GST for beer total quantity of beer = 10 liter of beer, CIF value = S\$100.00; as for Beer Lao which average ABV is 5% calculate as;

Beer with 5% alcoholic strength

Customs Duty = 10 liter x S\$16.00 x 5% = S\$8.00

Excise Duty = 10 liter x S\$60.00 x 5% = S\$30.00

GST payable = (S\$38.00 + S\$100) x 7% = S\$9.66

Total amount payable = S\$47.66

Source: Flanders Investment & Trade Market Survey, (2016)

6.4.3 Distributors

Distributor is an independent agent who's entered into an agreement to offer and sell the product of another company. (Entrepreneur Media, 2017) To exporting products, business needs to find the distributor who will represent their products in each country. Distributor is the business that distributes products or services, can be said as the middle person who distribute products or services to sells to consumers. For Beer Lao that objective of the business is expanding products to the new target group to create brand awareness and increase revenue through international sales, the suitable distributors should be the distributor who has its own merchant in widely of location which is easy for consumers to be reached. Distributors are not only the middle person who distribute products, but help business selling and promoting products as well. Therefore, the distributor itself has to know current market information and can manage the opportunity and risk in order to increasing profitability of the brand.

Consider from target countries, Beer Lao should be focus on convenient store and supermarket as their distributors in Vietnam by focus on urban center because target group of Vietnam market is Vietnamese which have high consumption growth, that mean this target is extremely wide but the marketing promotion can narrow target more specifically for effectiveness in selling plan. In order to present products in widely

location, convenient store and supermarket will gain attention to the market because the distribution can reach mass group of consumers. Therefore, from focus group in Singapore market, Beer Lao should consider the distributors that distribution to restaurants, pub and bar.

Distributors in Vietnam

According to Nielsen report about a boosting of Vietnam's retail sector, which now growing fast due to the urbanization, rising income and the adoption of Western style (Nielsen, 2016). The affected of this growing made people in Vietnam seeks for more convenience. As well of research about Grocery Retailers in Vietnam state that the number grocery retailers has been dramatically boosted to record 850 outlets in 2015, presenting a significant growth rate of 40%, which makes it the fastest growing category within grocery retailers. (Euromonitor, 2016)

Beer Lao seeks to distribute their products to consumers through convenience store and supermarket. So, the study finds the appropriate distributors that will distribute products widely in urban location.

- *VinMart*: the Vietnam's largest convenience store chain under VinGroup operating that have more than 800 stores in country, which provide widely distribution for products to consumers. Therefore, the chain of VinGroup also operate shopping mall, hotel & tourism and other entertain business which Beer Lao can distribute their product in wide area. The store of VinMart compare to other local store in Vietnam are huge different (See figure 6.1)

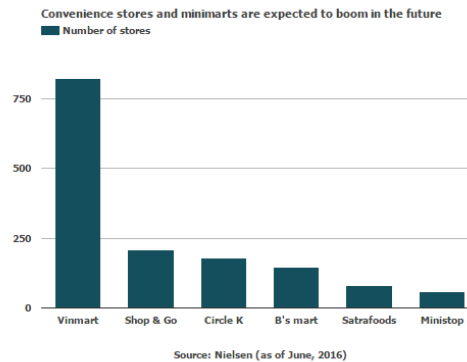


Figure 6.1 Convenience stores and minimarts are expected to boom in the future

Source: Nielsen (2016), online

- *Saigon Union of Trading Co-operatives*: The large distributor operates a chain of supermarkets and hypermarket in Vietnam such as Big-C and Co.op Mart, the supermarket that have more than 20 stores only in Ho Chi Min City.

Distributors in Singapore

Refers to the target group of Beer Lao in Singapore, which are Singaporeans and tourists, the distributor who distribute products to consumers through convenience stores, hotel and restaurant are partner that Beer Lao need to focus on.

- *7-Eleven*: 7-Eleven in Singapore owned by Dairy Farm International Holdings with more than 300 stores in country.
- *Cheers*: The convenience stores owned by NTUC FairPrice Co-Operative, a supermarket chain based in Singapore and the largest in the country. The company is a co-operative of the National Trades Union Congress or NTUC. The group has 100 supermarkets across the island, with over 50 outlets of Cheers convenience stores island-wide. Hence, NTUC is distributors for hotel and restaurants in Singapore which are Beer Lao focus market.

6.5 Expansion Stage

Beer Lao Expansion Stage	2017				2018			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Planning Phase								
- Evaluation of the expansion goals & timeline		Yellow	Yellow					
- Develop Sales Plan		Yellow	Yellow					
Pre-Startup Phase								
- Market Review & Benchmarking				Green	Green	Green		
- Develop Marketing Strategy				Green	Green	Green		
- Marketing				Green	Green	Green		
Startup Phase								
- Commercial operation					Pink	Pink	Pink	Pink
- Launch products expansion					Pink	Pink	Pink	Pink

Table 6.2 Beer Lao Expansion Stage

As for expansion Beer Lao to ASEAN market which the first target groups of this sales plan are Vietnam and Singapore. To implementation the sales plan to the action plan, the stage of implementation can be seen as the table 6.1 for expansion stage.

Planning phase start on the second quarter of 2017, the stage including Evaluation of the expansion goals & timeline and Develop Sales Plan then doing pre-startup as test of the market target which this stage the marketing strategy can be improve for the appropriate situation. Hence, the Startup Phrase focuses on commercial operation to create brand awareness to consumers which is the objective of this sales plan.

6.6 Marketing Strategic

For Beer Lao, originally targeted Laotian and foreign tourists who visit Laos but to gain more customers in foreign countries, their target should be specific. Hence, almost of beer consumers are the person whose ages around 18 - 35 but scope to the activities of consumers purpose of place, the target should be restaurant, pub and bar. Further, from previous study state that foreigner from western like to drink Beer Lao, distribution in specific location as tourist places are great opportunities for consumers decided to purchase Beer Lao.

As such, Beer Lao should pay more attention to attract their recognition to

consume products. A good plan of promotional and place strategies will help the first stage of introduction products to the market which objectives are easy to reach and interesting advertising to create brand awareness. In order to expanding business to international market, what business need to concern about is marketing strategy to set the products to reach objectives of recognition and increasing sales revenue.

Advertisements

In term of new brand in international market, the most important factor is creating brand awareness to the target group. Channel of sending message to the right audience should align to the objective. In which of create brand awareness, mass media is a good idea to access to large segment of the population by using creative advertising that represent brand image to gain attention. To attract people, Beer Lao can use “Presenter” as its representative to represent the brand and its product, in which of this presenter should be celebrities or famous person such as artist, singer or sport players in the country.

Public Relations

Public Relation is one of the communication processes, which do marketing in public place to earn attention of audiences. In term of Beer Lao, using billboard and spot advertising in public places such as in sky train, above the building and advertising banner in public areas to promote products and information to purchase product, support position, or recognize your accomplishments which that surely can help brands gain audience's attention.

Internet / Social Media

Nowadays internet accessing is easy and became a part of daily life, especially in urban area. Business sees opportunity to promote their products and services to this channel. Online advertising is a form of marketing promotional through internet which can reach widely receivers, can access in any areas and any times. As well as social media which is an online platform that business can use to promote and present their brand. As such, internet advertising can proceed by content marketing, audio & video content and Social Media Marketing (SMM) which is an advertising through Social

Media can reach large amount of consumers such as advertising on Facebook, YouTube which can specific target group

Sponsorship

Sponsorship can create brand image and reputation. To invest budget on sponsor for an organization or person, this will gain brand recognition and also trademark of brand itself will increase more awareness. Refer to the target group of sport fans and music festival that beer is one of their most favorite beverages. Beer Lao may seeks opportunities to entry to this event and introduce their products to build responded from consumers are interesting strategy too.

- Sport: Beer Lao could sponsors in a type of sport because sport lovers are wide range of ages and leverage.
- Music: Beer Lao could sponsors in music festivals that huge number of people attends to the event. This is another strategy that Beer Lao can reach target group that love music and party, then the opportunity of sell product directly to consumers. Not only music festival but the restaurants, pubs and bars as well.

6.7 Pricing

Pricing is one of the elements in marketing mix which is very crucial for business. Beer Lao need to set the appropriate price point in order to achieve business objective that is maximize profit by increasing international sales. In order to expanding as a new entrant in beer industry Beer Lao need to research the price competitor, tax in countries entry and cost of transportation to calculate the appropriate prices in each countries. The target countries at first entry are Singapore and Vietnam with have different prices of beer margin for each due to the import of alcohol tax according to their government.

According to the price strategy for this study, Beer Lao would pricing their products as average price lining with promotion to attract consumers recognize. Further, the study shows the average price of target countries which Beer Lao will settle the selling price in the market as table 6.3

Table 6.3 Average import beer price in Vietnam and Singapore

	Vietnam	Singapore
Restaurant: Imported Beer (0.33 liter bottle)	1.06 \$	7.02 \$
Market: Imported Beer (0.33 liter bottle)	1.54 \$	4.85 \$

Source: Numbeo, 2009-2017

Cost Structure

Cost structure refers to the types and relative proportions of costs. It's a tool to determine prices. The production and distribution in beer industry uses to calculate the selling prices which rely on supply chain. For Beer, supply chain can be seen in figure 6.2

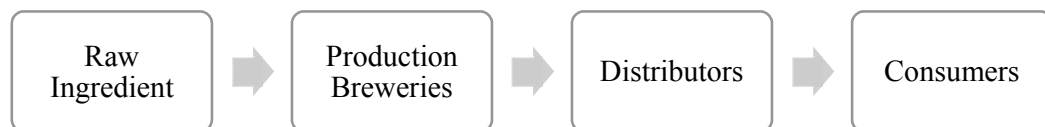


Figure 6.2 Beer Supply Chain

According to the study of beer costing, the cost structure includes all processes of supply chain and the following figure is the proportion of beer cost.

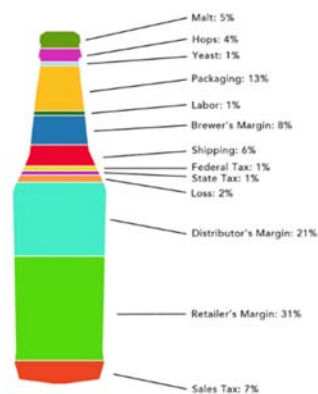


Figure 6.3 The proportion of beer cost
Source: The Huffington Post (2014): online

As per figure shows the proportion of beer cost which business must work through calculation for the efficient costs in order to settle the price to competing beer market. Most importantly, the main focus on expanding to international market is shipping costs, distribution costs and taxes which depend on country market rate.

6.8 Estimate Sales for an expansion

Beer Lao is a leader of beer in Lao PDR (98% market share). All of production is to meet domestic demand, export only 1%. Plan for Beer Lao expanding to ASEAN countries focus on Vietnam and Singapore market, using Distributors to distribute products to Convenience store, supermarket and.

Beer Lao already have its plan for an expansion and will increase production capacity within 5 years which state in the annual production capacity at 300 million liters of beer. The Lao Brewery Co. Ltd. has become one of the top contributors to the State, with an annual tax payment of at least 5,000 million baht (or \$US 142 million) (Kritsana Wongsai, 2013). Main product of Beer Lao is beer and others are soft drinks, which can calculate the sale estimate in year 2016 from product capacity and average pricing results of the total sales around \$US 722 million.

Calculation:

- Production capacity (million liter) = 300 million liters per year
- Average container/bottle = 426 ml
- Production capacity (bottle) = 704 million bottles per year
(1 liter = 1,000 ml, 300 million liters = 704 million bottles)
- Average price per bottler = \$US 1.026
- Total sale = \$US 722

According to the total sales estimate of 2016, can shows the Sale Revenue Estimation Year 2017-2021 as table 6.4

Table 6.4 Sale Revenue Estimation Year 2017-2021

	2017	2018	2019	2020	2021
Average Sale volume (Unit/Bottle)	704.00	704.00	704.00	704.00	704.00
Average Sale price/unit	1.03	1.03	1.03	1.03	1.03
Growth					
Sale Revenue (Million US)	722.30	722.30	722.30	722.30	722.30

Total estimate sales from table 6.4 shows the same result that is 722.30 because it's based on limited capacity.

CHAPTER 7

CONCLUSION

According to economic growth, changes of lifestyle and growth of population in ASEAN, those motivate an expanding of business to ASEAN for business. Especially for an established of AEC that benefits for business that want to expand to international markets start from neighbor market. Beer Lao, the brand of beer in Lao People's Democratic Republic that launched for 43 years. With a unique taste of Bees Lao which is the proud of Laotian. For 4 decade launched product, now it's time to increasing its sales through international market.

The creation of international sales plan is for Beer Lao to seek opportunity while research market and possibility in expanding market. The success of sales plan will highly depend on marketing strategic and distributors. To sales products in new market, Beer Laos need appropriate distributors that will present the brand and products to the market which marketing strategy will helps building market base of right consumers. Therefore, the state of problem this study found of Beer Lao is brand awareness of the brand, which is extremely crucial for marketing plan of create brand awareness through marketing channel to reach the right target and allure the target to purchase products. Hence, the IS had analyzed factors that influenced Beer Lao for expanding to international sales and suggests business to initial carefully choose appropriate strategy in order to earn profitability from expanding and increasing its sales international market.

The study aim to study possibility of ASEAN market for Beer Lao, which can be seen as of Beer Industry growth in ASEAN, that business with tremendous growth opportunities in ASEAN, under condition of lowering and removal tariff between country members that aiming for single market base. Recently, WHO (2014) mention that in 2025, propensity of alcohol consuming in ASEAN will be changed. Vietnam will be the highest country of alcohol consuming as 11 liter per person per day, following by Thailand 9.1 liter per person per day then Lao and Philippines which

growth rate compare to other region are higher than in America and Europe, that had huge beer consumed base but propensity of alcohol consuming decelerated. In which, the ASEAN beer markets are characterized by large populations which majority of ASEAN population falls in the age group of 18-35 years that is the targeted segment of beer sellers. So beer industry is easier expanding business to ASEAN than other region.

Further, sales plan for this study aiming to create brand awareness for Beer Lao in international market, focus on finding appropriate distributors in target countries and use marketing strategies to build recognition in order to maximize profitable sales revenue through international sales.



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BIOGRAPHY

NAME	Miss Anuttra Sukruen
DATE OF BIRTH	18 February 1989
NATIONALITY	Thai
EDUCATION	
2016	Master of Business Administration Stamford International University Rama 9 Campus
2011	Bachelor of Management Sciences Major in Hotel and Tourism Management Kasetsart University Sriracha Campus
ADDRESS	Chonburi, Thailand
WORKING ADDRESS	Bangkok Glass Public Company Limited
POSITION	Assistant of Executive Secretary
EMAIL ADDRESS	anuttra.s@gmail.com