

How to creat Malee's fruit juice for maximum value in the
domestic market?--A case study of Malee Group Public
Company Limited



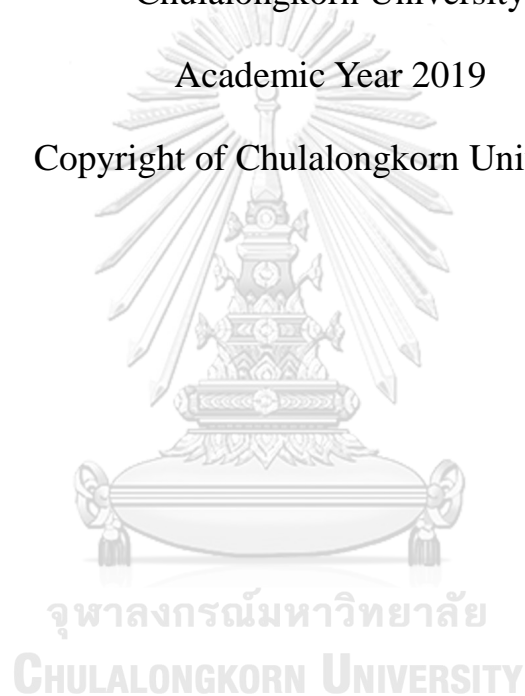
An Independent Study Submitted in Partial Fulfillment of the
Requirements
for the Degree of Master of Arts in Business and Managerial Economics
Field of Study of Business and Managerial Economics

FACULTY OF ECONOMICS

Chulalongkorn University

Academic Year 2019

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วิธีการสร้างน้ำผลไม้ของมาลีเพื่อสร้างมูลค่าสูงสุดในตลาดภายในประเทศ - กรณีศึกษา บริษัท

มาลีกรุ๊ป จำกัด (มหาชน)



สารนิพนธ์นี้เป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปริญญาศิลปศาสตรมหาบัณฑิต
สาขาวิชาเศรษฐศาสตร์ธุรกิจและการจัดการ สาขาวิชาเศรษฐศาสตร์ธุรกิจและการจัดการ

คณะเศรษฐศาสตร์ จุฬาลงกรณ์มหาวิทยาลัย

ปีการศึกษา 2562

ลิขสิทธิ์ของจุฬาลงกรณ์มหาวิทยาลัย



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Independent Study Title How to creat Malee's fruit juice for maximum value in
the domestic market?--A case study of Malee Group
Public Company Limited
By Miss Hong Xu
Field of Study Business and Managerial Economics
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Accepted by the FACULTY OF ECONOMICS, Chulalongkorn University in
Partial Fulfillment of the Requirement for the Master of Arts

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ชื่องานวิจัย : วิธีการสร้างน้ำผลไม้ของมาลีเพื่อสร้างมูลค่าสูงสุดในตลาดภายในประเทศ - กรณีศึกษา บริษัท มาลีกรุ๊ป จำกัด (มหาชน). (How to creat Malee's fruit juice for maximum value in the domestic market?--A case study of Malee Group Public Company Limited)
อ.ที่ปรึกษาหลัก : ชลัชพร ออมวัฒนา

ความก้าวหน้าทางสังคมได้เร่งฝีเท้าของชีวิตและการทำงานของผู้คนและผู้บริโภคมีแนวโน้มที่จะซื้อผลิตภัณฑ์ที่สะดวกและเป็นประโยชน์ต่อสุขภาพมากขึ้นในปัจจุบันอุตสาหกรรมน้ำผลไม้ในประเทศไทยกำลังอยู่ในช่วงการพัฒนาที่รวดเร็ว จำนวนผู้ผลิตน้ำผลไม้กำลังเพิ่มขึ้นและโรงงานอาหารหลายแห่งเริ่มหันไปสู่อุตสาหกรรมน้ำผลไม้เพื่อครอบครองส่วนแบ่งที่แน่นอน ดังนั้นผลิตภัณฑ์น้ำผลไม้หลากหลายชนิดมากขึ้นเรื่อยๆและแรงกดดันจากการแข่งขันขององค์กรก็เพิ่มขึ้นบริษัทมาลีกรุ๊ป จำกัด (มหาชน) (ต่อไปนี้จะเรียกว่า "กลุ่มมาลี") เป็นหนึ่งในบริษัทน้ำผลไม้ที่ใหญ่ที่สุดในประเทศไทยน้ำผลไม้ของบริษัทมาลียังเป็นผลิตภัณฑ์หลักของบริษัทด้วยส่วนแบ่งการตลาดขนาดใหญ่แต่อันดับสองเสมอในปีที่ผ่านมาเนื่องจากการแข่งขันที่รุนแรง ปริมาณการขายเพิ่มขึ้นในขณะที่กำไรลดลงอย่างรวดเร็ว

ในบทความนี้มาลีกลุ่มเป็นกรณีศึกษาโดยใช้การวิเคราะห์วรรณกรรมรวมกับการวิเคราะห์ข้อมูลและวิธีการอื่นๆเพื่อรวมการวางตำแหน่งทางการตลาดของบริษัทและรูปแบบการตลาด 4P อย่างเป็นระบบในกระบวนการวิจัยบริษัทจะได้รับประโยชน์จากทรัพยากรการตลาดความสามารถในการแข่งขันหลักและปัญหาในทางปฏิบัติจากนั้นทำการวิเคราะห์ SWOT และการวิเคราะห์เชิงเปรียบเทียบเพื่อดำเนินการวิจัยเชิงลึกเกี่ยวกับบริษัทและองค์กรการแข่งขันในขณะเดียวกันผู้เขียนยังทำการวิจัยตลาดที่เกี่ยวข้องกับบริษัทมาลีผ่านทางแบบสอบถามเพื่อทำความเข้าใจความต้องการของลูกค้าและสถานการณ์ของตลาดอย่างลึกซึ้งยิ่งขึ้นเพื่อนำเสนอข้อเสนอแนะการปรับปรุงสำหรับการพัฒนาในอนาคตขององค์กรสมเหตุสมผลและมีประสิทธิภาพ

สาขาวิชา เศรษฐศาสตร์ธุรกิจและการจัดการ ปลายมือชื่อนิติ
ปีการศึกษา 2562 ปลายมือชื่อ อ.ที่ปรึกษาหลัก

6284095029 : MAJOR BUSINESS AND MANAGERIAL ECONOMICS

KEYWOR Fruit juice, Marketing strategy, Brand marketing

D:

Hong Xu : How to creat Malee's fruit juice for maximum value in the domestic market?--A case study of Malee Group Public Company Limited.
Advisor: Chalaiporn Amonvatana

Social progress has accelerated the pace of people's life and work, and consumers are more inclined to buy products that are convenient and beneficial to health. At present, the fruit juice industry in Thailand is in a rapid development period, the number of fruit juice manufacturers is increasing and many food factories are beginning to turn to the fruit juice market to occupy a certain share, so the variety of fruit juice products is increasingly rich and the pressure of enterprise competition is increasing. Malee Group Public Company Limited (Hereinafter referred to as "Malee Group") is one of the largest fruit juice companies in Thailand. Malee company's fruit juice is also the company's key product, with a large market share, but always ranked second. In recent years, due to the fierce competition. The sales volume is increasing while the profits are sharply decreasing.

In this paper, Malee Group company as a case study, using literature analysis combined with data analysis and other ways to systematically comb the company's market positioning and 4P market model. In the process of research, the company's market resource advantages, core competitiveness and practical problems are clarified. Then SWOT analysis and comparative analysis are used to carry out in-depth research on companies and competitive enterprises. At the same time, the author also carries on the related market research to Malee company through the way of questionnaire survey to understand the customer demand and the market situation more deeply, so as to put forward the improvement suggestions for the future development of the enterprise more reasonably and effectively.

Field of Study:	Business and Managerial Economics	Student's Signature
Academic Year:	2019	Advisor's Signature

ACKNOWLEDGEMENTS

This report was greatly supported by Associate Professor Dr. Chalaiporn Amonvatana, MABE Individual study advisor. First of all, I would like to thank my knowledgeable advisor for her support. Therefore I am lucky to learn from such a rigorous scholar. Under her patient guidance, this paper can be successfully completed. When we have questions and difficulties, our advisor are always kind and patient to answer them in time.

I also want to thank all of our professors, who have made me gain a lot on the way of learning. They are all our good teachers and friends, who teach us knowledge, help us grow and give us warmth. I also want to thank all the staff of Master of Art in business and Managerial Economics, Faculty of economics of Chulalongkorn University for their silent efforts behind us, so that we can complete our studies more comfortably and safely.

Finally, I also want to thank my lovely classmates. As overseas students, there are many problems in our study and life. They are all eager to help me and make my intense study full of happy and joyful.

CHULALONGKORN UNIVERSITY

Hong Xu

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Introduction

For decades, with people's emphasis on health, juice has become more and more popular. Juice is considered a health drink rich in multivitamins, especially when the juice is compared to popular carbonated soft drinks. In recent years, many reliable scientific researchers have found that drinking fruit juice is less healthy than eating fruit, because fruit juice has as much sugar and sometimes more as soft drinks. Although these disputes have had a certain impact on the juice market, juice is still a common choice in most people's daily life. According to Statista's report, worldwide revenue in fruit Juices amounts to US\$102,463m in 2020. The market is expected to grow annually by 3.6% (Compounded Average Growth Rate in 2020 to 2023) (Juice-worldwide, 2020). For Thailand revenue in fruit Juices amounts to US\$1,413m in 2020. The market is expected to grow annually by 2.8% (Compounded Average Growth Rate in 2020 to 2023). (Juice-Thailand, 2020). In the 2018 Statista survey of Thai people's beverages consumption habits, juice (46.27%) ranked second only to regular soda (53.72%). (Thailand:which of the following beverages do you regularly consume?, 2020) Therefore, the juice industry in Thailand will continue to develop.

Thailand is an agricultural country and Thailand's climate is tropical monsoon climate with high temperature and abundant rainfall throughout the year, which provides unique conditions for the growth of fruit trees. At the same time, the unique natural conditions also make the juice beverage enterprises in Thailand easy to copy both in marketing strategy and marketing mode. So far, Thailand's juice industry has more than 100 enterprises, excluding some small and medium-sized enterprises and private workshops. So the competition in Thailand's juice industry is also obvious. Malee Group is one of the three largest pure fruit juice companies in Thailand. It was founded in 1964, with relatively perfect company system. In such a competitive market, if Malee Group wants to maintain a certain stability in the market, they need to deeply understand and analyze the market and understand the product characteristics of market demand. On the basis of making full use of the company's resources, the enterprise needs to formulate the marketing strategy in line with the enterprise's own and market development according to the modern management and marketing concept.

This paper analyzes the macro and micro environment of Malee Group to understand the current market environment of the company. Then use SWOT to analyze the advantages, disadvantages, opportunities and threats faced by the company. In the current highly competitive market, the company's marketing strategy can be formulated from product strategy, price strategy, channel strategy, promotional mix strategy, online marketing strategy, target market segmentation and brand strategy, etc. to develop a more complete and effective strategy. In addition, in order to cater to consumers' preferences and meet consumers' needs, this research conducts a sample survey of consumers, then analyzes consumers' behaviors and influencing factors. The research first combs the relevant theories of Malee Group's marketing strategy and clarifies the problems of the company, then, combines with the field investigation,

make in-depth research and Analysis on the marketing strategy of Malee Group's fruit juice.

The theoretical significance of this paper is to make effective marketing strategy according to the current market demand and environmental changes through the research of marketing strategy of Malee company, so that enterprises can gain competitive advantage in the fierce market competition. At the same time, it also provides certain reference value for the formulation and implementation of marketing strategy of other enterprises in the same industry. Theoretically, it enriches the research on the marketing strategy of fruit juice drinks in Thailand.

The practical significance of this paper is to explore the problems existing in the marketing strategy of Malee Group and try to optimize the market strategy of company according to the market research, so as to further help Malee Group improve the fruit juice sales and expand the market share. At the same time, the development of Malee Group will promote the development of relevant industries and regional economy, thus improving the income of relevant employees and people, and promoting the economic development of Thailand.

Literature review

1.Theoretical Foundation

1.1. Marketing

Marketing is a process in which a product is created and produced, then it is packaged, priced and finally exchanged. In the past two centuries, many scholars have put forward their own definitions of marketing. Adam Smith (1776) Said that Consumption was the sole end and purpose of all production and the interests of the product ought to be attended to only so far as it may be necessary for promoting those of the customer. According to Philip Kotler (1990), marketing was the human activity directed at satisfying needs and wants through an exchange process. (Gray & Philip, 1990) With the development of society and economy, he improved the definition of marketing decades later, Philip Kotler (2015) written that marketing as the process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return. (Gary, Philip , & Valerie, 2015) The American Marketing Association in the dictionary term (2013) offers the following definition: “Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.” So now marketing is identifying and anticipating customer requirements and it implies some knowledge of customer wants. The marketing process includes the research and definition of what customers will, or do want. In the same way, this is also the starting point and goal of this research.

1.2. Marketing Strategy

STP marketing is the three elements of the marketing strategy in marketing. In modern marketing theory, market segmentation, market targeting and market positioning are the three core elements of the company's marketing strategy.

Market segmentation (Smith, 1956) refers to the market classification process that marketers divide a product's market into a number of consumer groups as a whole according to the needs and desires of consumers, purchase behavior, purchase habits and other differences through market research. Every consumer group is a segment market, and every segment market is a group of consumers with similar demand tendency.

After market segmentation, enterprises produce the products that consumers need. That is to say, they find the target market of enterprises. The market targeting generally uses the following three strategies: (1) non differentiated market strategy, enterprises regard the whole market as their target market, only consider the commonness of market demand, but not its differences, and use a product, a price, a marketing method to attract as many consumers as possible. (2) differentiated market strategy, enterprise divide the whole market into several sub markets, design different products and formulate different marketing strategies for different sub markets to meet different consumer needs. (3) The centralized market strategy, enterprise select two or a few market segments as the target market in the segmented market, and implement specialized production and sales.

Market positioning (Trout, 1969) refers to the marketing design aimed at the psychology of potential customers, the creation of a product, brand or a certain image or personality of the enterprise in the eyes of the target customers, and the retention of a deep impression and unique position, so as to achieve competitive advantage.

1.3. Marketing Mix (4Ps and 4Cs)

The first reference to the term, the 'marketing mix' was claimed to by Borden (Borden, 1964), As we all know, 4P (McCarthy, 1960) and 4C (Lauterborn, 1990) are complementary rather than alternative relationships, that is, customers refer to replacing "products" with "customers". First of all, we should study the needs and desires of customers, and then produce, operate and sell the service products that customers want to buy; cost refers to the cost that customers are willing to pay to meet their needs and desires by replacing "price" with "cost". Secondly, we should make pricing strategy; convenience refers to using "convenience" instead of "Place", which means making customers as convenient as possible when making a distribution strategy. Communication means using "communication" instead of "promotion", which means actively communicate with customers to find a win-win sense of identity.

2.Literature review

There is a lot of research on the juice market, but the research on the juice market in Thailand is relatively less. However, some inspiring literature related to the topic of the juice market in this paper can still be found.

In the research of efficiency evaluation of food and beverage companies in Thailand, (Rodmanee & Huang, May 2013) used the relational two-stage DEA approach to measure 23 companies from the Stock Exchange of Thailand in 2011, only one company is efficient in the first and second stages. Malee was lower score than the average efficiency value both in production achievement and profit generation. So Malee group should strengthen the efficiency both in profitability efficiency and production efficiency.

For the brand equity of a beverage company in Thailand, Prof. Mongkol announced his own opinion. (Mongkol, October 2014) Companies should explore different marketing tools, not integrated marketing communication, to see if they can create brand equity. He also mentioned the high cost of advertising in promotion strategies, especially in television media or billboards. Therefore, reducing the cost of advertising will certainly help enterprises to reduce the total cost, so that enterprises can gain greater competitive advantage. Therefore, this study provides a good reference value for the brand building and marketing strategy formulation of Malee Group.

With the progress of science and technology, the improvement of consumption level, people pay more and more attention to healthy food. At the same time, it means that people have more and more choices and a wide range of products. From the research we know that the consumers buy fruit juice because of its taste and nutritional content and get higher health benefits. (Kraseakoopt & Kytsawad, July,2010) Only from the perspective of customer needs can we get more customers. Of course, for their own products also need constant innovation to attract the attention of customers. They mentioned that there is a potential market for fruit juice containing probiotics in the Thai market, this also provides a good proposal for the research and development of new products of Malee's juice.

Research methodology

In order to better understand the market and understand the needs of consumers, this paper uses a questionnaire survey. Consumer behaviors and needs are necessary factors for marketing strategies. The data obtained after deep understanding of consumers can play an active role in the formulation of marketing strategies. The conclusion of the study provides references for Malee and other companies in the Thai juice industry to better produce products that meet consumer needs.

1. Population and samples

The study population include all the customers of the beverage company in Thailand, so we take the total population of Thailand. Thus, according to Yamane Taro formula (Taro, 1973) to calculate the samples.

$$\text{Yamane Taro Formula: } n = \frac{N}{1 + Ne^2}$$

In the formula , n=sample, N=population, e=standard error, assume e=0.05

In 2019, Thailand population is 66.56 million (demographic, 2020)

$$\text{Thus, } n = \frac{6656000}{1 + 6656000 * 0.05^2} = 400$$

According to the formula, the samples were 400 respondents (confidence level =95%). Due to time issues and covid-19, non-probability sampling mainly selects individuals that are easily accessible in Bangkok and nearby provinces as the research object.

2. Research Tool

The research tool was created in the form of questionnaires and mainly conducts face-to-face interview and online questionnaires.

The questionnaire was divided into three parts.

Part 1: The demographic information of respondents, including gender, age, education level, occupation and personal income.

Part 2: The attitude and perception of consumption, including juice brand, type, packaging, taste, frequency of consumption, place of purchase, decision factors, etc.

Part 3: The attitude toward Malee brand, including 4Ps marketing factor of Malee juice, products, price, place and promotion.

All collected data will be analyzed through descriptive statistics and inferential statistics. In particular, descriptive statistics is a method used to conduct an overall analysis of respondents, such as percentage, mean, and standard deviation. Inferred statistics use T-test and F-test to investigate and analyze the correlation, and analyze whether there is a correlation between factors such as gender, age and income and the comprehensive marketing factors of Malee Group.

3. Data Collecting

Part 1: The demographic information

Gender	Percentage	Occupation	Percentage
Male	41%	Student	9.80%
Female	59%	Government Officer	1.60%
Total	100%	Business Owner	4.10%
Age	Percentage	Company officer	51.60%
Under 18	0%	other	32.80%
18-22	8.20%	Total	100%
23-30	60.70%	Monthly income	Percentage
31-40	23%	<10000	12.30%
41-50	5.70%	10001-20000	32%
Above 50	2.40%	20001-30000	28.70%
Total	100%	30001-40000	11.50%
Education	Percentage	40001-50000	7.40%
Under Bachelor	21.30%	>50000	8.20%
Bachelor	58.20%	Total	100%
Master	17.20%		
Ph.D.	3.30%		
Total	100%		

Table 1 The demographic information of respondents

Part 2: The attitude and perception of consumption

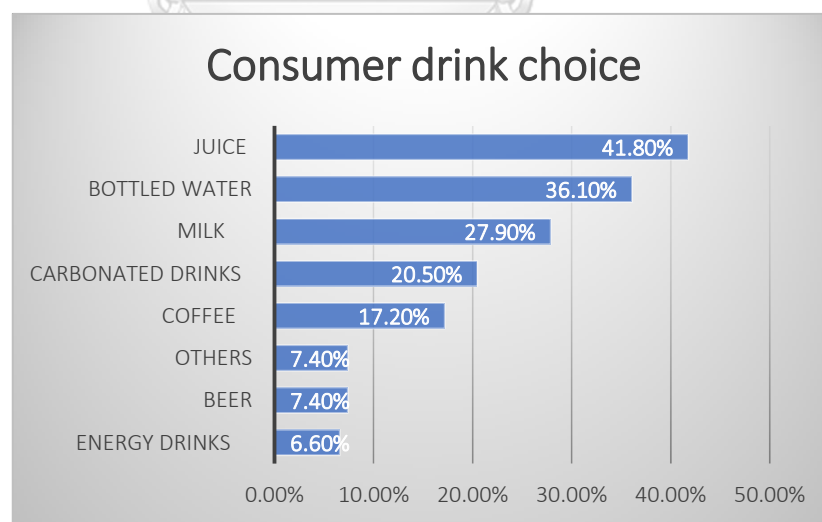


Figure 1 Drink choice of respondents

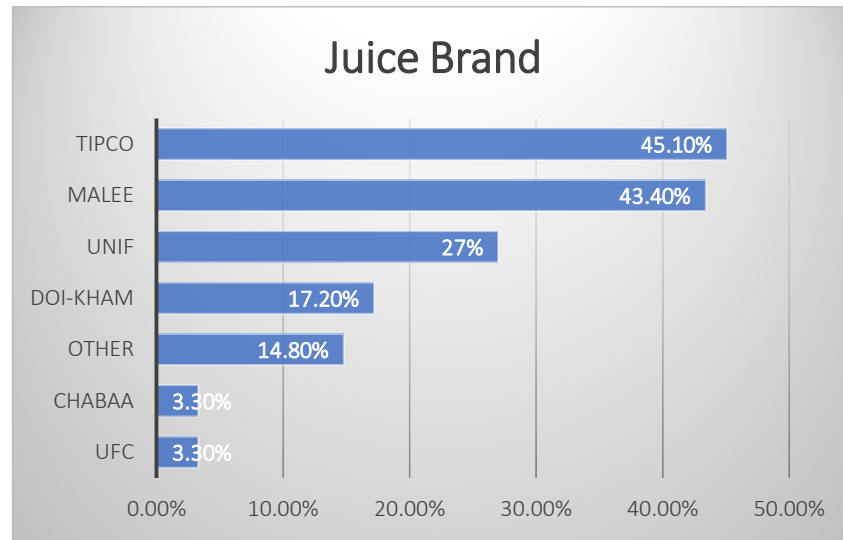


Figure 2 Juice brand choice of respondents

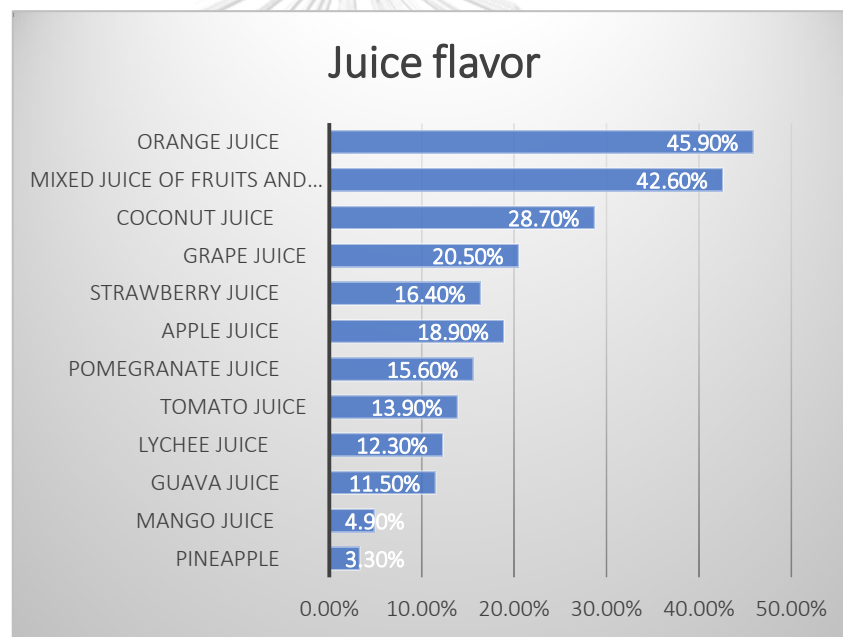


Figure 3 Juice flavor choice of respondents

Customers's preference for juice packaging		Customer juice consumption frequency	
	Percentage		Percentage
Paper bottle	32.80%	Everyday	7.70%
Plastic bottle	32%	3/ 4 times a week	23.10%
Glass bottle	26.20%	Once a week	31.90%
Zip-top can	9%	Once every two weeks	7.70%
Total	100%	Once a month	14.30%
		Not much for year	15.40%
		Total	100%
Milliliters of packaged juice		Customers juice consumption Place	
	Percentage		Percentage
1000ml	17.20%	Convenience Store (7-11)	66.40%
500ml	23%	Supermarket (Tesco, Big-c, Tops, Makro)	25.40%
350ml	29.50%	Online shop (Lazada,shopee)	0.80%
180ml	30.30%	Vending machine	1.60%
Total	100%	Other	5.70%
		Total	100%

Table 2 Behavior of respondents

According to Likert's five specialists scoring method, the respondents' cognitive scoring criteria for factors affecting fruit juice consumption are as follows:

Average score 5.80 - 7.00 means Very high

Average score 4.60 – 5.79 means High

Average score 3.40 – 4.49 means Neutral

Average score 2.20 – 3.39 means Low

Average score 1.00 – 2.19 means Very low

Rank (score)	1	2	3	4	5	6	7	Mean
Taste	55	27	6	9	7	5	13	5.39
Availability	16	16	19	36	16	7	12	4.27
Brand	8	21	22	24	20	15	12	4.02
Price	18	25	35	19	10	5	10	4.73
Advertisement	9	11	22	9	19	25	27	3.35
Nutritional Value	34	25	21	15	6	10	11	4.93
Fashionable	8	13	14	19	21	24	23	3.39

Table 3 Factors affecting fruit juice consumption

Part 3: The attitude toward Malee brand

According to Likert's five specialists scoring method, the respondents' cognitive scoring criteria for evaluation of Malee brand are as follows (Mongkol, October 2014):

Average score 4.21 - 5.00 means Very high

Average score 3.41 - 4.20 means High

Average score 2.61 - 3.40 means Neutral

Average score 1.81 - 2.60 means Low

Average score 1.00 - 1.80 means Very low

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Meaning
Malee's brand is the representative of juice	2	3	61	45	11	3.48	High
There are many package sizes for Malee's juice	3	3	35	69	12	3.66	High
There are many flavors of Malee's juice	0	3	27	75	17	3.87	High
Malee's juice tastes good	3	2	42	67	8	3.59	High
Malee's juice is good for health	2	4	36	48	12	3.02	Neutral
Malee's juice is safety	2	2	37	62	19	3.75	High
There's a lot of innovation in Malee's juice	0	7	57	53	5	3.46	High
If there's something new in Malee's juice, I'd like to try it	0	11	34	60	17	3.68	High
The price of Malee's juice is not high compared with other brands	1	6	62	45	8	3.43	High
Malee's juice is easy to buy	1	3	26	63	29	3.94	High
Malee's juice is advertised regularly	0	15	53	42	12	3.42	High
There are a lot of Malee's juice advertisements	1	21	46	43	11	3.34	Neutral
Malee's juice will be more popular if ads can be endorsed by stars	2	20	49	40	8	3.17	Neutral
Malee's juice has salesmen's recommendations and tasting sample	1	24	49	40	8	3.24	Neutral
There are many promotions for Malee's juice	1	20	56	34	11	3.27	Neutral

Table 4 The attitude toward Malee brand of respondents

Current marketing situation of Malee Group

1. Company profile

In 1964, the predecessor of Malee company was the family enterprise of fruit export business. In 1978, the registered capital of THB 10 million was invested to establish "Malee Sampran Factory Co., Ltd." mainly engaged in fruit production and sales. On March 3, 1992, Malee was listed on the Thai stock market. UHT juice began to be sold in 1993, when it was considered the number one brand of UHT juice in Thailand. In April 1995, the internal shareholder structure of the company changed, Abigo company bought 10 million shares of major shareholders, accounting for 40% of the company's shares. It was officially renamed "Malee Sampran public limited company" in 1998. Since 2016, the company has successively started overseas investment and set up branches in Philippines, Vietnam and Indonesia through independent investment or joint venture. In 2016, the company officially changed its name to "Malee Group Public Limited Company "

2. Orgnization Structure

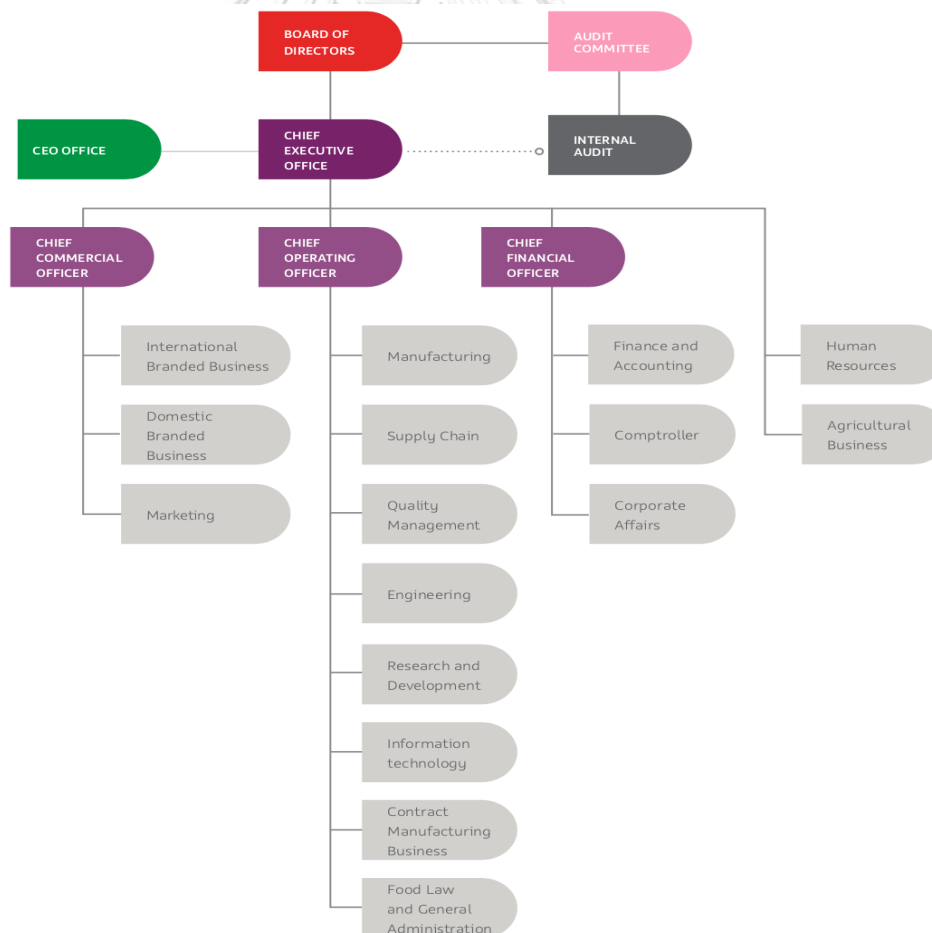


Figure 4 Orgnization Structure of Malee Group

3. Fruit juice products

In order to expand the market and meet the needs of different customers for different flavors of fruit juice, Malee company has also constantly developed and launched new products. Here are three of Malee's existing fruit juice groups that cover dozens of flavors:

Group	Product	Size	Price	Flavor
Fruit Juice	Malee 100% UHT Fruit Juice	1000ml	69฿	100% Mixed Vegetable and Fruit Juice 100% Carrot with Mixed Fruits Juice 100% Watermelon Juice Mixed Tomato Juice 100% Pink Guava Mixed Vegetable and Fruit Juice Berry Mixed with Apple and Pomegranate Juice 100% Prune Juice Mixed with Apple and Grape Juice 100% Mango Juice with Mixed Fruit Juice 100% Cherry with Mixed Fruit Juice 100% Tomato Juice/Pineapple Juice 100% Guava Juice/ Grape Juice/Apple Juice 100% Granny Smith Apple with White Grape Juice 100% Pomegranate Juice and Mix Fruits 100% Trio Orange Juice with Orange Pulp 100% Navel Orange Juice with Orange Pulp 100% Tangerine Orange Juice with Orange Pulp 100% Sainampueng Orange Juice with Orange Pulp 100% Mandarin Orange Juice with Orange Pulp
	Malee 100% Pasturized Fruit Juice	1000ml 300ml	81฿ 30฿	100% Mandarin Orange Juice Pasteurized 100% Red Grape Juice Pasteurized 100% Tangerine Orange Juice Pasteurized 100% Pomegranate with white Grape & apple juice Pasteurized 100% Florida Orange Juice Pasteurized 100% Sainampeung Orange Juice Pasteurized
	Malee Tropical	1000ml 180ml	49฿ 8฿	Sainampeung Orange Juice Coconut Water Lychee Juice, Passion Fruite Juice, Strawberry Juice
	Malee Fruit Fresh	750ml	129฿	alee Fruit Fresh Orange Juice with Orange Pulp Malee Fruit Fresh Grape, Malee Fruit Fresh Apple
	Malee Flo	330ml	25฿	Malee FLO Prune, Malee FLO Apple juice mix Apple

Group	Product	Size	Price	Flavor
Coconut Water	Malee Coco Coconut	1000ml	69 [₹]	100% Coconut Water
	Water	330ml	25 [₹]	Watermelon Coconut Water Lychee Coconut Water
	Malee Coco Namhom Coconut Water	350ml	24 [₹]	100% Coconut Water
Functional Drink	Malee Healti Plus	330ml	25 [₹]	Blackcurrent Juice Mixed Mineral Water Acerola Cherry Juice Mixed Mineral Water Lemon Lime Mixed Mineral Water
	Malee Light	1000ml 330ml	45 [₹] 20 [₹]	Pomegranate And Mixed Fruit Juice Mandarin Orange And Mixed Fruit Juice Grape And Mixed Fruit Juice

Table 5 Fruit juice products of Malee Group

In 2019, company adjusted the strategy and organization structure to increase the competitiveness with other competitors. For the UHT fruit juice segment, market value decreased of 8% continuously. But company also create growth for Pasturized Fruit Juice market value 11% compared to 2018. There are 2 new flavors coconut water (Watermelon Coconut Water & Lychee Coconut Water) products on the market, and both of them received good responses from customers, thus they lead to the coconut brand 10% of growth compared to 2018. (annual-report, 2020)

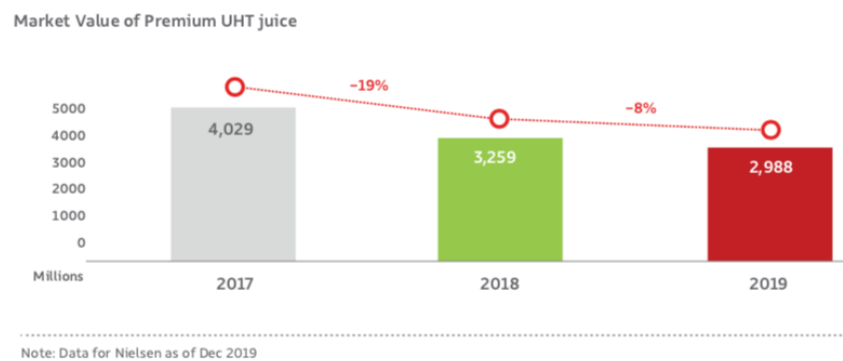


Figure 5 Marke Value of Premium UHT juice

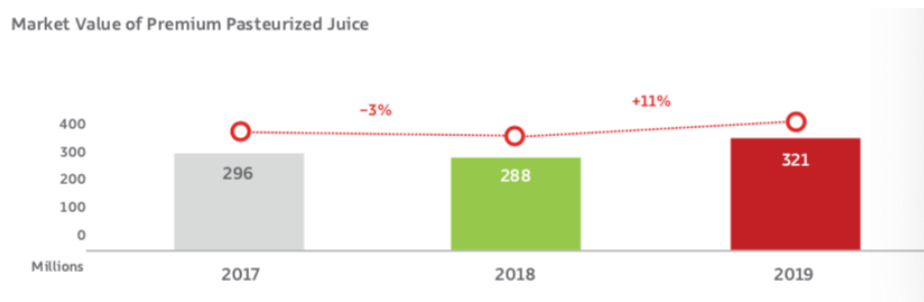


Figure 6 Marke Value of Premium Pasteurized juice

4. Marketing Problem

(1) Malee's market share is always inferior to TIPCO. Due to the increasingly fierce market competition, increasing sales and market share will be Malee's long-term challenge. It needs to strengthen consumers' brand memory for a long time to seize the share.

(2) If an enterprise wants to increase product awareness, it must have a prominent brand personality. Because Malee does not have a very clear market positioning, it also makes it lack of clear publicity planning, it is difficult to achieve a unique image of its products. At the same time, product packaging design is highly similar to competitors, which also makes it difficult for consumers to effectively distinguish them from competing brands, so it cannot be effectively converted into motivation to purchase designated juice products.

(3) The modern society is in the era of the Internet with rapid information development, so the forms and tricks of promotion are numerous. Therefore, product marketing must pay special attention to promotion, without eye-catching promotional methods, or relatively simple promotion, it will not be able to meet contemporary needs, and will eventually be eliminated. At present, Malee Group's promotion methods for various types of juices have the problems of simple promotion methods and lack of diversity. It is difficult to expand sales channels and have adverse effects through holiday store activities through distribution channels. Although Malee has established an online sales platform, it has not fully utilized online resources, resulting in a waste of existing online user resources. HS company's simple marketing method of holiday promotion is not attractive to customers, and the maintenance time is short. It is difficult to ensure the user's long-term interest. From this, the brand influence of the product is difficult to form.

Market Overview

In the process of business operation and development, the implementation of the company's marketing policy is affected by various environmental factors. Before making marketing policies, we should fully understand the market environment, including the company's position in the current market environment, the advantages and disadvantages of other competitors, etc., which not only affect the formulation of enterprise marketing strategies, but also affect the effectiveness of the implementation of marketing activities.

1. Macro marketing environment (PEST analysis)

1.1. Political Environment

Thailand has excellent climate conditions and rich fruit products. For agricultural development, the Thai government has formulated a series of development plans and implementation strategies. At the same time, the Thai government has also laid a solid foundation for Thailand's fruit juice industry through the introduction of foreign

investment and other ways. For the food safety control system, the government has also promulgated relevant policies, and the virtual Ministry of the Thai government has officially implemented the national security development since 2006. Whether it's consumer protection law, process control law, various food and drug business rules, the above relevant policies are mainly to enable consumers to participate in the monitoring of product quality, health and safety. Therefore, the company must attach importance to the company's rules and regulations and build trust with consumers, so that the company's products can meet the standards of consumers.

1.2. Economic Environment

The consumption level of residents in a country or region is closely related to the local economic development level, and the local economic strength to a certain extent affects the purchase level of consumers.

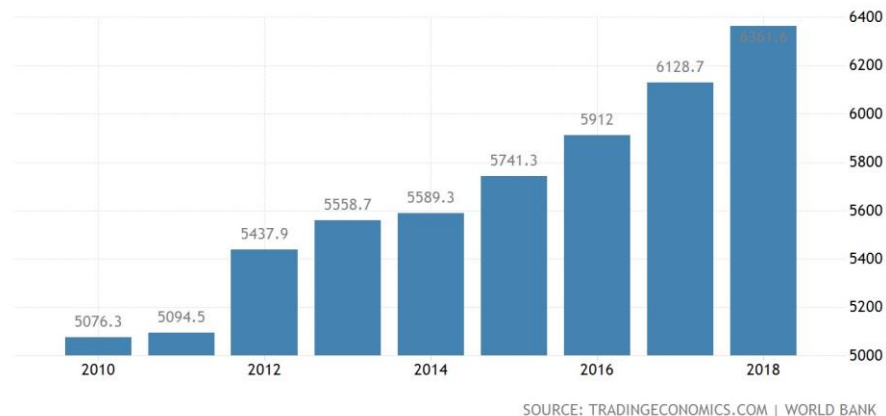


Figure 7 Thailand's per capita GDP from 2010 to 2018

With the development of economy, Thailand's per capita GDP is also growing. According to the data of the world bank, compared with 2010, Thailand's per capita GDP in 2018 increased by 25.3%. (Thailand GDP per capita, 2020) In the past few years, driven by various factors, the business of juice industry in Thailand has also continued to grow. At the same time, Thailand has become a hot tourism country in recent years, which is undoubtedly a good platform for the promotion of Thailand's high-quality product globalization. However, in 2020, due to the impact of the covid-19 epidemic, the global economic development will slow down or even decline, so consumers need to save money, and the purchasing power of consumers may decline significantly. Therefore, juice manufacturers need to adjust different strategies to adapt to the global economic stagnation, so as to maintain market share and stabilize the domestic and export markets of Thailand.

1.3. Sociological Environment

Different social and cultural environment will lead to different consumer preferences and habits, and then affect the purchase behavior of consumers, which is an important impact of targeted marketing strategies of enterprises. In many social and cultural factors, the most important one is the population factor, the population aggregation will lead to the rise of the market.

Urban population in Thailand from 2005 to 2018 (in thousands)

Thailand urban population 2005-2018

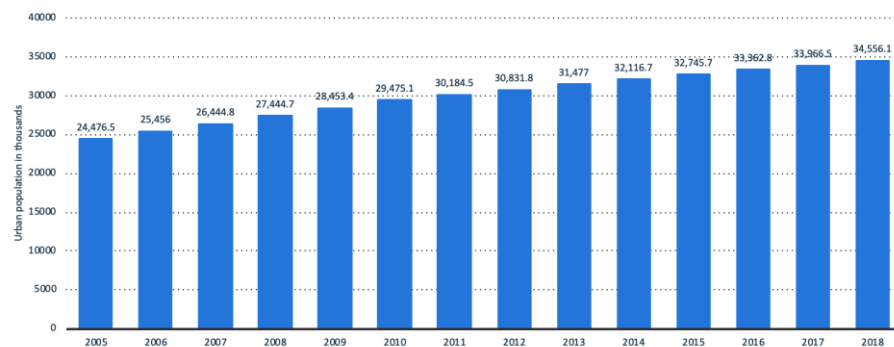


Figure 8 Urban population in Thailand from 2005 to 2018

Age structure in Thailand from 2008 to 2018

Age structure in Thailand 2018

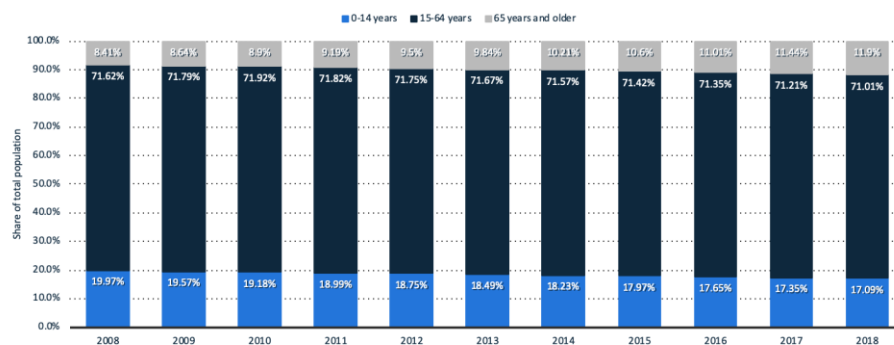


Figure 9 Age structure in Thailand from 2008 to 2018

According to the data in the above figure, by 2018, the urban population of Thailand has reached 34 million, which has exceeded 50% of the total population of Thailand, and the population over 65 years old accounts for 11% of the total population. (Demographics in Thailand , 2020) The aging phenomenon has deepened. These data show that the population structure and urban-rural structure of Thailand have changed a lot, which also provides information for Malee company to develop practical market positioning.

1.4. Technical environment

With the continuous progress of technology, manufacturers can introduce a large number of advanced technology to speed up production, but also for enterprises to increase more competitive advantage. In addition, in terms of packaging and storage, the enterprise adopts carton packaging, and conducts aseptic packaging through the production of pasteurization system. Or the conventional packaging method, UHT sterilization, a high temperature instantaneous sterilization method, has the advantage of a long shelf life, does not need to refrigerate

After analyzing the macro environmental factors of Malee with pest theory, it is concluded that Malee group should strictly control the quality of fruit juice, continuously optimize its production capacity and technical advantages, seize the opportunity, and constantly enrich and improve the company's brand marketing strategy.

2. Micro marketing environment

2.1. Market demand analysis

Market demand is the basic starting point for enterprises to carry out marketing work. It is the basic premise for enterprises to effectively implement marketing strategy, and to grasp the change of consumers' demand at all times and pay full attention to the dynamic change of consumer market. As a natural and healthy drink, fruit juice is becoming the mainstream of the market and the new highlight and growth point of Thai beverage market. The key points of market demand analysis include the gender, age, occupation and personal income of consumers, in addition, many important factors such as product characteristics, price and promotion. These factors have a great impact on consumer behavior. In order to understand consumers' consumption habits and principles more intuitively and clearly, and to develop more new products on this basis to occupy the market, this paper conducted a market survey of fruit juice consumption to fully understand the market demand of fruit juice drinks.

From the perspective of income structure, the consumption quantity of fruit juice drinks is positively related to the income level of consumers. With the improvement of per capita monthly income, the sales volume of fruit juice drinks is also increasing. Among them, 60.7% of the total consumers have a per capita monthly income of THB 10000-30000, which indicates that most of the juice drink consumers in Thailand belong to the ordinary income class, and the high-end juice market still needs to be developed.

From the perspective of gender structure, women's consumption market accounts for a large proportion. In terms of the total number of respondents, 37% of the juice consumers are men, while 63% are women. This may be determined by the characteristics of juice. The product characteristics of juice determine that their tastes

and colors are more feminine, so they are more popular with female consumers, especially young female consumers.

In terms of age structure, young consumers account for a large proportion. According to the analysis of the age structure of the respondents, the consumption of fruit juice drinks is becoming younger and younger. For young consumers, due to the large population base, such groups are still the largest consumption market of fruit juice, accounting for 82.6%. This shows that the current fruit juice should focus on young consumers and develop specific fruit juice drinks. At the same time, the elder people's and children's consumption markets should not be ignored.

From the perspective of career structure, the consumption group of company officers accounts for 51.6%. According to the data, office workers are the largest group of fruit juice consumption accounting for 58.7%.

In terms of educational background structure, undergraduates account for 63% of juice consumers.

2.2. Market competition analysis

One of the basic characteristics of market economy is market competition. Enterprises compete in order to seize market resources and obtain greater market benefits. No industry or enterprise in the market can avoid market competition. The elements of competition include commodity competition, price competition, ability competition, service competition, information competition and reputation competition and so on. The analysis of market economy environment and main body of market economy in juice drinks industry can help Malee group understand market information, clarify market position and lay a good foundation for the company to formulate reasonable marketing strategy.

Enterprise brand is an important factor in the market competitiveness of fruit juice drinks. The better the brand image of an enterprise is, the better the market competitiveness of its products will be. With the continuous improvement of residents' quality of life, consumers pay more and more attention to the product brands that meet their psychological expectations. In the face of the market pressure of changing consumer demand and rising cost of fruit juice drinks, only when enterprises pay more attention to their own brand construction, can they continuously expand their market awareness and obtain a larger market share.

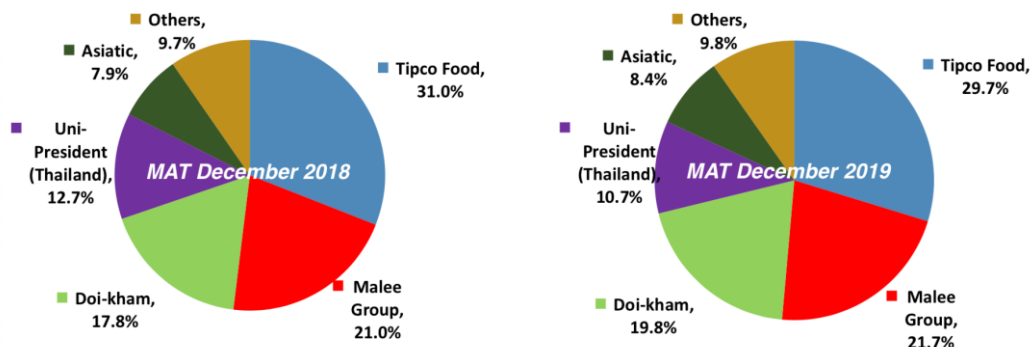


Figure 10 Market share of Thailand juice industry in 2018 and 2019

In recent years, the rise of fruit juice drinks market has attracted many enterprises to enter and develop characteristic fruit juice varieties. At present, the main competitors faced by Malee group are Tipco, Unif, Doi-Kham, Chabaa and other enterprises.

Tipco Group Public Company Limited

Tipco Group is Thai fruit juice industry leader, market share for many years ranked first. Tipco has a variety of flavors which can meet the needs of consumers. Excepting UHT and pasteurized juice similar to Malee, Tipco's orange juice that rich in calcium and collagen is also favored by many consumers. In order to cater to young people, the company has opened "squeeze by Tipco" stores in schools, hospitals and subway stations in Bangkok and nearby areas, thus expanding its sales channels. For young people, Tipco also launched "super kid" series of children's juice, so as to further expand the target market.

Doi-Kham Food Product Public Company Limited

Doi-Kham was founded by the office of the Royal Thai special committee for development projects. It aims to solve the opium problem, change the original farming methods in northern Thailand, and provide the Thai people with high-quality products. Doi-Kham has developed a variety of flavors of fruit juice with strict quality control. It is a brand trusted by the Thai people.

Uni-President (Thailand) Limited

The fruit juice produced and sold by Unif company meets the consumer's concept of healthy drink, the company product is dominated by fruit and vegetable mixed fruit juice. In recent years, Unif has introduced sodium free tomato juice to cater to the trend of consumers' pursuit of health and beauty. In addition, in the network marketing, there are many promotional activities and relatively large promotion intensity in Unif, which attracts many online shopping consumers.

Chabaa Bangkok Public Company Limited

Although Chabaa has been established for a short time, it has a lot of shares in the juice market. Chabaa launched many flavors of juice and won the "superior taste Award" in 2017. The company's chocolate mixed juice is very innovative. In addition, other flavors of juice are also loved by consumers to varying degrees.

2.3. SWOT analysis of fruit juice marketing in Malee Group

There are many frameworks and methods for the company's overall strategic planning analysis. The most direct one is SWOT analysis, which has been integrated with the work of business policy scholars at Harvard Business School and other American business schools since the 1960s. It is generally accepted that a good strategy means ensuring a fit between the external conditions (threats and opportunities) faced by the company and its own internal qualities or characteristics (advantages and disadvantages). (Hill & Westbrook, 1997)

2.3.1. SWOT analysis

(1) Strength

Malee group has a certain scale of brand consumer groups, with a relatively high market share. As a large company with perfect system, through the research and analysis of consumer behavior, Malee group can follow the change of consumer demand.

The company has strong capital, stable supply of raw materials, advanced production technology, international standard certification of production process, and guaranteed product quality.

The company has more than half a century of mature management experience. The company has developed and perfect sales channel system, and now has its own sales network all over the country to distribute its products. The company has more than 6000 distributors and nearly 80000 direct retailers.

(2) Weakness

The change of the company's industrial structure has focused more attention on the development of overseas markets, which has led to the company's distraction of energy and lack of enough time and energy for the promotion of the domestic market and the development of product sales channels. 57% of Malee's juice sales come from domestic market and 43% from overseas market. Although the overseas market has increased, the domestic market still needs to be further developed.

In the face of the changing needs of consumers, the strength of the company's research and development of new products can not meet the needs of customers, there is a certain lag. The research and development of new products of Malee's juice pay more attention to the research and development of new flavors of juice, and the truly innovative products still need to be developed.

The marketing channels of the company mainly focus on marketing channels such as shopping malls, supermarkets and bundling wholesale markets. These marketing channels are traditional marketing modes, which are relatively deficient in modern marketing modes, so it is difficult to meet customer needs and meet market demands.

The characteristics of the product brand are not very prominent, which can not better attract the attention of new consumers.

The market segmentation is not perfect, and there is no corresponding product designed for different consumer groups. The series products of children's juice and middle-aged and elderly target groups need to be developed.

(3) Opportunity

Consumers are more and more aware of healthy fruit juice consumption. With the rapid growth of national economy, consumers pay more attention to the quality of products, and will prefer high-quality, zero added, green and healthy products. In the future, the demand for juice will be on the rise for a long time. At present, the variety of fruit juice beverage products does not meet the consumers' psychology of pursuing diversification and freshness. The innovation of fruit juice beverage products has a great appreciation space. Melee can design and develop more complex and functional healthy organic juice for consumers by virtue of its product advantages.

The development of Thailand's beverage market is not balanced. Many remote and underdeveloped regions have low market coverage. They can promote publicity and market penetration in regions with few competitors, that is, they can concentrate their superior forces to achieve flanking coverage of competitive brands.

(4) Threaten

The fruit juice market has formed a fierce competition pattern. Fruit juice products have low technology and low entry barrier. It is easy for fruit juice enterprises to enter the market in the early stage of product launch. More and more competitors, such as Coca Cola, Pepsi Cola and other large international enterprises participate in the competition, and more and more new entrants, including small and medium-sized brands and even some miscellaneous brands.

Every brand starts to use "price war", and the enterprise will lose profits due to the fierce price war.

The homogeneity of products and marketing methods is serious, and the difference between products and other brands is not obvious. Advertising has serious homogeneity and is not easy to be welcomed by consumers.

The continuous influx of new products weakens the loyalty of consumers to the brand. Consumers' choices are becoming more and more diversified.

2.3.2. TOWS Matrix Analysis

The SO strategy of Malee Group should be the company's efforts to seek to combine the advantages within the company with the opportunities that exist in the social environment. Malee group should increase efforts to use the support policies provided by the government to increase demand opportunities in the market. On this basis, we should think about how to make the company's human resources, financial resources, and material resources reasonable, and build on the company's brand and existing resources for appropriate expansion. The ST strategy means that enterprises

should make full use of their advantages and avoid competition outside the company, so as to reduce the harm and threats brought about by such external conditions. The WO strategy is a strategy for an enterprise to rationally use various best opportunities in the external environment of the society to change the internal weaknesses of the enterprise, and at the same time use the company's core science and technology to reduce production costs, while increasing sales share to expand.

External factors	Strength	Weakness
	Internal factor	
Opportunity	SO Strategy	WO Strategy
Threats	ST Strategy	WT Strategy

Table 6 TOWS Matrix Analysis

Marketing Strategy of Malee Group

According to the comprehensive analysis of macro and micro environment, competitive environment and its own environment of Malee group, the company has its own advantages and opportunities of its own brand, but in the juice industry, the company is facing fierce market competition and changes in consumer market demand. In order to have a better development in the future, the company must make good use of opportunities, avoid threats, make up for disadvantages, adjust and improve its own marketing strategies, so as to bring more satisfactory goods and services to consumers.

All product development and sales links of the company should consider the needs and satisfaction of customers, and always focus on customers to carry out various marketing activities. At the same time, the company should satisfy both internal employees and external customers. In the company's internal management and business activities, from product research and development, design, manufacturing, sales, after-sales and other services all embody the concept of customer satisfaction first, and pay attention to the participation of employees.

The company's marketing strategy, first of all, should start from the needs of consumers, can bring value to customers before, during and after sales. In the pre-sale stage, ensure that customers get timely and high-quality services, help customers to make their own choices to buy products that are suitable for themselves and meet their needs; in the sale stage, introduce products to customers in detail and provide professional services. In the after-sales service stage, the customer's questions should be answered in time, and the customer's opinions should be fed back to make the customer feel warm and sincere. Secondly, we should strengthen the construction of shopping channels, communicate the concept of enterprises and products to suppliers, distributors and final consumers by means of publicity, organizational learning and publication, so that consumers can truly feel the convenience and comfort of purchase, thus reducing the purchase cost of customers, improving the transfer value of customers and enhancing customer satisfaction. Finally, enterprises should implement different marketing strategies for different customers, enhance the pertinence of services, and meet the differentiated needs of customers.

1. STP Marketing Strategy

1.1. Market segmentation

The function of market segmentation is to help enterprises understand market composition more thoroughly and provide enterprises with more accurate basis for selecting target market. Through the accurate division and analysis of the market, we can understand the market more clearly, so as to maximize the role of enterprise resources. According to the subdivision standard of fruit juice industry, fruit juice can be roughly divided into three categories: 100% pure fruit juice, medium-high concentration fruit juice with the concentration of 25% - 99% and fruit juice beverage

with the content of less than 25%. Because of the different content of fruit juice in the products, the functions, prices and consumers of the products are different, thus forming three sub markets.

Compared with other fruit juice markets, the price of pure fruit juice is relatively high, which is mainly aimed at the target customers with relatively high entry level. This part of consumers' demand for products is mainly nutrition and health, but they don't have time to make pure juice by themselves. Due to the increase of income and the strengthening of health concept, the pure juice market will become a market with considerable growth potential in Thailand. Therefore, "Malee fruit fresh" in the pure juice market should guide the consumption trend with its high-quality and varieties, and actively stimulate the needs of new customers. The product of medium-high concentration fruit and vegetable juice is much richer than that of pure juice, and its market capacity is slightly larger than that of pure juice market. Malee has a certain market share in the domestic market of medium-high concentration fruit and vegetable juice. But in the medium-high concentration juice market, Malee group faces strong competitive pressure from other brands. The market capacity of low concentration juice beverage is much larger than that of pure juice and medium and high concentration juice. For a long time, Malee group has regarded the middle and high-end market as its own field, allowing other brands to seize the market of low concentration juice drinks. Now, the company has little advantage in the market of low concentration juice, which will not significantly change the whole industry pattern. The company has a long way to go to open up the market of low concentration juice.

1.2. Market targeting

The most common segmentation factor for consumer groups is demographic. Demographic factors include: age, gender, occupation type, income level, education level, family population status, family type, nationality, religion, social class, etc. Compared with other influencing factors, demographic factors are easier to measure, and a lot of relevant data are easier to collect, so as to conduct a more detailed analysis.

At present, Malee group is dominated by pure juice market and medium-high concentration juice market. According to the data of the questionnaire, there are 41.8% Of them, 63% are women, 37% are men, and the majority of them are 23-40 years old 82.6% . From the perspective of analysis, Malee company adopts the centralized market strategy. In the market segment, the company selects middle-aged people with certain consumption ability as the target market, and then provides as many flavors as possible to meet the needs of different people. On this basis, it makes some product adjustments and R & D according to the changes of market demand, but the target customer body remains unchanged. Centralized marketing strategy can help companies save money and focus on building brands. But for large enterprise like Malee, enterprise already have their own brand foundation and consumer groups, so they

should further segment the existing target customers in an appropriate amount to attract different consumers more accurately. In addition, Malee Group should also expand the target market and target customers, develop new products for the elderly and children, so as to expand market share.

1.3. Market positioning

Common product positioning methods include positioning according to product attributes and benefits brought to customers, product price and quality, product use, users, product grade, competitive position and other positioning methods. All in all, the ultimate goal of market positioning is to shape the position of products in the market, which depends on how consumers know the products.

In the pure juice market, the product price is relatively high. Malee group's market positioning should focus on the quality and freshness of fruit juice, and create products that match the price and quality. The company should give full play to its strong brand and product quality advantages, cultivate more loyal consumer groups with high-quality taste, healthy nutrition concept and mature marketing system. In the medium-high concentration juice market, consumers tend to pursue more variety of products and tastes. Therefore, Malee group's positioning in the market of medium-high concentration juice should focus on the variety and taste diversity, so as to attract and differentiate the value positioning and grasp the target customer group. At the same time, company should improve the product and design according to the feedback of consumers to meet the needs of consumers, and establish a brand image with more complete products, richer tastes and more vitality.

2. Marketing Mix

2.1. Product strategy

The product elements of Malee group are at the core of the marketing mix. Marketing activities aim to meet the needs of customers, and products are the essence that can meet the needs of customers. Price, distribution place and promotion are also part of products and serve products in a sense. Therefore, the product strategy of Thailand company is the core strategy in the whole marketing mix, which directly affects and determines the decision-making of other marketing mix elements. In the survey, it is found that consumers have a high degree of recognition on the hygiene, health and quality of Malee brand fruit juice, and they have a certain loyal customer group.

There are many kinds of juice products in Malee, but most of them are different in taste, so the company's products need further innovation to better meet customer needs and open up new markets. The company can research and develop targeted mixed juice for some customer groups. According to the characteristics of women, they pay more attention to health and nutrition, and women are more concerned about this aspect than

men, so Malee Group can launch some juice with collagen ingredients to suit the taste of women. For the children, they need to be highly focused in class, the company can introduce juice rich in intelligence growth factors to improve the memory of students and supplement brain energy. Aiming at the middle-aged and old people, company can develop some mixed juice which can reduce blood pressure and care for spleen and stomach. For low-income groups, they will have different taste needs for fruit juice drinks, the company can develop some low concentration fruit juice drinks appropriately. Therefore, in order to improve the pertinence of fruit juice consumption, company should consider the influence of different consumption behaviors on consumers' purchase.

The unique appearance of a product is the first impression that consumers have on a product. If the appearance of product design can meet the requirements of consumer, it can arouse consumers' desire to buy. At the same time, fruit juice as a product which has a direct relationship with the health of consumers, so the packaging materials selected for products must meet the high quality requirements. Malee group's fruit juice is mainly packaged in paper bottles, which is convenient, light and beautiful. However, it is not quite different from other brands and cannot attract consumers well. In the survey, 32.8% of consumers prefer paper bottle packaging, while a considerable proportion prefer plastic bottles and 26.2% prefer glass bottle packaging. So Malee group can try to use plastic bottles or light glass bottles for packaging, so that customers can see the color, freshness and concentration of the juice inside at a glance. Moreover, glass bottle body can be recycled, so as to promote the concept of saving and environmental protection. So for the packaging level, the company still needs to innovate and reform. On this basis, Malee group should consider changing the packaging of other materials to maintain the high-level positioning while ensuring the convenience and relative safety. The appearance design should be more innovative, highlighting brand words, increasing product specifications and categories, so as to be more eye-catching.

2.2. Price strategy

In fact, the pricing of fruit juice products is not the only powerful factor affecting the decision-making of the masses. We should consider the actual market situation, adjust the appropriate price, attract potential consumers, and consolidate the old customers who are loyal to the brand. Compared with other competitors of juice price, 51% of the consumers are neutral, 43% of the consumers think that the price of Malee brand is consistent with that of other brands. Therefore, the company does not need to make a big adjustment for juice price. In addition, the company can adopt the way of discount promotion and give consumers a certain proportion of price concessions on the original price. Or the company can sell some specific or overstocked products by buying two for one. This can not only stimulate consumers to make better purchase, but

also greatly reduce the pressure of the company from the aspect of inventory. What's more, it can also make full use of raw materials.

2.3. Place (Channel) strategy

Malee group juice mainly adopts the distribution channel strategy, which can quickly expand the mainstream channels of market share to expand the sales scope, but this is not enough. In terms of channel expansion strategy, the company needs to be bold to try different paths. Business streets or big shopping malls in major cities in Thailand and key popular business modules such as high-end hotels, nightclubs, coffee blocks, bakeries, restaurants and other business places are all within the scope of business expansion. With the development of science and technology, network marketing channel strategy cannot be underestimated. The main three functions of network marketing channel strategy are ordering, settlement and distribution. In the ordering system, the product information provided by the company and company can also obtain the demand information of consumers. At the same time, it can reduce the cost of sales. Therefore, the company should attach great importance to the way of advertising marketing on the Internet. Internet marketing is real-time, universal and not limited by the environment and location. The mass consumers will find the company's activity information and product information as soon as possible. In addition, the company can invite famous stars to make endorsements for its products, so as to directly promote information to consumers and attract more young consumers.

2.4. Promotion strategy

According the survey, company should use the communication effect of advertisements to increase the popularity of products. Using the Internet and TV to vividly display product features to every consumer, so that people can understand the product and arouse consumers' attention and desire to buy.

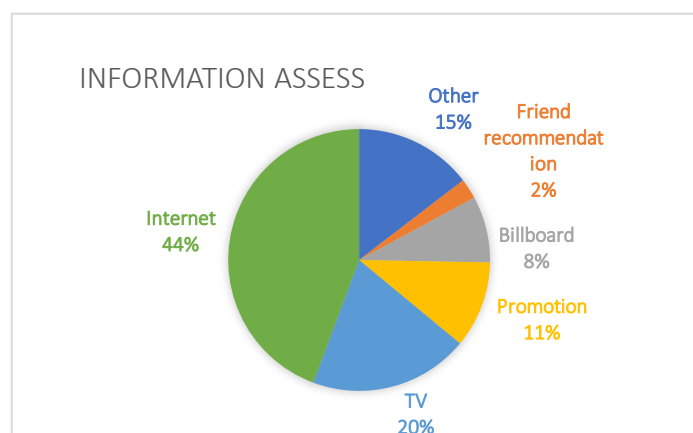


Figure 11 Information assess of respondents

In addition to billboards for outdoor advertising, the company has printed product logos, company addresses, names, and phone numbers on delivery vans. It can be activated everywhere during delivery. Using all opportunities to expand publicity, it will achieve very good promotional effects. In addition, the company can set up distribution or agency stores near popular commercial districts or popular tourist attractions, because these areas are huge crowds, wide mobility and rapid information dissemination. On this basis, company can also consider the superposition of buy and gift forms, such as the most conventional "buy one get one free" or discount vouchers form to stimulate consumer behavior, giving the public a psychological hint of benefit. At the same time, the greater the number and frequency of purchases in this way, the more consumer of juice products, and the consumer groups will also become promotion parties. Malee Group can also hold a variety of public welfare activities to win the trust and favorability of consumers, such as, organize fitness groups, sponsor environmental protection theme activities, provide free juices for vulnerable groups such as nursing homes, orphanages, left-behind children and other disadvantaged groups, establish health clubs and other activities.

3. Guarantee measures for the implementation of marketing strategy

In view of the current situation of Malee Group, a series of safeguard measures are needed to ensure the smooth implementation of the company's marketing strategy and the synchronous promotion of sales performance and brand awareness. The implementation of the safeguard measures can not only maintain the stability of the internal and external environment of the company, but also ensure the smooth implementation of the marketing strategy.

In terms of the safety of fruit juice drinks, Malee group's quality management and control system is higher than the quality standards of products in the same industry and the company's quality standards have always been ahead of other brands. With the continuous expansion of the company's development scale and the constant acceleration of market demand changes, the company's quality standards should also meet the new requirements. The company certifies that its product quality management and control have reached the international quality level, indicating that the relevant links of the company's product production and sales have been relatively perfect, so on the basis of maintaining the original standards, the company should also more strictly require to reach a higher level of quality standards.

In the face of the increasingly competitive juice market, the variety and quality of the company's products should meet people's increasingly diverse needs. Therefore, the position of R & D department is becoming increasingly important. In recent years, the concept of green energy and green science and technology has become the goal that people pursue. It is emphasized that the company should pay attention to environmental protection while developing economy. The development, production and sales of products should also be based on environmental protection. Therefore, in order to adapt

to the trend of the times and the change of people's needs, Malee group can introduce developed technologies from European and American countries, invite senior technical talents to join in and establish a green product R & D department.

The scale of Malee group's development is getting larger and larger, based on the original competitive advantage, the company needs to constantly adjust its marketing strategy according to the market demand. Therefore, another important task of the company is to constantly improve the company's marketing system. The perfect marketing system should be as specific and perfect as the company's working system, salary system, company welfare system, promotion system, financial system, etc., so that employees can take marketing activities on the basis of evidence and provide guarantee for the company's operation process.

Conclusion

In this paper, the actual operation of Malee group is taken as a case, combined with the commonly used marketing strategy and theoretical basis as the research tool. In this paper, PEST analysis and SWOT method are used to analyze the internal and external business environment of the company and the marketing strategy that the company is currently using. Then the 4Ps theory is used as the theoretical basis to make suggestions for Malee group to develop perfect marketing strategies, and the following conclusions are drawn:

1. Through the analysis of Thailand's economic market, it shows that Thailand's economy has achieved a stable growth trend in recent years. The domestic political environment is excellent, policies are conducive to the development of enterprises, the government also gives strong support to enterprises and the living standards of residents are generally improved. These conditions have created a relatively mature environmental foundation for the development of Malee group fruit juice.

2. At present, the market strategy chosen by Malee group is mainly aimed at the people who live in the city with better income level and have certain requirements for product beauty. The taste orientation also takes into account the younger group. It is suggested that the company expand the target customer group and develop a series of products for the elderly and children or other groups. At the same time, the company needs more innovative promotion means to carry out product management with differentiated strategy, so that it can also obtain good profits in terms of profits.

Appendix



Faculty of Economics, Chulalongkorn University

Questionnaire – Consumer Behaviour

---The marketing strategy of Malee Group PCL

The purpose of this survey is to study the consumers' behavior of consuming fruit juice.

Part 1 Basic personal information

1. Gender (a) Male (b) Female
2. Age (a) under 18 (b) 18-22 (c) 23-30 (d) 31-40 (e) 41-50 (f) above 50
3. Education (a) under Bachelor (b) Bachelor (c) Master (d) Ph.D.
4. Occupation (a) Student (b) Government Officer (c) Business owner (d) Company officer (e) other
5. Monthly income (฿) (a) <10,000 (b) 10,001-20,000 (c) 20,001-30,000 (d) 30,001-40,000 (e) 40,001-50,000 (f) >50,000

Part 2 The attitude and perceptions of consumption

6. What kind of drinks do you usually choose? (a) Juice (b) Milk (c) Bottled Water (d) Energy Drinks (e) Carbonated drinks (f) Beer (g) Coffee (h) Others
7. What's your favorite package of fruit juice? (a) Paper box (b) Plastic bottle (c) Glass bottle (d) Zip-top can
8. How many milliliters of packaged juice do you often buy? (a) 1000ml (b) 500ml (c) 350ml (d) 180ml
9. Which juice brand will you prefer? (Multiple selection) (a) Tipco (b) Malee (c) Doikham (d) Unif (e) UFC (f) Chabaa (g) other_
10. What kind of juice do you prefer? (Multiple selection) (a) Orange juice (b) Apple juice (c) Coconut juice (d) Pineapple Juice (e) Grape Juice (f) Pomegranate juice (g) Guava juice (h) Strawberry juice (i) Tomato Juice (j) Mango juice (k) Lychee juice (l) Mixed juice of fruits and vegetables
11. How often do you buy juice? (a) Everyday (b) 3/4 times a week (c) Once a week (d) Once every two weeks (e) Once a month (f) Not much for year
12. Where do you often buy fruit juice? (a) Convenience Store (7-11) (b) Supermarket (Tesco, Big-c, Tops, Makro) (c) Online shop (Lazada, shopee) (d) Vending machine (e) Other _____

13. How do you get the new information about juice?

- (a) TV (b) Newspaper or Magazine (c) Radio (d) Internet (e) Billboard
 (f) Promotion (g) Friend recommendation (h) other _____

14. What influences your choice of juice? (Please rank it "1" to "7", 1=most important, 7= not important)

- (a) Taste _____ (b) Availability _____ (c) Brand _____ (d) Price _____
 (e) Advertisement _____ (f) Nutritional Value _____ (g) Fashionable _____

Part 3 The attitude of Malee Band

15. what extent do you agree with each of the following statements?

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Malee's brand is the representative of juice					
There are many package sizes for Malee's juice					
There are many flavors of Malee's juice					
Malee's juice tastes good					
Malee's juice is good for health					
Malee's juice is safety					
There's a lot of innovation in Malee's juice					
If there's something new in Malee's juice, I'd like to try it					
The price of Malee's juice is not high compared with other brands					
Malee's juice is easy to buy					
Malee's juice is advertised regularly					
There are a lot of Malee's juice advertisements					
Malee's juice will be more popular if ads can be endorsed by stars					
Malee's juice has salesmen's recommendations and tasting sample					
There are many promotions for Malee's juice					

16. Do you have any comments or suggestions on Malee's



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