

THE STUDY OF STRATEGIC COMPETITIVE ADVANTAGE IN THE THAI BEVERAGE BUSINESS.

Preecha Wararatchai
College of Logistics and Supply Chain
Suan Sunandha Rajabhat University
1 U-thong Nok, Dusit, Bangkok, Thailand
E-mail: preecha.wa@ssru.ac.th

ABSTRACT

Objectives of the study on Making Competitive Advantage Strategy in the Beverage Business study the strategy that affects the competitive advantage of the beverage business operators in the central region, including the relationship between strategies that affect the competitive advantage of business operators in the central region. This research is mix method between qualitative research and quantitative research by using a questionnaire to estimate the 5 levels from business operators of soft drinks in the central region, a total of 207 people and in-depth interviews from 3 business owners/business managers. The descriptive statistics such as frequency, percentage, mean and standard deviation, including using inferential statistics to test hypotheses that are used to test multiple regressions. Found that Making Competitive Advantage Strategy in the Beverage Business the overall is in the important level. It was found that the use of technology/innovation in business operations will create a competitive belief level of 0.05, including promoting good marketing, responding to customers' needs quickly, efficient management and the quality products will create the competitive advantage.

Keywords: Competitive Advantage, Strategy, Beverage Business

INTRODUCTION

Recently, the soft drinks industry in Thailand is characterized as an oligopoly market. Since, industry has required high investment then it difficult to be the new entrepreneurs. This industry needs to create high demand in the market. Use investment funds in buildings such as factories, warehouses and in vehicles. From the consumers view, the products are not much different, can be substituted. Therefore, the entrepreneurs must be made a difference in business that make competitive advantage of their business. Currently, the soft drinks product is highly competitive. Causing entrepreneurs to have to adjust themselves all the time with ongoing marketing activities throughout the year. In order to maintain the level of market share, which is emphasized and emphasized by making a brand loyalty.

The operator will maintain the market by Making additional value or create new innovations for the product continuously to stimulate the market and motivate consumers. By increasing market share while trying to maintain market share, which each company will adopt different strategies to use soft drinks as a seasonal product. During the summer of every year will be more sales than other seasons. Therefore, during that time, entrepreneurs are leading the marketing concept via the main media is via television and social media. In order to create a response from consumers through promotional activities to reach the target

consumers as much as possible. Based on this information, it can be seen that Making a competitive advantage in the Thai soft drinks business requires a strategy. Marketing by focusing on Making advertising media to suit the target groups in each area. As well as emphasizing policies on building good relationships with merchants and society in all aspects. Focus on providing services with sincerity, promptness and consistency with standard quality products. That consumers can buy and drink anywhere and anytime they want. In a variety of new packaging sizes as an alternative and satisfying for every consumer group.

The current situation of the beverage industry faced the risk of doing business. Because of uncertain business operations, which, if occurring, will have a negative impact on the achievement of the organization's objectives or goals. Those risks may be caused by internal and external factors in which each company needs to manage risk, analyze and evaluate various risks. They need to use a guideline for establishing risk control plans in order to reduce the risk to an acceptable level.

Therefore, beverage industry needs to be able to compete with both new and old competitors that will occur. This research is a study of strategies that affect the competitive advantage of beverage business operators in the central region. The aim is to study the relationship between strategies that affect the competitive advantage of business operators in the central region. This research focuses on marketing strategies that the marketing strategy is another way to increase the competitiveness of the beverage industry. This research is also aimed at helping to develop the beverage industry business. To stimulate the economy of the country for more growing.

OBJECTIVE

1. To study strategies that affect the competitive advantage of beverage business operators in the central region.
2. To study the relationship between strategies that affect the competitive advantage of business operators in the central region.

Framework

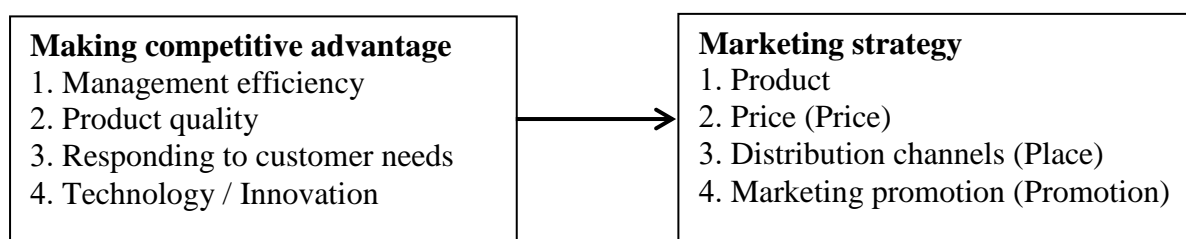


Figure 1 Research framework

LITERATURE REVIEW

The study of strategies for Making competitive advantage in the beverage business. The researcher shown a study on competitive advantage, the ability that the organization manages better than other. organizations That can create more value for the organization than competitors The special ability of the organization that competitors cannot imitate Performance advantage In product quality management, responding to customer needs and

Technological, innovation including marketing strategies are used such as products, prices, distribution channels and marketing promotion etc.

Research hypothesis

Marketing strategy of the beverage business has both direct and indirect influence on the competitive advantage in the business operation.

METHODOLOGY

This research is mix method research that qualitative and quantitative research. Strategies that affect the competitive advantage of beverage business operators in the central region. Marketing strategies that affect the competitive advantage of beverage business operators in the central region. Including studying the relationship between strategies that affect the competitive advantage of beverage business operators in the central region.

Population and sample

Population is the beverage business operators in the central region. The questionnaire is used for 426 respondents, the operational and department manager. Taro Yamane is used for determining the sample size with confidence level is 95 and the statistical significance level is 0.05 (Wichit U-On, 2007). The sample size is 207 samples by using a random method. Simple random sampling consists of a group of production, planning and policy, salesman, and supervisor. An in-depth interview is used for 3 operation managers.

Research tools

Questionnaire is research tools for data collection by using online questionnaire. There is takes 3 months to collect questionnaires from February to August 2018, which the questionnaire was created as intended, the conceptual framework of the research in which the questionnaire examined the validity, the IOC value is 0.67 and examined the confidence from the experts who gained confidence. The confidence value is 0.978, which is considered that this questionnaire has high confidence. The questionnaire is divided into 2 parts as follows: Part 1 General information, Part 2 Strategies that affect the competitive advantage of the beverage business operators in the central region, which uses the questionnaire to be approximately scale. By determining the answer score of the questionnaire into 5 levels. Level 1 means the opinion level with the least amount, in order to level 5 means the level of opinion as much as possible. By using the meanings to interpret the mean of 5 levels, with an average of 1.00 - 1.80, meaning that the level of opinion with the least and the average 4.21 - 5.00 means the highest level of thinking.

Data collection

Data were collected in the form of data collection which were studied in 2 sources. (1) Data is conducted from the book, relevant texts, thesis, and related papers are used as guidelines in the study of beverage business operators in the central region. Taro Yamane is used for sample formulation formula (1973) at 95% confidence level. The number of samples for this research was 207 people during January-April 2019 and in-depth interviews from 3 beverage business owner or business manager in the central region.

Data analysis

Data analysis and statistics are used in quantitative analysis. Descriptive statistics is used to calculate the frequencies, the percentage, mean, standard deviation (SD) and Pearson's Product Moment Correlation Coefficient. In order to reach the objectives according to the conceptual framework of the research determined. By considering the comprehensive

details of the purpose, which has been applied from related concepts and theories as well as using inferential statistics to test the hypotheses used in multiple regression analysis.

RESULTS

The results of data analysis of opinions about strategies to create competitive advantage in the beverage business with the objective to study strategies that affect the competitive advantage of the beverage business operators in central region. And to study the relationship between strategies that affect the competitive advantage of business operators in the central region.

Part 1: Personal information and general business information from this sample study found that most respondents about 58 percent were female. They have 37 percent aged 31-40 years old. They have 64.8 percent bachelor's degree, 17.2 and 8 percent master's and doctorate degrees, respectively. Marital status is 62% of the business type, 42.8% of the business engaged in the production of beverages business. Most of the businesses about 42.3 percent are run for 6-10 years. 500-1000 employees is 69.3 percent and 58.3 percent is the employees have estimated revenue from business per month 1,000,000 - 2,000,000 baht.

Part 2: Strategies for Making competitive advantage in the beverage business. The study found that the sample group has high level ($\bar{X} = 3.98$, S.D. = 0.80) on opinions about Making competitive advantage in the beverage business. The details of Making competitive advantage in the beverage business as following table.

Table 1 The opinions of respondents on the level of competitive advantage in the beverage business

Making competitive advantage	\bar{X}	S.D	Comment level
1. The company has efficient management.	3.97	0.82	high
2. Product quality manufacturing companies can set the selling price higher than the competitors.	3.86	0.78	high
3. The company has the ability to meet the needs of high customers.	4.01	0.82	high
4. The company has higher technology / innovation than other companies.	4.09	0.79	high
Total	3.98	0.80	high

Table 1 shown that that the sample group has opinions on Making competitive advantage in the beverage business. The overall is at a high level. When considered in detail, it is found that the highest level of the competitive advantage in the beverage business is the company with has technology / innovation higher than other companies ($\bar{X} = 4.09$, S.D. = 0.79). Then, the high level is that the company having the ability to respond to the needs of customers ($\bar{X} = 4.01$, SD = 0.82). The company has management efficiency ($\bar{X} = 3.97$, SD = 0.82) and the company that produces quality products can set the selling price higher than the competitors ($\bar{X} = 3.86$, SD = 0.79), respectively, as shown in Table 1.

Table 2 The opinions of respondents towards the strategy of Making competitive advantage in the beverage business with classified by marketing factors.

Marketing Advantage Strategies	\bar{X}	S.D.	Comment level
1. Product	3.98	0.80	high
2. Price	4.12	0.79	high
3. Place	4.05	0.88	high
4. Promotion	4.19	0.63	high
Total	4.09	0.78	high

Table 2 found that the overall level of the opinions of respondents towards the strategy of Making competitive advantage in the beverage business with classified by marketing factors is at a high level ($\bar{X} = 4.09$, S.D. = 0.78). When considering each factor, it was found that first is marketing promotion ($\bar{X} = 4.19$, S.D. = 0.63), second is price ($\bar{X} = 4.12$, SD = 0.79), third is place ($\bar{X} = 4.05$, SD = 0.88) and product is the last factor ($\bar{X} = 3.98$, SD = 0.80), respectively as shown in Table 2.

Table 3 Hypothesis testing the marketing strategy of the beverage business has direct and indirect influence on the competitive advantage in the business operation.

Relationship between variables	Sig.	Relationship level	Direction
1. Product	.028*	Relevance	Similar
2. Price	.025*	Relevance	Similar
3. Place	.005*	Relevance	Similar
4. Promotion	.040*	Relevance	Similar

* statistically significant is 0.05

Table 3 found that the marketing strategy hypothesis of the beverage business had both direct and indirect influence on the competitive advantage in the business operation. The overall is different with statistical significance at the level of 0.05. When considering each factor, it was found that the product differentiation had an effect on the opinion level. Competitive advantage in business operations, price, place and promotion are significantly different at the level of 0.05.

It can be seen that from the research of Sig. Value is less than 0.05, it means the denial of the base H0 and the H1 acceptance means that the marketing strategy of the beverage business has both direct and indirect influence on Making competitive advantage. In the beverage business Which is related in the same direction.

CONCLUSION AND FUTURE WORK

The level of making competitive advantage in the beverage business is high average with a highest mean of the observed variable. Besides, the advantage in the beverage business is high average with observable variables in technology / innovation.

Technology / innovation, the entrepreneur who has technology / innovation could be higher competitive advantage than other companies. Since, it has required high investment in machinery. Investment in construction results in a difficult situation for new entrepreneurs and new competitors. Therefore, is an oligopoly industry.

The company has the ability to meet the needs of high customers, efficiency in management and production of quality products is a factor in making competitive advantage in differentiation strategies. Most respondents had opinions at a high level, which is consistent with Vasuthida and Prasopchai (2561), said that maintaining the image of the business is reliable and making a unique identity for the business. There is a wide range of services. Including after-sales service and the company has a good quality service system for customers to trust. Therefore, the new marketing competition strategy that is, the business can be a leader in delivering excellent value to customers. By focus on services that are impressed with their customers. Using value-building strategy, executives must design a culture, organizational structure systems and processes in both operation and management. In order to make value and deliver to customers in the same direction. It also can be called a long-term relationship building strategy with customers. Allowing customers to see that the company gives importance to customers according to the concept of customer satisfaction (Al-Debei & Avison, 2010).

Therefore, various factors are the main factor that encourages entrepreneurs to set the selling price higher than the competitors. Including being a factor that results in entrepreneurs having the ability to create competitive advantage. Entrepreneurs are able to continuously improve their work both quantitatively and qualitatively, resulting in more differentiation in the business. Pakorn, 2011 explained that differentiation strategies or diversity is related to creating the unique characteristics of products and services that are recognized as different from other businesses as a result of the product feature, after-sales service, technological innovation reputation, quality control, status symbol and desirable image.

Marketing strategy of beverage business operation overall, marketing promotion that has the most competitive advantage. The good marketing promotion, entrepreneur has the power to set product prices. There is a distribution channel and product leader in their products. Whether it is in terms of taste or the image of the product and is a leader in the production of new products to the market always. These factors have an influence on creating competitive advantage. In accordance with the concept of Kotler and Armstrong, (2009) that marketing strategy is able to create competitive advantage and could meet the needs of consumers. Activities which, create customer satisfaction are product price, distribution channel and promote marketing. This also accordance with the work of Shiffman and Kanuk, (2007) that the marketing mix (4P's) is the beginning of successful marketing and in accordance with the concept of Kotler and Armstrong, (2009). Moreover, business operators must develop products that can meet the needs of consumers using marketing tools (4P's). In addition, Porter, (2008) added that doing business should more emphasis on social responsibility. Because social responsibility is a variable that results in a competitive advantage for the business. The influence on the success of the business and the success of the business has a positive relationship with the marketing strategy.

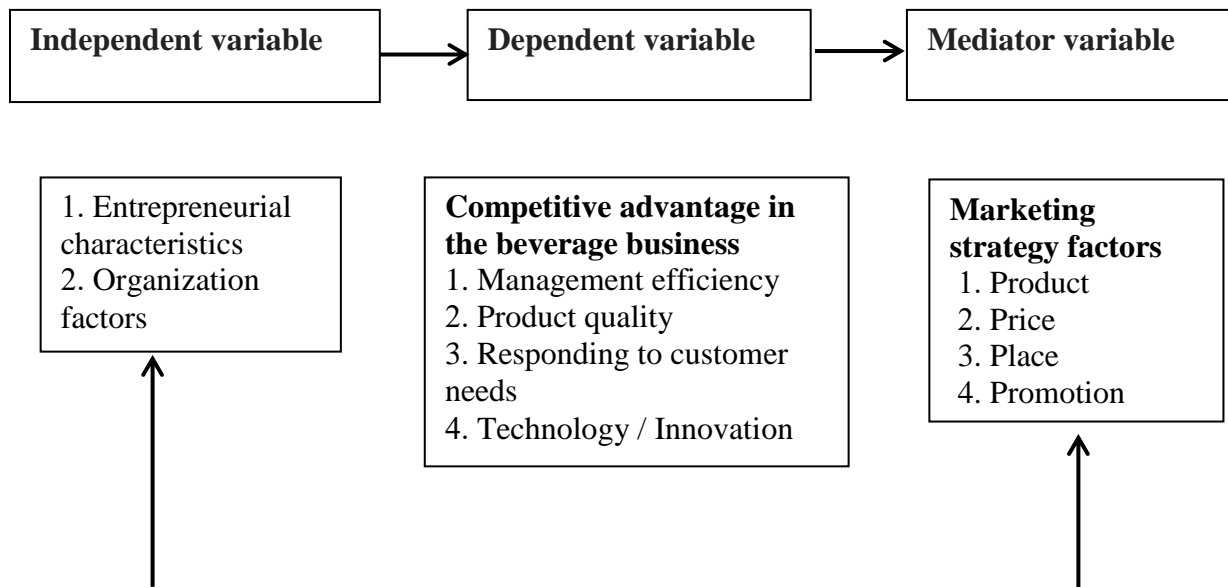


Figure 2 Strategies for creating competitive advantage in the beverage business (Nawaporn and Duangporn, 2014)

Suggestion

1. The next research should have a sample selection other than the soft drink group. Because there are many entrepreneurs in the beverage industry. In order to get more diverse information.
2. The next research should include data collection from suppliers or consumers as well. Because they will know the reason that they are satisfied with the products of the manufacturer in order to develop the information further.

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