

กลยุทธ์การตลาดผสมผสานของอุตสาหกรรมอาหารแช่แข็งไทยสำหรับการส่งออกไปยังตลาด ประชาคมเศรษฐกิจอาเซียน

The Marketing Mix Strategies of Thai Frozen Foods Industry for Exportation to ASEAN Economic Community Market

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บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์ เพื่อค้นหากลยุทธ์การตลาดผสมผสานของอุตสาหกรรมอาหาร แช่แข็งไทยสำหรับ การส่งออกไปยังตลาดประชาคมเศรษฐกิจอาเซียน โดยใช้ระเบียบวิจัยแบบผสมผสานระหว่างการวิจัยเชิงปริมาณและ การวิจัยเชิงคุณภาพ ประชากรที่ศึกษาได้แก่กลุ่มผู้ประกอบการอุตสาหกรรมอาหารแช่แข็งไทยเพื่อการส่งออกที่เป็น สมาชิกของสมาคมอาหารแช่แข็งไทยและที่มีรายชื่ออยู่ในฐานข้อมูลของกรมส่งเสริมการค้าระหว่างประเทศ กระทรวงพาณิชย์จำนวน 3,105 คน จาก 423 บริษัท ใช้วิธีการสุ่มตัวอย่างแบบแบ่งชั้นภูมิ การสุ่มตัวอย่างแบบง่ายและการสุ่มตัวอย่างแบบโควต้า ได้ตัวอย่างจำนวน 873 คน โดยใช้แบบสอบถามเป็นเครื่องมือเก็บรวมรวมข้อมูล สถิติที่ใช้ วิเคราะห์ข้อมูลได้แก่สถิติเชิงพรรณนาและสถิติอ้างอิง ซึ่งประกอบด้วย ค่าร้อยละ ค่าเฉลี่ยเลขคณิต ค่าส่วนเบี่ยงเบน มาตรฐาน ค่าความเบี่ยงเบนมาตรฐาน ค่าความน่าดึง ค่าวิเคราะห์องค์ประกอบเชิงขั้นบัน្ត การวิเคราะห์เส้นทางอิทธิพลและการวิเคราะห์ โน้มเดลสมการ โครงสร้าง ผลการวิจัยกลยุทธ์การตลาดผสมผสานของอุตสาหกรรมอาหารแช่แข็งไทยสำหรับการส่งออก ไปยังตลาดประชาคมเศรษฐกิจอาเซียน ประกอบด้วยปัจจัยด้านสภาพแวดล้อม กลยุทธ์การตลาดผสมผสาน โดยปัจจัย ดังกล่าวจะส่งผลต่อตัวชี้วัดผลการดำเนินงานการส่งออกที่สำคัญในด้าน การเพิ่มขึ้นของยอดขาย การเพิ่มขึ้นของรายได้ และการเพิ่มขึ้นของลูกค้ารายใหม่ และยังพบว่าปัจจัยด้านสภาพแวดล้อม มีอิทธิพลทางตรงและทางอ้อมต่อตัวชี้วัดผล การดำเนินงานการส่งออกที่สำคัญผ่านกลยุทธ์การตลาดผสมผสานของอุตสาหกรรมอาหารแช่แข็งไทยสำหรับการ ส่งออกไปยังตลาดประชาคมเศรษฐกิจอาเซียนและ โน้มเดลที่ค้นพบมีความสอดคล้องกับข้อมูลเชิงประจักษ์

คำสำคัญ : กลยุทธ์การตลาดผสมผสาน, ประชาคมเศรษฐกิจอาเซียน, ปัจจัยด้านสภาพแวดล้อม, ตัวชี้วัดการส่งออกที่สำคัญ

Abstract

The purposes of this research were to find out the marketing mix strategies of Thai frozen foods industry for exportation to ASEAN Economic Community market. The research was a mixed method,

including quantitative and qualitative studies. The population was 3,105 persons from 423 companies who are the members of Thai Frozen Foods Association and name list of frozen foods exporters from Department of International Trade Promotion, Ministry of Commerce. The sample obtained by stratified sampling, simple sampling, and quota sampling of 873 persons. The research instruments were interviewed and questionnaire had been tested by validity and reliability. Descriptive statistics and inferential statistics such as frequency, means, standard deviation, percentage, skewness and kurtosis, confirmation factors analysis, path analysis and structural equation modeling. The findings found that the factor construct of the marketing mix strategies of Thai frozen foods industry for exportation to ASEAN Economic Community market consisted of environmental factors and marketing mix strategies which those factors affected to the achievement of frozen foods industry in Thailand for sales growth, incremental income and incremental new customers. It also found that environmental factors have effected both directly and indirectly to key exportation performance indicators of Thai frozen foods industry for exportation to ASEAN Economic Community market via marketing mix strategies and the finding model fitted with empirical data.

Keywords: marketing mix strategies, ASEAN economic community, environmental factors, key exportation performance indicators

Introduction

Thailand is the country where has the most abundant food resources in the world. Many people visiting in Thailand are mostly surprised with a lot of food stalls in anywhere they go. According to a tropical climate throughout the year. Thai people in the country are accustomed to the lifestyle of growing plants, vegetables and fruits every season and feeding animals for living and trading.

Presently, the lifestyle has been changed because people must struggle and survive in the competitive society. Both life in a workplace and working hours are so important that cooking food for meals too time consuming. From many research had shown that more than 50% of women worked outside

their home, had dramatically increased since 1970 and this number was expected to rise to 65% by 2010 (Ferrell et al., 2002). It is undeniable that life in the city is always in hurry to get things done. Living in a hurried life has become a city lifestyle which people need to save more time for cooking. It is more convenient and easier to go shopping for frozen and prepared foods in a store and keep them in the freezer. In additional with high average temperatures almost the entire years, fresh foods are easily rotten or worm-eaten. Eating damaged food allows some diseases to spread in the body and poison until sickness such as stomach ache, vomit, fever and diarrhea. Freezing is a commercial and domestic preservation method with which fresh and prepared foods can be stored for longer periods. In case of crisis

situation in many countries, this process is used for strategic food stocks.

In 1991, frozen foods were firstly introduced to Thai consumers whereas they were well known for their taste sensation, reasonable price, safe and cleaning process in 1993. It is acceptable that at the present, the various frozen foods including Ready to Eat (RTE) and ready to cook are commercially sold through retailing and wholesaling. Frozen food with nutrients must be stored in freezer at 0°F (-18°C) to stop bacteria from growing but not to kill most bacteria. The foods in the freezer will have little change in their protein value and the longest period of preservation at 18 months. The important things that makes frozen foods different from packaged foods or dried foods is their quality closing to fresh meals after heating in microwave oven between 4-7 minutes. Several kinds of instant and dried foods are less nutritionally useful than frozen foods. Besides, chilled food is a preservation process of food below 8°C. It is a fact that a wide range of foods through this process still remains as good taste as fresh foods after heating in microwave oven around 1-2 minutes but they cannot be preserved more than 7 days in the freezer.

For the past 5 years, Thailand's frozen food market has continuously grown. The growth opportunity of Thai frozen food products has tended upwards because entrepreneurs can communicate effectively with

customers by providing the proper information and the variety of their products with nutrition, good taste and safety. Thai people are getting more familiar with ready meals and ready to cook because of the change of consumer lifestyle and they are provided to almost all convenient stores and supermarkets which access widely to target consumers. Many manufacturers are expanding their investment in new product development, including production capacity in order to satisfy customers with product variety, low price and attractive promotion. Besides, the advance technology in household products, especially refrigerators and microwave ovens are positively related to the frozen food products. They can bring the versatility and convenience that consumers need for their busy life. As the result of meeting the requirement of consumers, the frozen foods become popular not only in Thailand but also in many countries.

Thai frozen food is mainly exported to Japan, USA, Austria, Libya, Italy, Canada, Saudi Arabia, China, Egypt and South Africa. Department of International Trade Promotion (DITP, 2014) reported that in 2014 between January and March the overall percentage of Thailand's frozen food export to top 10 trading partners decreased by 2% from 2013. The competitiveness on export market becomes more challenging. As shown in Figure 1.

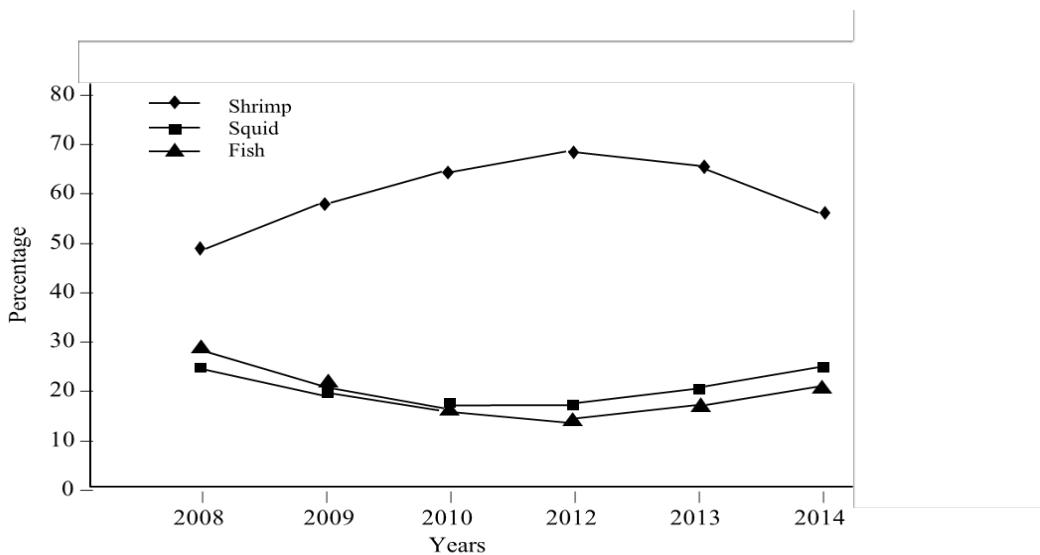


Figure 1. Percentage of Thailand's frozen food export to EU (TFFA, 2014a,b)

It is shown the information about Thailand's frozen food export to European Union (EU) from 2008-2013. It is to compare the percentages of frozen products in three different kinds of foods: shrimp, squid and fish. According to the line graph, 48% of frozen shrimp was exported by 2008, increasing to 69% by 2011. It can be seen that only 28% of frozen fish was exported in 2008 but this decreased to 16% by 2013. The result was that frozen shrimp in Thailand represented the highest

percentage of exports to EU in 2011 while the change was less marked in 2013. It is also noticeable that the percentage of fish did not rise but decreased between 2009 and 2011. However, the percentage of frozen squid remained almost unchanged between 2010 and 2012, being 17% and 19%, respectively but increased markedly after that. So that by 2013 frozen squid represented 25% of exports.

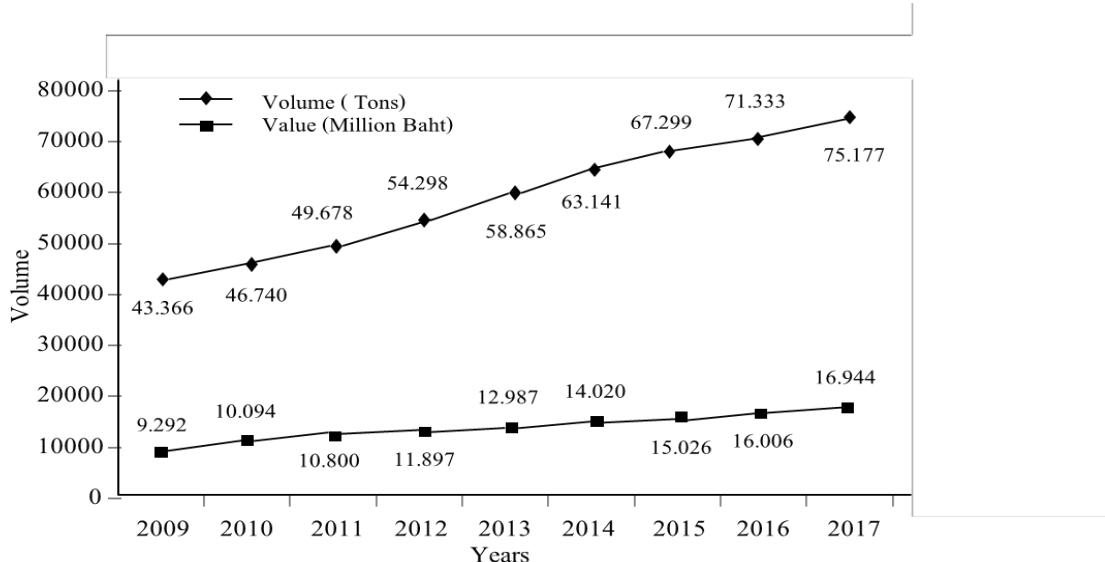


Figure 2. Volume and value growth of frozen processed food in Thailand (EI, 2014)

Regarding to Thailand's frozen food market, the line graph in Figure 2 shows frozen processed food in the volume and value growth in Thailand between 2012 and 2017. Apparently, the volume and value of frozen processed food in Thailand have tended to grow steadily since 2009. In 2014, the volume and value growth of frozen processed food increase slightly 7% - 8% from 2013. It is surprising that the growth of frozen processed food will have almost doubled with 73% of volume and 82% of value between 2009 and 2017 whereas the volume and value will keep growing at the same speed with a further increase of approximate 6% between 2015 and 2016. In addition, by 2017 the growth of frozen processed food is predicted approximately 75,177 tons with sales increasing to 17 Million Baht. Then, it can mention that frozen foods play an import role in both economic and business aspects of Thailand and in other countries.

Objectives

This study has four main objectives as mentioned bellows:

1. To explore the characteristics of the environmental factors, marketing mix strategies in ASEAN Economic Community market and key

exportation performance indicators of Thai frozen foods industry.

2. To analyze the components of the variables which are the environmental factors, marketing mix strategies in ASEAN Economic Community market and key exportation performance indicators of Thai frozen foods industry.

3. To analyze the direct and indirect effects among the environmental factors, marketing mix strategies in ASEAN Economic Community market to key exportation performance indicators of Thai frozen foods industry.

4. To find out the marketing mix strategies model in ASEAN Economic Community market, effecting to key exportation performance indicators of Thai frozen foods industry.

Conceptual Framework

According to the researcher's interests, concepts, theories and previous studies related to marketing mix strategies of Thai frozen foods industry for exportation to ASEAN Economic Community market. The researcher has analyzed and synthesized the conceptual framework which including exogenous latent variable and endogenous latent variables as details shown in Figure 3

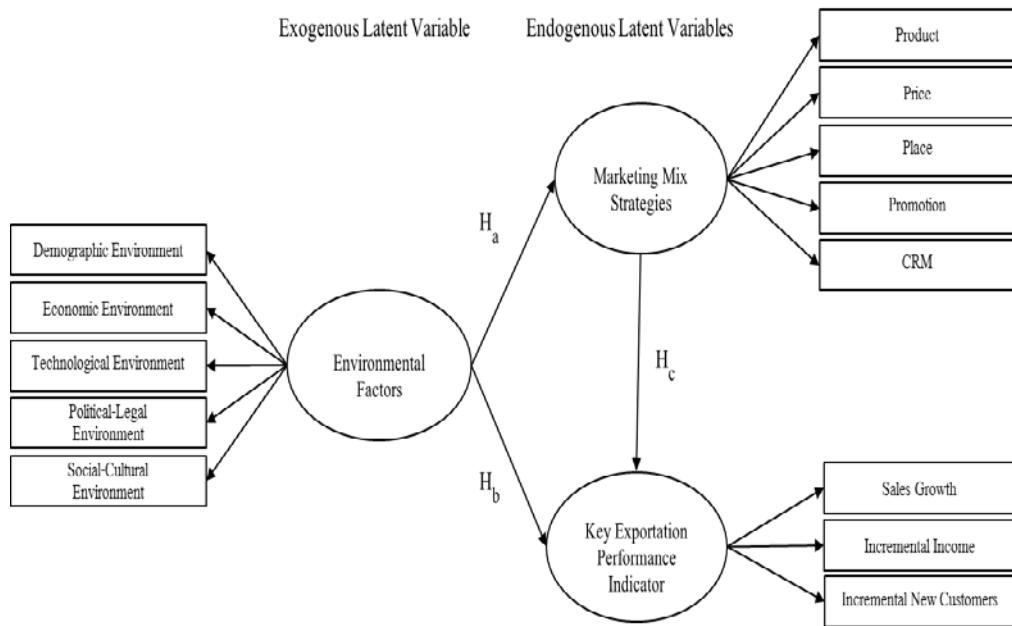


Figure 3. The Research Conceptual Framework which consisted of the components of variables.

Hypotheses

Three major hypotheses related to the key exportation performance indicators are stated with the objectives to examine whether the hypotheses can be accepted or not.

H_a : There is the direct effect between the environmental factors of Thai frozen foods industry and its marketing mix strategies.

H_b : There is the direct effect between the environmental factors of Thai frozen foods industry and its key exportation performance indicators, and

H_c : There is the indirect effect between the environmental factors of Thai frozen foods industry and its key exportation performance indicators.

Concept Theories and Related Literatures

Factors which are in relation to key exportation performance indicators of Thai frozen foods industry in Thailand

Table 1

Concept Theories and Related Literatures

Variables	Concepts / Theories	Related Researches
Environment Factors	Kotler, (2013): “A company’s marketing environment consists of the internal factors & forces, which affect the company’s ability to develop & maintain successful transactions & relationships with the company’s target customers”.	Cooper, L. (2000) Strategic marketing planning for radically new products, Journal of Marketing, Vol. 64 Issue 1, pp.1-15.
Marketing Strategies	Lake, (2009): A successful marketing mixed using an optimal combination of 4 P’s	Linnell, P.G. (2006), Customer satisfaction and loyalty - where product and service quality hit the bottom-line! Journal of Customer Satisfaction. Perreault & McCarthy, (2009): The product area is concerned with developing the right “product” for the Scott, (2009): “If you don’t understand what the market need first, you can’t possible put the Ps to work effectively” Mohsen et al., (2011): Organization are ever more setting themselves strategies to determine and make sure customer retention, and charging their employees to be more customers-focused and service oriented.
Key Exportation Performance Indicators	Gee, R., Coates, G. & Nicholson , M. (2008): Understanding and profitably managing customer loyalty.	Kantapipat W. (2009), The Determinants of Successful Export Marketing Strategy in Thai Processed Agricultural Products, Ramkhamhaeng University, International Journal, Vol.3 (1)

Research Methodology

Population and Sample

The population in this study was 3,105 persons from 423 companies who are the members of Thai Frozen Foods Association and name list of frozen foods exporters from Department of International Trade Promotion, Ministry of Commerce. The sample obtained by stratified sampling, simple sampling, and quota sampling of 873 persons.

Research Instrument

The survey instrument in this study was designed using the established principles of questionnaire design in an effort to maximize both reliability and validity of the instrument and the quantity and quality response. The steps for design research instrument are consisted details as the bellows;

1. Study the relevant literature and data for designing the questionnaire.
2. Interview three experts, senior leaders of Thai frozen foods companies and applied interview results for designing the questionnaire.
3. Design the structure of questionnaire.
4. Submit the draft questionnaire to the 5 experts for evaluation. The content validation by using the IOC technique. The calculation IOC index is 0.66.
5. Improve the questionnaire content as the experts' recommendations after interpreting IOC index.
6. Try-out the questionnaire with test 30 samples for the selected Thai frozen foods companies.

7. Evaluate the reliability of questionnaire after testing with 30 samples by using Cronbach Alpha Coefficient, the overall reliability is 0.754.

The questionnaire format is a closed-ended and opened-ended for self-administered questionnaires. Questions are well spaced with clear instrument as required. Respondents are consistently asked to mark their responses. One uniform survey is developed. Each survey included a cover page explaining the objectives of the survey, the number of questions, and instruction as to what to do with the completed survey and a brief thank you note for participants.

Instrument's Quality (Validity and Reliability)

The survey instrument had been reviewed by the group of five experts. They reviewed the clarity of language, wording, content validity and index of Item Objective Congruency (IOC). More specifically, a content expert will evaluate each item by giving the item a rating of 1 (clearing measuring), -1 (not clearly measuring), or 0 (degree to which it measures the content area is unclear) for each objectives. After the experts complete an evaluation of the items, the ratings are combined to provide indices of item-objective congruence measures of each item on each objective. The range of the index score for an item is -1 to 1 where a value of 1 indicates that all experts agree that the item is clearly measuring only the objective that is hypothesized to measure and clearly not measuring any other objective. A value of -1 indicates that the experts believe the item is measuring all objectives. The formula is used under the assumption that there is only one valid objective

being measured by each item. If an item is measuring multiple objectives, then the index value would be less than one. The premise of the index is to have high positive values on the objective and item intended to measure and values close to -1 on all of the remaining objectives.

Then gather all answer from expertise for calculate IOC index as formula;

$$\begin{aligned}
 \text{IOC} &= \frac{\sum x}{N} \\
 \text{When; } \text{IOC} &= \text{Index of} \\
 &\quad \text{relevance between} \\
 &\quad \text{question and} \\
 &\quad \text{objectiv} \\
 &\quad \text{es of research} \\
 \sum x &= \text{Total} \\
 &\quad \text{score from} \\
 &\quad \text{expertise} \\
 N &= \text{Number} \\
 &\quad \text{of expertise}
 \end{aligned}$$

1. Score +1 means the expertise ensures that question measured as objectives of research.
2. Score 0 means the expertise does not sure the question measured as objectives of research.
3. Score -1 means the expertise ensure that question not reflected to objectives of research.

If each question has IOC index more than 0.66, the research will select that question to be in the questionnaire.

The Cronbach alpha coefficient is a tool for evaluate the reliability of questionnaire. Cronbach alpha score can range from 0.0 to 1.0 (Cronbach, 1990, p.204) will all values between 0.0 and 1.0 also be possible. In this study, it found that the reliability of the questionnaire is 0.754.

Data Collection

The data is collected by trained collectors who were given questionnaires to the respondents who are in the company as the members of TFFA and frozen foods exporters from Department of International Trade Promotion, Ministry of Commerce (CEO, Product Managers and Marketing Managers).

Data Analysis

The statistics conducted to test the hypotheses were Path Analysis while Confirmatory Factor Analysis was conducted to confirm the component of the latent variables. Structural Equation Modeling (SEM) was also conducted to analyze the model. Finally, the model was re-evaluated in order to ascertain the market mix strategies model.

Research Result

As the figures shown in Table 2., when the environmental factors were considered as overall, it is at low level with an average mean or 2.26 (demographic with = 3.22, political-legal with = 3.05, and technological with = 3.03, respectively). Scenes (SK) for environment factors as overall is positive (SK > 0), meanwhile Kurtosis (KU) for environmental factors as overall is also positive (KU > 0), that means the variables of environment factors has a low distribution.

When the marketing mix strategies were considered as overall, it is at high level with an average mean or 3.85 (product with = 3.99, promotion with = 3.94, price with = 3.82, place with = 3.78, and CRM with = 3.72, respectively). Skewness (SK) for marketing mix strategies as overall is positive ($SK > 0$), meanwhile Kurtosis (KU) for environmental factors as overall is also positive ($KU < 0$), that means the variables of marketing mix strategies has a high distribution.

When the key exportation performance indicators were considered as overall, it is at high level with an average mean or 3.58 (sales growth with = 3.59, incremental income with = 3.54, and incremental new customer with = 3.59, respectively). Skewness (SK) for key exportation performance indicators as overall is negative ($SK < 0$), meanwhile Kurtosis (KU) for key exportation performance indicators as overall is also negative ($KU < 0$), that means the variables of key exportation performance indicator has a high distribution.

Table 2

Basic statistics results of 13 variables

(n = 660)

Variables	\bar{X}	SD	MIN	MAX	SK	KU	Interpreted Results
Environmental factors:							
Demographic	3.22	.47	2	4	.642	.085	Normal
Economic	1.99	.38	2	4	.427	-.018	Normal
Technological	2.03	.40	2	4	.544	.353	Normal
Political-legal	2.05	.38	2	4	.486	.419	Normal
Social-cultural	1.97	.37	2	4	.444	-.004	Normal
Marketing mix strategies:							
Product	3.99	.50	3	5	.240	-.884	Normal
Price	3.82	.30	3	5	-.184	-.239	Normal
Place	3.78	.52	2	5	.315	-.285	Normal
Promotion	3.94	.49	4	5	1.452	.671	Normal
CRM	3.72	.87	2	5	-.213	-.962	Normal
Key exportation performance indicators:							
Sales growth	3.59	.33	3	4	.120	-.427	Normal
Incremental income	3.54	.30	3	4	-.169	-.293	Normal
Incremental new customers	3.59	.35	3	5	.035	-.002	Normal

2. As the result of the confirmation factors analysis – second order - CFA^{2nd}, environmental factors, marketing mix strategies, and key exportation performance indicators, it found that;

2.1 Environmental factors, social-cultural has the highest factor loading value (0.984), while demographic environment has the lowest factor loading value (0.464).

2.2 Market mix strategies, price strategy has the highest factor loading value (0.874), while place strategy has the lowest factor loading value (0.622).

2.3 Key exportation performance indicators, sales growth has the highest factor loading

value (0.964), while incremental new customers has the lowest factor loading value (0.650).

3. Direct and indirect effects among the environmental factors, marketing mix strategies to key exportation performance indicators of Thai frozen foods industry. It found that environmental factor has a low direct effects to both marketing mixed strategies and key exportation performance indicators with value 0.07 and 0.04, respectively. However, environmental factor has a high indirect effect to key exportation performance indicator when it transmitted to marketing mix strategies with value 0.89 as details shown in Figure 4.

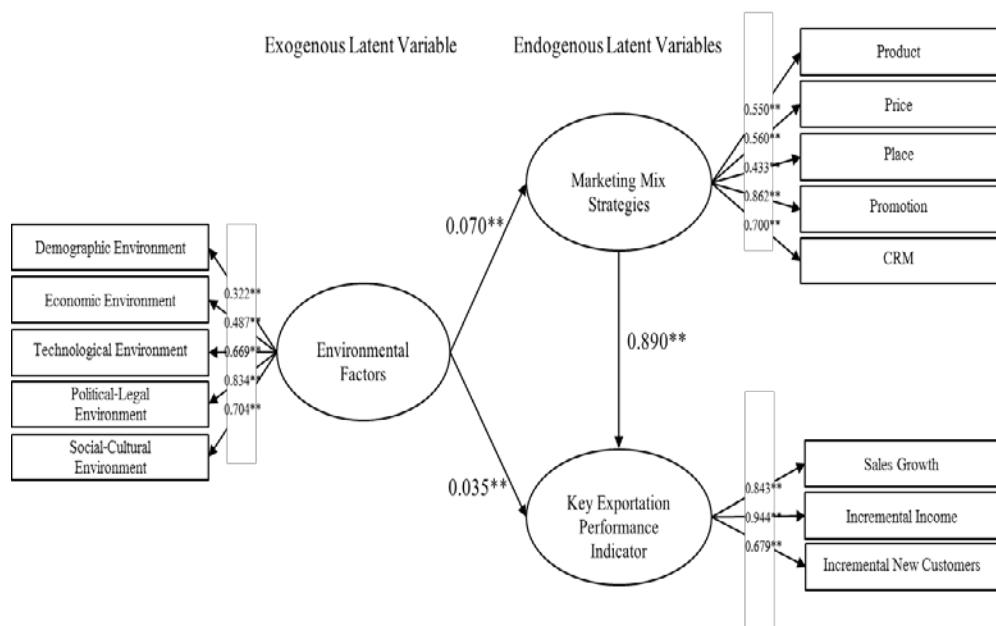


Figure 4. The direct and indirect effects among the components

4. The marketing mix strategies model, effecting to key exportation performance indicators of

Thai frozen foods industry for exportation to ASEAN Economic Community market as shown in Figure 5.

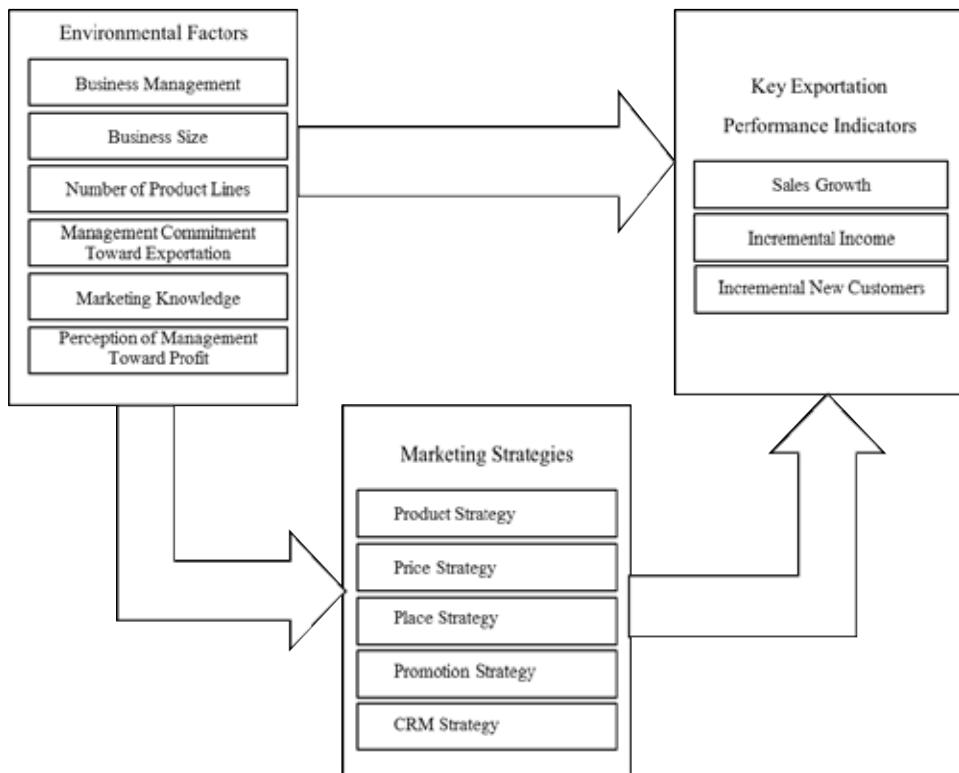


Figure 5. The marketing mix strategies of Thai frozen foods industry for exportation to ASEAN Economic Community market.

Discussion

The findings of this study can be discussed in 5 areas.

1. As the results from the in-depth interview with the 3 key persons from the different size of business, those are large, medium, and small. It can discuss that the major problem of the frozen food exporters in Thailand is the cost of product, especially the impact of minimum wage, 300 Baht per day. It is more difficult for Thai frozen food exporters to compete in the global market. Government has to help and support this industry in term of policy such as tax compensation, trade promotion, etc. However, Thai frozen food exporters, themselves, have to learn more about the markets where they export to, such as environmental factors, marketing mix strategies that

can help them to gain more competitive advantages in the global market.

2. Regarding to the results in exploring the characteristics of the environmental factors, marketing mix strategies and key exportation performance indicators of Thai frozen foods industry, those are Mean (\bar{X}), Standard Deviation or SD, Skewness (SK) and Kurtosis (KU). As for the environmental factors, demographic has the highest average with Mean (\bar{X}) = 3.22, while the marketing mix strategies factors, including product, price, place, promotion and CRM, are not much different with Mean (\bar{X}) = 3.99, 3.82, 3.78, 3.94, and 3.72 respectively. Finally, the key exportation performance indicators, including sales growth, incremental income, and incremental new customers are not much different with Mean (\bar{X}) = 3.59, 3.54, and 3.59 respectively.

3. Regarding to the results in analyzing the components of the variables, including the environmental factors, marketing mix strategies and key exportation performance indicators of Thai frozen foods industry, are consistent to the conceptual and related theories as mention bellows;

As for the environmental factors, including demographic, economic, technological, political-legal and social-cultural, their factor loading are not much different among economic, technological, political-legal and social-cultural with factor loading 0.800, 0.804, 0.778, and 0.984 respectively, except demographic with factor loading 0.464. It is consistent to environmental factors as (Kotler & Armstrong, 2011) mentioned that, within the rapid changing global picture, marketers must monitor six major environmental force: demographic, economic, social-cultural, natural, technological, and political-legal. In the demographic environmental, marketers must be aware of worldwide population growth; changing mixes of age, ethnic composition, and educational level; the rise of nontraditional families; and large geographic shifts in population. In the economic arena, marketers needs to focus on income distribution and level of savings, debt, and credit availability. In social-cultural arena, marketers must understand people's views of themselves, others, organizations, society, nature, and the universe. They must market products that correspond to society's core and secondary values and address the needs of different subcultures within a society. In the natural environment, marketers need to be aware of the public's increased concern about the health of the environment. In the technological arena, marketers

should take account of the accelerating pace of technological change, opportunities for innovation, varying R&D budgets, and the increased governmental regulation brought about by technological change. Finally, in the political-legal environment, marketers must work with the many laws regulating business practices and with various special-interest groups.

As for the marketing strategies, including product strategy, price strategy, place strategy, promotion strategy, and CRM, the factor loading between product strategy and price strategy are not much different with factor loading 0.862 and 0.874 respectively, while place strategy had factor loading only 0.622. As mentioned by (Perreault & McCarthy, 2009), product, in the marketing mix involves determining the products or services to offer for sale. "The product area is concerned with developing the right "product" for the target market". (Scott, 2009) mentioned that "If you don't understand what the market needs first, you can't possibly put the Ps to work effectively". For place strategy as (The Chartered Institute of Marketing, 2009) mentioned that "The product must be available in the right place, at the right time and in the right quantity, while keeping storage, inventory and distribution costs to an acceptable level". These are also consistent to 4's P as (Kotler & Keller, 2012) mentioned that, product is the first and most important element of the marketing mix. Product strategy calls for making coordinated decisions on product mixes, product lines, brands, and packaging and labeling. In planning its market offering, the marketer needs to think through the five levels of the product: the core benefit, the basic

product, the expected product, the augmented product, and the potential product, which encompasses all the augmentations and transformations the product might ultimately undergo. As for price strategy, they mentioned that despite the increased role of non-price factors in modern marketing, price remains a critical element of the marketing mix, price is the only element that produces revenue. As for place strategy or marketing channels, they mentioned that marketing channel decisions are among the most critical decision facing management. The company's chosen channels profoundly affect all other marketing decisions. As for promotion or integrated marketing communications, they mentioned that in deciding on the marketing communications mix, marketers must examine the distinct advantages and costs of each communication tools and the company's market rank. They must also consider the type of product market in which they are selling, how ready consumers are to make a purchase, and the product's stage in the product life cycle. Finally, CRM strategy as mentioned by (Dowling, 2002); (Cooper, 2000) that CRM is mainly a strategic business and process issue rather than a technical issue. (Mohsen, et al., 2011) mentioned that organizations are ever more setting themselves strategies to determine and make sure customer retention, and charging their employees to be more customer-focused and service-oriented.

4. Regarding to the results in analyzing the direct and indirect effects among the environmental factors, marketing strategies to key exportation performance indicators of Thai frozen foods industry or hypotheses tested. It is to be discussed that the environmental factor had low direct effect to key

exportation performance indicators, but it would have high indirect effect when it transmitted to marketing mix strategies. It is consistent to concept of (Gimenez, 2005), as mentioned that the environmental factor has an influence to company's performance. While, (Kotler & Keller, 2012) mentioned that the environmental factor has an effect to the performance of the company, especially in SME.

For the researcher's point of view, as the direct effect between the environmental factors, including demographic, economic, technological, political-legal and social-cultural, and key exportation performance indicator has a minor effect, however, it has a high indirect effect when it transmitted to the marketing strategies, that including product, price, place, promotion and CRM.

4. As the results in finding out the marketing strategies model, affecting key exportation performance indicators of Thai frozen foods industry. The model is consistent with the empirical data, with statistical data, P -value = 0.07, df = 51, χ^2 / df = 1.31, RMSEA = 0.02, CFI = 0.99, and TLI = 0.99 respectively.

Recommendation for this Study

According to the research findings from this study, the researcher has some suggestions as bellows;

1. In this study, the marketing mix strategies for exportation of Thai frozen foods industry, there are some limitations, especially, the respondents who do the questionnaires, they are not the target respondents as the researcher's need. Besides of this, the actual number of Thai frozen food exporters is rarely to find out, the researcher got only the data

from 2, those are from Thai Frozen Foods Association (TFFA) and Department of International Trade Promotion (DITP), Ministry of Commerce.

2. The respondents who do the questionnaires, are not as targets, as the results in survey, presented such as age between 25-35 years

old (78.0%), organization status as employee (96.1%), roles and responsibilities in sales and marketing (47.4%) and finance and accounting (40.5%) and year in business less than 5 years (58.2%).

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