

Business Plan for Creating Innovation and Value of Local Functional Foods to Support ASEAN Economic Community (AEC): A Case Study of Local Raw Materials from Chiang Rai, Nong Khai, Phetchaburi, and Surat Thani Provinces
แผนธุรกิจเพื่อสร้างนวัตกรรมและคุณค่าให้กับอาหารท้องถิ่นเพื่อสุขภาพเพื่อรองรับประชาคมเศรษฐกิจอาเซียน : กรณีศึกษา วัตถุดิบท้องถิ่นจากจังหวัดเชียงราย หนองคาย เพชรบุรี และสุราษฎร์ธานี

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Abstract

The objective of this research is to develop a business plan for creating innovation and value of local functional foods to Support ASEAN Economic Community (AEC), using local raw materials from Chiang Rai, Nong Khai, Phetchaburi, and Surat Thani Provinces of Thailand. The study used mixed research methods, employing both quantitative and qualitative analysis. For the quantitative research, questionnaires were used as the tool for data collection, and the qualitative research focused on in-depth interviews and/or the focus group interviews along with observation to collect data from the key informants. The research consisted of three sub-projects and the findings of these three sub-projects were integrated to develop a business plan for creating innovation and value of local functional foods.

The first sub-project aimed at searching for suitable local healthy materials from selected 4 provinces from four regions in Thailand. The aim was to identify local healthy materials to create value as functional foods. The three aspects used as selection criteria included nutritional value, economic value, and cultural/lifestyle value. The second sub-project utilized the selected local raw materials from sub-project 1 to develop functional food menus. The third sub-project conducted market testing and business analysis of the menus created by having foreign tourists taste those menus. The research findings of three sub-projects were then integrated to develop a business plan for creating final local innovative functional foods. The business plan can be used by entrepreneurs for developing management plans, setting business plans objectives, developing organizational plan, determining cooking operational plans, creating marketing innovation plans and Integrated Marketing Communication (IMC) in order to achieve marketing objectives and financial plans.

Keywords : Local Functional Foods Business Plan Innovation Value

บทคัดย่อ

งานวิจัยนี้มีจุดประสงค์เพื่อพัฒนาแผนธุรกิจให้กับอาหารท้องถิ่นเพื่อสุขภาพเพื่อรองรับประชาคมเศรษฐกิจอาเซียนโดยใช้วัตถุดิบท้องถิ่นจากจังหวัดเชียงราย หนองคาย เพชรบุรี และสุราษฎร์ธานี โดยใช้การวิจัยแบบผสมผสานประกอบด้วยการศึกษาเชิงปริมาณจากการใช้แบบสอบถามเป็นเครื่องมือในการเก็บรวบรวมข้อมูล และการวิจัยเชิงคุณภาพจากการใช้การสัมภาษณ์แบบเจาะลึก และ/หรือสัมภาษณ์กลุ่ม ร่วมกับการสังเกต งานวิจัยนี้ประกอบด้วย 3 โครงการย่อยและนำผลลัพธ์ที่ได้มาบูรณาการพัฒนาแผนธุรกิจเพื่อสร้างสรรค์นวัตกรรมและคุณค่าให้กับอาหารท้องถิ่นเพื่อสุขภาพ

โครงการวิจัยย่อยที่ 1 เป็นการค้นหาวัตถุดิบท้องถิ่นเชิงสุขภาพจาก 4 จังหวัดของไทยที่มีลักษณะคุณค่า 3 ด้านคือ ด้านโภชนาการ ด้านเศรษฐกิจ และด้านวัฒนธรรม/วิถีชีวิต โครงการวิจัยย่อยที่ 2 เป็นการนำเอาวัตถุดิบที่ได้รับการคัดเลือกจากโครงการย่อยที่ 1 มาพัฒนาเป็นผลิตภัณฑ์อาหารท้องถิ่นเพื่อสุขภาพ เพื่อให้สามารถนำไปผลิตเพื่อจัดจำหน่ายได้ต่อไป โครงการวิจัยย่อยที่ 3 เป็นการทดสอบตลาด และการวิเคราะห์ทางธุรกิจจากการให้นักท่องเที่ยวต่างชาติทดลองชิมเมนูที่ได้จากโครงการวิจัยย่อยที่ 2 ผลการวิจัยจาก 3 โครงการวิจัยย่อยดังกล่าวถูกนำมาบูรณาการในการพัฒนาแผนธุรกิจเพื่อช่วยผู้ประกอบการในการพัฒนาแผนการบริหาร กำหนดวัตถุประสงค์ของแผนธุรกิจ พัฒนาแผนองค์การ แผนการปฏิบัติการปรุงอาหาร แผนนวัตกรรมการตลาดและแผนการสื่อสารการตลาดแบบบูรณาการ เพื่อให้บรรลุวัตถุประสงค์ทางการตลาด และแผนการเงิน

คำสำคัญ : อาหารท้องถิ่นเพื่อสุขภาพ แผนธุรกิจ นวัตกรรม คุณค่า

Introduction

Thailand is variably divided into four main regions, being Northern, North eastern, Central and Southern Thailand. Each region is rich with a wide variety of foods using various ingredients and food materials, often with its own unique cuisines. Culinary arts of foods and drinks are varied for each of the regions, differentiated by the usage of different ingredients and materials. (Busaba Thongoupragan, 2018) As Thailand is a part of AEC region, which facilitate travelling among ASEAN countries, more and more foreigners are being attracted into the country due to ease of access, resulting in external cultures penetrating into Thailand's boundary. Inevitably, apart from looking to experiencing different cultures from home, one of the main purpose of many tourists is to enjoy local delicacies while travelling. Among the more well-known menus are tomyumkung, padthai, green curry soup, kanomchan, tongyip etc., which are popular among both tourists and local people. Although Thailand has many traditional dishes, desserts and snacks, some of which are well-known worldwide, but unfortunately

those menus could also be commonly found in any region in Thailand or even overseas. No new menu has been added to this popular list for quite a long time, and not to mention the recent health-conscious trends which are not presented in those original menu. Therefore, a project is needed to create new menus and promote local functional foods with innovation and value creation. (Mele and Others, 2010)

This research aims at creating new innovative healthy/functional menus for each of the four regions under study, by integrating local ingredients and seasonal materials into the menus. In creating these menus, we picked our targets from four provinces, each from the four main regions of Thailand where foreign tourists frequently visit, namely, Chiang Rai of Northern region, Nong Khai of Northeastern region, Phetchaburi of Central region, and Surat Thani of Southern region. In the process, we searched for suitable local materials, focusing on balancing healthy contents, seeking value added for the local ingredients, putting emphasis on nutritional benefits, and also place importance on originality and food innovation. Being healthy or functional food means that raw materials used to manufacture local functional foods must have high nutritional values, as well as promoting immunity to the consumers. (Eliaz, 2012 ; Prakash & Dubois, 2014 ; Chan, 2011) Consequently, the choices of healthy local raw material for developing functional foods was the challenge for entrepreneurs and marketing practitioners. Moreover, another challenge was these functional foods have to gain market acceptance and adoption from tourists in order to achieve successful launch. Finally, to ensure the success of these new menus among tourists, food marketers had to conduct market testing before launching which would lead to the promising business plan for entrepreneurs. Thus, this research was aimed at gaining the solution for these challenge of creating functional foods to support ASEAN Economic Community (AEC).

Objective

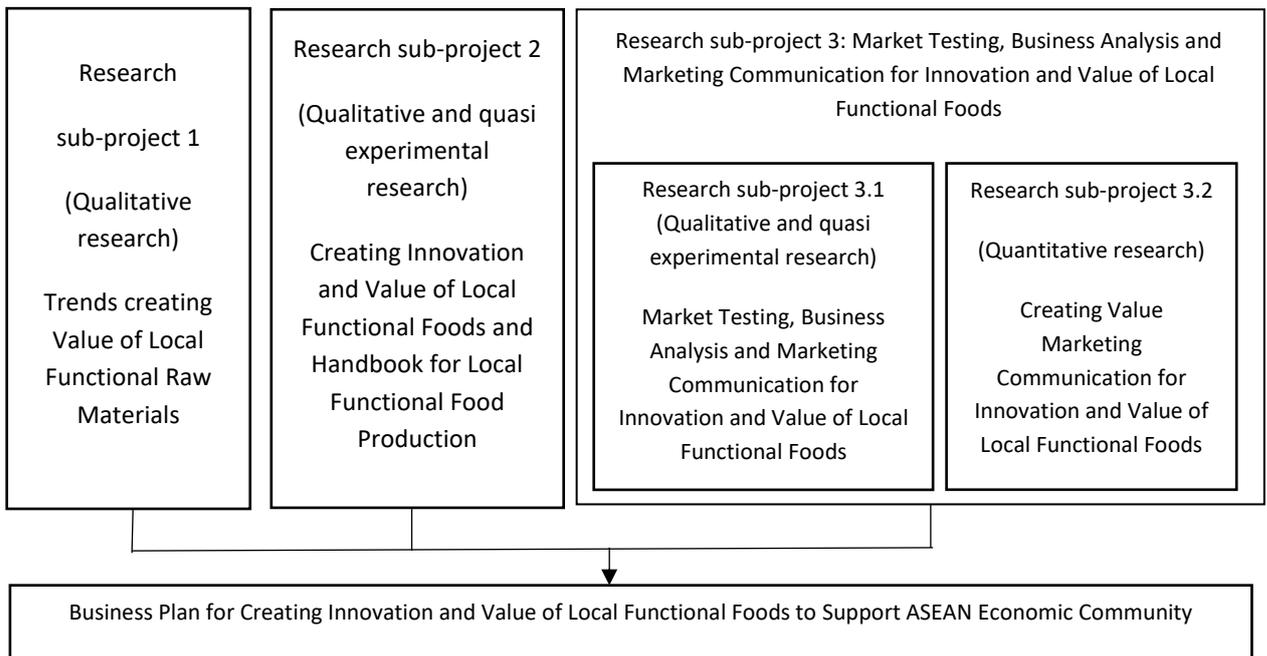
To establish a business plan for creating innovation and value for local functional foods to support ASEAN Economic Community (AEC) by using local raw materials from Chiang Rai, Nong Khai, Phetchaburi, and Surat Thani province of Thailand.

Scope of Research

This research has a time scope of 1 year. The target area is Chiang Rai, Nong Khai, Phetchaburi and Surat Thani. A combination of quantitative and qualitative approach were

used in this research. The sample group was foreign tourists in 4 provinces that had tasted 20 menus and answering the questionnaires about their opinions. The content scope is the business plan to create innovation and value for healthy local foods in order to support the ASEAN Economic Community by using local ingredients from Chiang Rai, Nong Khai, Phetchaburi and Surat Thani. The business plan was created based on the research results from 3 sub-projects as follows: The first sub-project was qualitative research searching for suitable local raw materials from the selected 4 provinces from four regions in Thailand. The aim is to find local health-inductive ingredients to create value as functional foods. The three aspects used as selection criteria included nutritional value, economic value, and cultural/lifestyle value. Second sub-project utilized the selected local ingredients from sub-project 1 to develop innovative functional foods. Sub-project 3 was market testing and business analysis of the 20 menus created by having foreign tourists tasting those 20 menus and answering the questionnaires about their opinions.

Conceptual Framework



Definition of Operational Terms/ Research Terms

1. Business plan means a document describing the nature of a business, marketing strategy, production, finance and management. The objective is to create innovation and value for healthy local food.

2. Creating Innovation is the process of changing ideas or the creation of healthy local food that can create value for customers, making them ready to pay.

3. Value means customer perception of all the benefits of healthy local food when compared to the cost of procurement (product price) and other costs associated.

4. Local functional food means a new healthy food menu made from local ingredients from Chiang Rai, Nong Khai, Phetchaburi and Surat Thani.

Literature Review

Healthy foods usually refer to natural foods without artificial ingredients which people buy because they consider them to be good for their health. In many instances, food are considered to be healthful when organically grown and free of chemical additives. On the other hand, functional foods are foods that have a potentially positive effect on health beyond basic nutrition, for example, foods that promote optimal health and help reduce the risk of disease. Basically, functional foods must consist of sufficient nutritional values, as well as ability to promote immunity and being low-fat and sugar-free (Eliaz, 2012 ; Prakash & Dubois, 2014 ; Chan, 2011).

Functional foods could also consist of at least one of the following components: (1) potassium and low fat to help decrease high blood pressure (2) vegetables, fruit, and whole-grain food to help lower fat, cholesterol, and the risk of heart diseases (3) calcium to help lower the risk of osteoporosis (4) vegetables, fruits, fibers, and low-fat food to help lower the risk of cancer (5) alcohol-free and low-sugar food to help lower dental cavities (Prakash & Dubois, 2014) Therefore, in creating functional foods, it is important to develop foods aiming for good health and wellness, which can lower illnesses and diseases (Siro, et al. 2008) By seeking and maintaining those nutritional functions in the food menus of this research, we are creating functional foods. By adding functional benefits to the originality and local raw material of the new innovative menus, we are creating innovative functional food.

However, creating innovative functional foods alone is not enough to persuade consumers to buy. The usual five-step model of innovation adoption are awareness, interest, evaluation, trial, and adoption (Belch & Belch, 2015) Marketing plan could be created to build awareness, the first step of innovation adoption. After awareness, customer will wants more information. They begin to wonder if this new innovative food suit them. This is the second

step. We enhance their interest by creating innovative functional foods that suit their health-conscious need using consumer opinion as the basis. This was done using market testing. In the evaluation step, the individual examines the innovative food using the information gathered to determine whether they should try. If the consumers find that the food is healthy and innovative and also original, they will then try the food and adopt if they like it.

Market testing is the method of trying a new product on a small group of potential customers before distributing actual product, which consists of (1) business market testing: the study of how the middlemen react to the new product, and (2) consumer market testing: the study of the product on consumers for personal consumption (Kotler & Keller, 2016) The aim of market testing is to find flaws to improve before actually launching the product. In this research, market testing was used to seek opinions of potential consumers and stakeholders about the newly created innovative functional foods, in the area such as their opinion on the nutritional value, health-conscious concerns, local ingredients improvements and also on taste of the food.

Integrated marketing communication (IMC) is a concept of marketing communications planning that recognizes the added value of a comprehensive plan. IMC is used is used to ensure that those menus created could be launched successfully in the market.

The emergence of ASEAN Economic Community (AEC) have boosted the tourism opportunities and domestic economy to Thailand since the service sector have contributed to the growth of Thailand's GDP up to 50% (Bangkokpost, 2014) In addition, AEC helps minimize the limitation and facilitate the tourism aboard among the member countries. However, Thailand has to face the competition from the neighbouring countries, therefore, Thailand has to constantly develop more attractive tourism products and services with an aim to attract more sustain the competitiveness of Thailand's tourism.

Research Methodology

This research project comprised of 3 research sub-projects which employed the mixed method research including both quantitative and qualitative research. The quantitative research employed questionnaires as the tool of data collection, and the qualitative research utilized in-depth interviews and focus group interviews along with observation to collect data from the key informants.

The first sub-project was qualitative research searching for suitable local raw materials from the selected 4 provinces from four regions in Thailand. The aim was to find local health-inductive ingredients to create value as functional foods. The depth interview was conducted with 48 key informants from 4 preselected provinces including academic scholars, entrepreneurs and communities to identify the appropriate local materials. Moreover, 400 tourists were surveyed by using the questionnaire as the data collection tool to investigate their attitude towards the local raw materials for functional foods. The three aspects used as selection criteria included nutritional value, economic value, and cultural/lifestyle value. Second sub-project utilized the selected local ingredients from sub-project 1 to develop innovative functional foods. The depth interview was implemented with 20 key informants of food entrepreneurs and chefs in order to identify the potential menus out of the selected raw materials from the first sub-project. A manufacturing handbook was created and distributed so that the products could be manufactured. Sub-project 3 was market testing and business analysis of the 20 menus created by having 794 foreign tourists tasting those 20 menus and answering the questionnaires about their opinions of menu preference. These samples were recruited by using the quota sampling. Moreover, the depth interview was also employed with 40 key informants of food entrepreneurs and chefs to examine their opinion towards the 20 menus. The research findings of 3 sub-projects were then integrated to develop a business plan for creating successful local innovative functional foods.

Results

Sub-project 1: The research started with the search for suitable local raw materials with the tendency to create value and possibility in producing innovative functional foods. The criteria used for selection were nutritional value, economic value, and cultural/lifestyle value. The four provinces from each of the four regions were selected based on their popularity to the tourists and availability of local food materials. Interviews were conducted with local stakeholders and tourists in the regions to determine suitable ingredients. The research found three local raw materials in each of the four provinces as follows:

Chiang Rai : Pak-wan Tree, Chiang Rai Nanglae pineapple, and Assam tea;

Nong Khai : Jullien's golden-price carp, Mekong giant catfish, and Vietnamese pangasius/Basa fish;

Phetchaburi : Blue swimming crab, common lime, and herring;

Surat Thani : Contracted rock shell, Longon, and bitter bean from Surat Thani.

Sub-project 2 : In this sub-project, the selected local raw materials from sub-project 1 were used to develop innovative functional foods by food specialists in laboratory. The foods were created based on the uniqueness of raw material, possibility of value-added, and their nutrient value. A few suitable menus were initially created and final selection was done after tasting by consumers. The procedure for creating these final menus were then described in details step by step and developed into a manufacturing handbook and distributed so that the menus could be cooked with the same standard. Final 20 menus were created by the process, mostly light meals to make them convenient for travelers. The 20 menus of local functional foods include:

From Chiang Rai Province: (1) Pak-wan cracker (2) crispy Assam tea-leaf sheet (3) pineapple snack bar (4) gummy pineapple (5) pineapple chewy candy.

From Nong Khai Province: (1) Jullieni fish ball (2) Mekong giant catfish sausage (3) crispy Mekong giant catfish (4) Jullieni fish sausage (5) Vietnamese pangasius cracker.

From Phetchaburi Province: (1) gummy lime (2) rice cracker with shredded herring and sesame (3) dried shredded herring in wholegrain flavor (4) concentrated lime sauce (5) crispy crab in Tom Yum flavor.

From Surat Thani Province: (1) baked crispy bitter bean rice seasoning (2) rock shell cracker (3) herbs and rock shell rice seasoning (4) langsai jam (5) langsai jelly drink.

Most of the menus turned out to be light meals, as it is easy for consumption and suitable for foreign tourists who needed readiness and convenience in consumption while travelling. Important qualities of the food were good taste, low fat, low calories, cleanliness, convenience to carry, and easiness to consume. The foods must also contain various nutritional values that have properties in promote optimal health or help reduce the risk of certain disease. That means, health and nutritional function qualities such as low calories, low fat and nutrition function were taken into consideration to create a healthy and innovative functional menus. These health qualities were the main factors leading to successful marketing opportunities as research has indicated that consumers prefer healthy meals that are safe to consume with low calories, low sodium and low sugar contents (Crofton, Markey & Scannell, 2013).

Sub-project 3: This research was a market testing and business analysis of new functional food products obtained from sub-project 2. This was done by having foreign tourists tasting the newly created menus and answering the questionnaires. The questionnaire contents included their attitudes towards various qualities of the menus, the influential factors, their satisfaction, behavioral trends, purchase intention, recommendation intention and willingness to pay. These relationship among those factors were then analyzed using multiple regressions.

The research findings of revealed that;

1. The attitudes toward good taste and functional food value influenced overall satisfaction.
2. Satisfaction towards food taste and the value of healthy food positively influenced behavioral trends.
3. The food taste acceptance influenced overall satisfaction, purchase intention, recommendation intention and willingness to pay for local functional food products.
4. The innovation adoption of food menu influenced overall satisfaction and recommendation intention for local functional food.

The results of the research were consistent with previous findings that those factors influenced feelings and overall satisfaction, post-purchase behavior, and innovation adoption (Belch & Belch, 2015, p.159).

Based on the findings of quantitative and qualitative research, business plan with objectives of building favorable attitudes towards local functional food products and the adoption of innovation of local functional food products were developed as follows:

1. Product strategy will emphasize product positioning in terms of the value of functional foods (low calories and good taste), packaging strategy, branding and labels to convey the value of local functional food products.
2. Integrated marketing communication strategy aims to convey the value of healthy food (low calorie and good taste), enhance the favorable attitude towards good taste and the value of functional foods. Moreover, the innovation adoption of food taste, perceived value, traditional and new communication, celebrity endorsement and authentic experience seeking are also conveyed to induce purchase behavior, recommendation intention, and willingness to pay.

3. Price strategy is based on the judgment of product costs and perceived value of customers. The price strategy can be set by means of marking up from costs, marking up from the selling price and quantity discount.

4. Distribution channel strategy will focus selling through wholesalers, retailers (restaurants and souvenir shops), tour businesses and guides, emphasis put on prime location which is most accessible to tourists.

The findings from the 3 sub-projects were integrated to develop a business plan for creating innovation and value of local functional foods to support ASEAN Economic Community (AEC). Details of the business plan consisted of the following topics: (1) executive summary (2) trend analysis of value of local functional raw materials (3) external and internal environmental analysis and SWOT analysis (4) management plan: consisted of the definition of vision, mission, business objectives, key success factors and organizational plan (5) Innovation of culinary plan/cooking development plan (6) value creation plan and innovation creation plan for local functional foods (7) marketing innovation plan and Integrated Marketing Communication (IMC) (8) Financial plan. The business plan is summarized as follows:

Business plan for creating innovation and value of local functional foods to support ASEAN Economic Community (AEC)

1. Executive summary: Local materials were selected using criteria in three aspects which are nutritional value, economic value, and cultural/lifestyle value. It was found that three local materials in each province were Pak-wan tree, Chiang Rai Nanglae pineapple, and Assam tea from Chiang Rai; Jullien's golden price carp, Mekong giant catfish, and Vietnamese pangasius/ Basa fish from Nong Khai; Blue swimming crab, common lime, and herring from Phetchaburi; Contracted rock shell, langsat, and bitter bean from Surat Thani.

The selected local raw materials from sub-project 1 were used to develop local functional foods. A manufacturing handbook was created so that the products could be manufactured and distributed. The 20 menus of local functional foods were mostly tasty and healthy light meals that were suitable for tourists to consume conveniently anytime anywhere.

The findings from market testing and business analysis of the local functional foods made from local raw materials were obtained from having foreign tourists tasted the 20

menus. The results were used to create marketing plans and marketing communication that emphasize on being tasty and healthy meals.

2. Management plan included the following components:

2.1 Vision: Innovative meal that is tasty and low-calorie.

2.2 Mission: Producing innovative healthy menus using local raw materials, aiming at foreign tourists in Thailand and local and international tour businesses.

2.3 Business plan objective: To establish a business plan that create innovation and value for local functional foods to support foreign tourists in Thailand, with the following sub-objectives

2.3.1 To promote favorable attitudes among foreign tourists as well as local and international tour businesses in the introduction stage of marketing,

2.3.2 To promote favorable attitudes, that is to create awareness, trust, positive feelings, and behavior/behavior trends towards local food with tourists as the target.

2.4 Key success factors of local functional food menus: Being tastier meals than other meals and better than competitors, as well as having the value of functional foods.

2.5 Organizational plan: Shop owners should train their employees to understand the value of each functional food menu, in which they might produce themselves or purchase some menus that in high demand. Employees must be motivated to have a service mind, be able to solve problems immediately, and be able to explain how each menu has the value of functional food. In addition, the owners/chefs must improve their menus according to complaints or suggestions of customers and related staff.

3. Cooking operations plan: Clearly determine the target group to create new menus that are suitable for each customer groups. The new menus must taste better and have higher value using fresh raw materials, and problems must be solved according to customers' request.

4. Marketing innovation plan and Integrated Marketing Communication (IMC) are as follows:

(1) New menus must have market opportunities, be desirable by customers, and profitable.

(2) Business entrepreneurs should study which raw materials can be used to create new menus that can better respond to customers' demand and rely on seasonal raw materials, which may result in lower costs.

(3) The target group must be clear and adequate, for instance, how tourists of each nationality prefer different menus, to solve customers' suggested problems.

5. Specify marketing objectives as follows:

(1) To promote attitudes and circulation according to innovation adoption steps and behavior/post-purchase behavior (overall satisfaction, consumption trend, overall recommendation intention, willingness to pay, and overall purchase intention).

(2) Product strategy includes branding and product positioning, emphasizing on the value of functional foods and good taste as shown in market positioning map illustrated below.

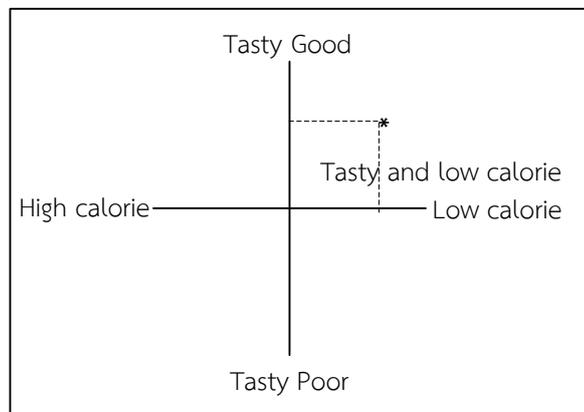


Figure 1 Illustrates the product positioning of the value of local functional food

(3) Packaging strategy emphasizes on convenience in consumption and carrying, the quality of packaging that can preserve freshness, safety and cleanliness, labels indicating ingredients and expiration date.

(4) Integrated Marketing Communication strategy is utilized to promote favorable attitudes by creating cognitive component, affective component, attitude, and behavioral component. Therefore, advertising strategy includes menu catalogue, point-of-purchase stimulus, sales promotion strategy by distributing tasting samples and event marketing.

(5) Digital marketing innovation strategy are online marketing, online social media, and digital mobile marketing.

(6) Message strategy should emphasize on nutritional value, good taste, low calories, and identity of each menu by pointing out the value of functional foods, for instance, Pak-wan cracker for having high beta carotene and vitamin A, Assam tea-leaf sheet

for having antioxidant such as flavonoid, catechin, and polyphenol, pineapple snack bar, gummy pineapple, and pineapple chewy candy for having high potassium and beta carotene, Jullieni fish sausage for having Omega-3 fatty acids, and crispy Mekong giant catfish and Jullieni fish sausage for having high protein.

(7) Price strategy is based on quantity discount, marking up from the selling price together with the combination of quantity discount and mark up chain.

(8) Distribution channel strategy focuses on selling through wholesalers, retailers (restaurants and souvenir shops), tour businesses and guides, with emphasis on the prime location which is most accessible to tourists.

6. Financial plan. In the financial planning, entrepreneurs must consider the market situation, consumer demand, competitors, and various related marketing factors. Financial plan is about pricing, which can result in sale forecast, and related costs leading to a profit or loss. General pricing uses mark-up approximately 1-2 time of variable costs. However, pricing can also use the marking up from costs, mark up from the selling price, mark up chain as well as quantity discount. Break-even point of each menu should be forecast.

To forecast sales from each meal and operation costs which include fixed costs and related variable costs, pro forma income statement and profit and loss forecast must be analyzed. These data can help entrepreneurs to plan their costs in advance as well as to consider lowering operation costs and determine appropriate investment in marketing communication to predict which meals have potentials to bring the maximum profit.

Discussion

The result of the hypothesis testing found that the attitude towards good taste and nutritional value affected the satisfaction of foreign tourists, and that satisfaction towards good taste and the value of being a healthy food affected consumer behavior trends of tourists. These findings were in line with the concept that good taste recognition affects interests, interpretations and good feelings, resulting in satisfaction and buying behavior (Solomon, 2018,). In addition, food taste factors acceptance has positive effects on post-consumer behaviors including overall satisfaction, overall purchase intention, overall intention to recommend and willingness to pay of tourists (Schiffman, & Wisenblit, 2019).

Most of the 20 healthy local foods are snack products which are aimed at foreign tourists who needs convenience and speed in consumption while traveling. The important properties of these products are good taste, low fat, low calorie, clean, safe, easy to carry and easy to consume. In other words, main considerations are good taste, low calorie, clean and safe which is consistent with the research of (Sirivan Serirat and et al. 2016)

Nutritionists developing healthy foods should aim at creating food for good health and well-being which will be able to reduce illnesses. Considerations must be made on the nutritional value which is low-calorie, and on safety and quality standards. It must also be safe for consumption. These findings can be used as a basis for the development of new products for snack food (Crofton, Markey & Scannell, 2013, p. Abstract). In addition, Thai food menus should be combined with foreign dishes, while maintaining the unique taste of Thai food, nutritional values and quality standards (Renumas Kullasirima and Premruthai Yambunjong, 2012). The packaging of the snacks should emphasizes convenience in consumption and portability [Sirivan Serirat and et al., 2016, executive summary Nor. (10)]

Recommendation/ Implication

1. Provincial public sectors can adopt principles in creating innovation and value for local functional foods to support AEC, especially in frequently visited provinces such as Chiang Rai, Nong Khai, Phetchaburi, and Surat Thani.
2. Research findings from the tendency to create value for healthy local raw materials can indicate and evaluate opportunities from innovation, create management plan, development plan, cooking operations, and marketing innovation plan in community/planter, and entrepreneur levels.
3. Entrepreneurs and related organizations can implement this research and expand on other related studies.
4. Publicizing via online advertisements, the Internet, Facebook pages as well as propagating information to organizations related to tourism.
5. In publicizing data of provincial public sectors in Chiang Rai, Nong Khai, Phetchaburi, and Surat Thani, related business organizations, Ministry of Tourism and Sports, Tourism Authority of Thailand (TAT), Professional Tourist Guide Association (PTGA), Department of

Tourism, and Thai Hotel Association (THA) should cooperatively organizing event marketing by planning innovative functional food.

6. Provincial public sectors in Chiang Rai, Nong Khai, Phetchaburi, and Surat Thani should organize trainings on manufacturing and packaging the products in accordance to standards of Food and Drug Administration.

Recommendation/ Implication to Further Your Study or Research

1. Study should be done on business innovation for food with low fat and low sugar for children and marketing innovation to promote the consumption of less fat and less sugar in children.

2. Study on the development of small-sized restaurant enterprises using family businesses together with organic home-grown vegetables both for self-consumption and ingredients in restaurants.

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