

Image and Marketing Mix Affecting Consumption Behavior of Social Enterprise: A Case Study of Banana Family Healthy Snack Shop

ภาพลักษณ์และปัจจัยทางการตลาดที่ส่งผลต่อพฤติกรรมการบริโภคสินค้าของกิจการ
เพื่อสังคม: กรณีศึกษาร้านขายขนมขบเคี้ยว BANANA FAMILY

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พจงค์ดี หมวดสง

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Abstract

The Department of Business Administration, Faculty of Social Sciences, Srinakharinwirot University and the Association for Population and Community Development have signed MOU to develop a social enterprise training course for NGOs, which, after having joined the course, set up Banana Family healthy snack shop in 2014. This shop was the startup of a new young generation aiming to turn ordinary organic banana into healthy fruit snacks and sell them to help solving social problems of children community in their society. Therefore, in order to do a wealthy business, creating a brand image, as well as marketing mix factors, were so essential for operating a sustainable social enterprise. The purpose of this research was to study the model of the social business image through four marketing mix factors: product, price, distribution channel, and marketing promotion affecting the consumption behavior of a snack product business. From the tests of model, it showed that it was consistent with empirical data ($\chi^2/df=1.22$, $df=22$, $p=0.21$, $GFI=0.98$, $AGFI=0.96$, $CFI=0.99$, $PGFI=0.48$, $RMS\ EA=0.02$). There were six hypothesized variables affecting the causal relationship between the variables. The

Banana Family image was found to be interrelated with the influence of market mix incentives, with most indirectly influenced by price and product factors. There was no direct influence between the image and the behavior of consumer products, except the image of Banana Family and marketing factors affecting repeating purchases, which was related to channel distribution factors and promotion.

Keywords: Image, Marketing Mix, Social Enterprise

บทคัดย่อ

จากความร่วมมือระหว่างภาควิชาบริหารธุรกิจ คณะสังคมศาสตร์ มหาวิทยาลัยศรีนครินทรวิโรฒ กับสมาคมพัฒนาประชากรและชุมชน เพื่อการจัดฝึกอบรม NGO ให้สามารถทำธุรกิจเพื่อสังคมในปี พ.ศ. 2557 ซึ่งเป็นจุดเริ่มต้นของร้าน BANANA FAMILY กลุ่มเยาวชนรุ่นใหม่ที่ต้องการนำกล้วยน้ำว้ามาผลิตเป็นขนมเพื่อสุขภาพและขายเพื่อให้มีรายได้มาช่วยแก้ไขปัญหาดังกล่าว ดังนั้นการสร้างภาพลักษณ์ ปัจจัยทางการตลาดจึงเป็นสิ่งสำคัญและจำเป็นอย่างยิ่งในการสร้างความยั่งยืนให้แก่ธุรกิจ โดยงานวิจัยในครั้งนี้มีวัตถุประสงค์หลักเพื่อศึกษาโมเดลภาพลักษณ์ของธุรกิจเพื่อสังคมผ่านปัจจัยทางการตลาดใน 4 ด้านได้แก่ ผลิตภัณฑ์ ราคา ช่องทางการจัดจำหน่ายและการส่งเสริมทางการตลาดที่มีผลต่อพฤติกรรมในการบริโภคสินค้าขนมขบเคี้ยวของธุรกิจเพื่อสังคม BANANA FAMILY โดยการทดสอบตัวแบบแสดงให้เห็นว่าสอดคล้องกับข้อมูลเชิงประจักษ์ ($\chi^2/df=1.22$, $df=22$, $p=0.21$, $GFI=0.98$, $AGFI=0.96$, $CFI=0.99$, $PGFI=0.48$, $RMSEA=0.02$) ตัวแบบมีตัวแปรแฝงภายในที่มีความสัมพันธ์เชิงสาเหตุระหว่างตัวแปรอย่างมีนัยสำคัญทางสถิติ จำนวน 6 คู่ โดยภาพลักษณ์ของร้าน BANANA FAMILY ได้รับอิทธิพลรวมและอิทธิพลทางตรงมาจากปัจจัยเหตุด้านแรงจูงใจทางการตลาดมากที่สุดและได้รับอิทธิพลทางอ้อมมาจากปัจจัยเหตุด้านราคาและผลิตภัณฑ์มากที่สุด ซึ่งไม่มีอิทธิพลโดยตรงต่อพฤติกรรมในการบริโภคสินค้าขบเคี้ยวในส่วนภาพลักษณ์ของร้าน BANANA FAMILY และปัจจัยทางด้านการตลาดสัมพันธ์และส่งผลต่อการกลับมาซื้อซ้ำซึ่งเกี่ยวข้องกับปัจจัยของสถานที่และการส่งเสริมทางขายที่มีอิทธิพลสัมพันธ์กัน

คำสำคัญ : ภาพลักษณ์ ส่วนผสมทางการตลาด ธุรกิจเพื่อสังคม

Introduction

There has been a collaboration between the Department of Business Administration, Faculty of Social Sciences, Srinakharinwirot University, and the Association for Population and Community Development in which the president of the association, Dr. Mechai Viravaidya, has organized a training course for social entrepreneurs in 13 Non-Governmental

Organizations (NGOs) in northeastern Thailand. After training in how to do social business, they started to run a business focusing on both doing business and providing benefits to help local societies such as Thai Home Association to do business. They ran two social businesses: one was natural dyeing cloth products and another one was a restaurant. Another NGO, the Foundation for Health and Sharing, made fabric clothes and souvenir products. Punmuu Foundation for Conservation and Sustainable Development did a social business using processed herbal tea.

Among all non-governmental organizations, Loei Youth Saving Group (LYSG) from Loei province was the most interesting group because Ms. Luckhana Sangbungko, the group's leader, graduated with a Master's degree from the Asian Institute of Technology, a rare qualification among local group leaders. She committed to invent snacks, such as French fries, that were processed from organic bananas using a non-toxic production process. In addition to the benefits of supporting the community with extra income from growing bananas, the profits from selling banana-based healthy snacks would also be used to support local youth activities.

Products that LYSG developed employed various technical and financial support of many leading universities included:

- Banana stick
- Banana roll
- Banana snacks
- Banana pops, etc.

Even though the brand name "Banana Family" was interesting and had beautiful packaging, its sale volume was still at a very low level. Despite having been in this business for 5 years and the products have been certified with industrial certificate and GMP Codex standard allowing international export, sales did not improve. Interviews with the distributors in Loei province found that, although souvenir stores were interested in providing shelf space for Banana Family snack products, still the highest sales period was only during the New Year holiday period. Joining trade shows in Bangkok with free booths offered by the government, the products were still being ignored by customers, who were not even trying free samples. In addition, whenever there was an exhibition of Thai local products, Thai

consumers seemed to have no understanding in differences between social business and general business, so they were not interested in the products.

With the analysis of sales statistics from the Central Data Center for Storage Management and Utilization, the Community Development Department, the Ministry of Interior, it was found that the sales of community products in Loei province had a total income of 99-142 million baht per month (Ministry of Interior, 2018). However, from business consulting, the sales of Banana Family snacks still had total revenue of less than 200,000 baht per month. This business could not survive from only its volume of sales. It probably was due to marketing strategies and image that did not meet the needs of consumers. Lien *et al.* (2015) mentioned that brand image, perceived price, and perceived value, have been described as the three crucial determinants that specifically affect purchasing intentions.

Thus the research questions were to examine successful marketing strategy for this social business product; ways to increase the product's appeal by reaching a wider group of consumers; consumers' current perception toward the product's image; improving strategies to motivate product consumption; ways to improve sales of social business; and a prototype of other social businesses to build a sustainable business for society.

Given the questions above, the researchers therefore needed to study the current business model to determine if this type of confectionery product could be a sustainable social business and a role model for a standalone independent business of external support. Were that possible, it would be another important step to solve social problems and reduce inequality.

Objectives

- 1) To study the product consumption behavior of the social enterprise business, Banana Family healthy snacks.
- 2) To study the image and marketing factors of social business, Banana Family healthy snack shop.
- 3) To examine if marketing mix plays a mediating role between the image of the social enterprise and consumer buying behavior.

Scope of research

As the population of Banana Family consumers is unidentified and the degree of variability is unknown. Assuming the maximum variability in Structural Equation Model: SEM applied from the theory of Gefen *et al.* (2000) suggesting that the required sample size must be at least 150 and above, while Kelloway (1998) recommended the required sample size of more than 200, and Hair *et al.* (2010) referred to 20 times of observed variables. Therefore, to ensure that the sample size would be the right representative of the population, with 9 observed variables, the sample size should be 180, but the researcher preferred 304 respondents chosen to gather data by a convenience sampling method.

Conceptual Framework

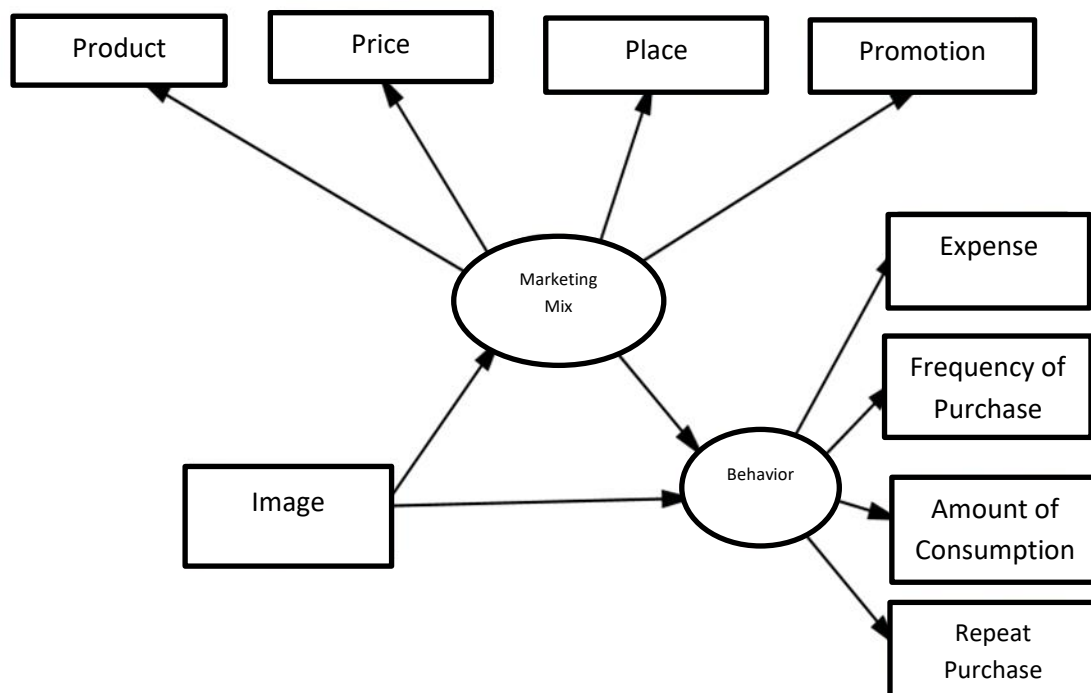


Figure 1: The conceptual model

Literature Review

A social enterprise was extended to describe charitable organizations providing public services (Di Domenico *et al.*, 2009), companies that are democratically regulated by mixing economic and social aims (Defourny & Nyssens, 2006), companies working for public benefit

(Kanter & Purringthorn, 1998) or that have social consciousness (Harding, 2010) and community enterprises (Williams, 2007).

Brand image is a fundamental component of a company's business offering that makes consumers understand the features of the offering. It acts as an encoding and retrieval cue for information relevant to the brand (Park, Jun, & Shocker, 1996). Moreover, this brand image is the general understanding and appraisal of the brand by customers affecting their buying and consumption actions (Fan & Chen, 2002); therefore, the improvement of positive image was significant in creating trust and value to customers, which would lead to a sustainable business organization (Assael, 1998). Associating to marketing mix factors, Lien *et al.* (2015) explored the direct and mediating impact of brand name, perceived price, confidence, and perceived value on customer booking intentions. Brand image, perceived price and perceived value have been described as the three crucial determinants that specifically affect purchasing intentions.

Moreover; several factors imply costs and values for customers that influence their purchasing propensity when viewed these terms: price, preference, place, service, brand and assortment awareness (Betancourt & Gautschi, 1990; Krishnan *et al.*, 2002; Mogilner *et al.*, 2008). The black-box model describes the interaction of stimuli, consumer features, decision-making and consumer responses. Interpersonal stimuli (between people) or intensification of cross stimulus (within people), can be distinguished from each other (Sandhusen, 2000).

To achieve goals of long-term businesses, the marketing mix comprised of 4Ps: price, product, promotion and location (Jackson & Ahuja, 2016), forming the basis of interventions used by an organization for brand recognition, sales promotion and product positioning on the target markets to achieve a strategic edge. Marketing managers and company owners using 4Ps in their organizations, regardless of the size and scope of their market, can optimize their competitive advantage (Bellin, 2016). Implementing successful marketing strategies and resources can affect the growth of small businesses and is necessary to turn their goods into benefits for small businesses (Medrano & Olarte-Pascual, 2016). In addition, many contemporary marketing researchers and professionals imply the marketing mix as an influential method to help shaping the ultimate outcome of buyer-supplier interaction (Kotler & Armstrong, 2001; Kotler, 2003)

Research methodology

The data were analyzed to verify the accuracy of the measurement model in each element by confirmatory factor analysis (CFA), and then the hypothesis model was tested with empirical data to confirm the relationship among image variables, marketing factors, and product consumption behavior of social business, Banana Family. The structural equation model was analyzed to test the accuracy of the model evaluation, by separating into 2 parts: 1) assessment of the correspondence of the Overall Model Fit Measure 2) assessment of the results corresponding with the major Component Fit Measure (Nonglak Wiratchai, 1999). This evaluation led to the development of the model with the criteria used to check the model in the research. Firstly, it was to assess the harmony of the model and the overall apparent data. The statistical values employed to assess the harmony was Chi-Square, examining differences between a matrix of covariance of the population and the estimated covariance (Bollen, 1989). The Fit Index, an indication of the consistency of the empirical data with the established model, namely the Goodness of Fit Index (GFI) (Arbuckle, 1995), the Parsimony Goodness of Fit Index (PGFI), were indexes expressing the consistency and complexity of the model between 0 and 1. Index RMS SEA (A Root of a Mean Square Error-Approximation), developed index for the chi-squared test (Arbuckle, 1995), was used to compare the fit of the model with empirical data. Secondly, by assessing the correspondence of the results of the key components of the model, the very important process was to verify the results of each section for accuracy and reasonable explanation. This investigation determined the equivalence between the model and the empirical data in each part of the variables. In this research, the parameters were considered in 2 groups: standard error and square multiple correlations.

Research Results

1. Among 304 respondents, 206 of them were female (67.8%). The respondents were divided into 5 age groups: younger than 21 years (25.7%), 21-30 years (17.8%), 31-40 years (16.4%), 41-50 years (20.7%), and older than 50 years (20.7%). For educational level, 183 respondents completed Bachelor's degree level (60.2%) In addition, most respondents had average income of 15,001-25,000 baht (24%).

2. For characteristics of consumer behavior of Banana Family, the research consequences corresponded to the study for the first objective as follows: -

Table 1: Characteristics of Consumer Behavior of Banana Family

CHARACTERISTICS OF CONSUMER BEHAVIOR OF BANANA FAMILY	TOP RESULTS	FREQUENCY	PERCENTAGE
Types of Banana Family products	White chocolate banana stick	86	28.3
Favorite taste of Banana Family products	Salty	122	40.1
Distribution channels of Banana Family products	Trade fair and exhibitions	280	92.1
Average one-time expense of Banana Family products	Less than 50 baht	240	78.9
Frequency of consumption per month	Less than 1 piece	197	64.8
Amount of consumption per month	Less than 1 piece	200	65.8
Main reason of purchase	Deliciousness of snacks	139	45.7

Furthermore, for the returning customer, the data revealed 7.32 from the total of 10 points would be likely to purchase Banana Family products again.

3. The factor of image toward the Banana Family healthy snack shop was found to be at high level. Considering each item, it was found that receiving GMP CODEX standards had the highest mean, followed by being a local social business. Doing volunteer activities for the public benefits, as well as being an example of a community store, inspired one's interest in doing business to help society at medium level. Additionally, the lowest level was the image factor of being an OTOP shop in Loei Province.

4. For the level of opinions toward the marketing factors choosing to buy and to consume social enterprise Banana Family products, the data revealed that the average value was at the high level. The factors of the delicious taste and a variety of products were at the highest levels, followed by the food standards and GMP CODEX, as well as attractive box packaging. The last issue was its healthiness for weight control and its popularity among friends and society, with the average of the least mean.

In terms of the price, it generally was at a high level. When considering each item, it was found that the price of snacks was quite expensive comparing to the health benefits, which was the factor that the respondents agreed at the high level, followed by the quality of the snacks that was appropriate for the its price, and the least average was the its low price when comparing with the same kind of snacks. For the distribution channel, the average value was at a high level. When considering each item, it was revealed that the purchase of snacks from

shops in various exhibitions was the most convenient distribution channel, which was found to be the highest average factor, and then followed by the purchase of Banana Family snacks through its website or Facebook with payment through various channels.

In terms of marketing promotion, the average is at a high level. When considering each item, it was found that public relations at various trade shows were the highest factor and had the highest average, followed by public relations via QR CODE, which helped to get to know Banana Family and its promotions, such as discounts and giveaways, sharing similar average values. Finally, the least average was the promotion from Facebook and reviews on the website.

5. The analysis of the structural relationship of the model and the sample revealed the model had an internal variable with a causal relationship between the variables, with a statistically significant amount of 6 pairs. The image of the Banana Family store had been generally influenced by the marketing factors and had been directly influenced mostly by the factors of price and products. The result did not show a direct influence on consumer behavior, except for the image of Banana Family shop, the marketing motivation, and the effects of the repeating purchases, which related to the marketing factors in terms of location and relevant promotion as well. The causal relationship can be explained in Figure 2.

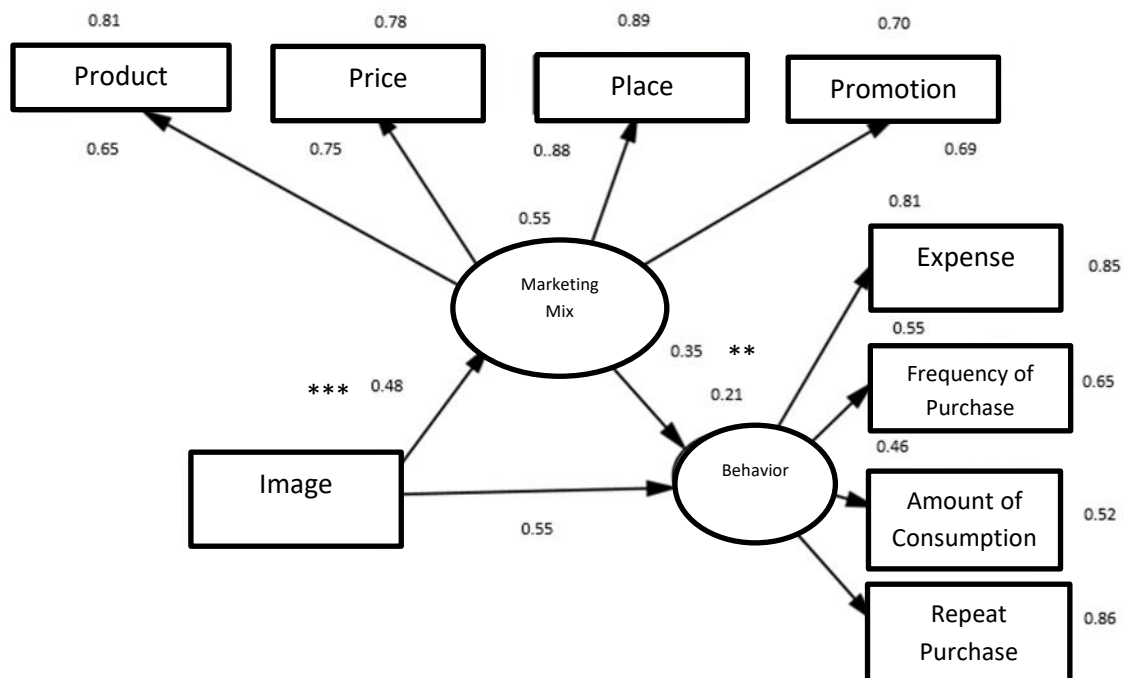


Figure 2: The linear correlation analysis of the main structure (the Model) from the sample

Table 2: Regression Weights

Assumptions	Independent variable →	Dependent variable	Regression Weights			
			Estimate	S.E.	C.R.	P
H1	Image →	Behavior	0.555	0.296	5.750	**
H2	Image →	Marketing Mix	0.481	0.258	8.586	***
H3	Marketing Mix →	Behavior	0.352	0.155	2.726	**

Note: *** Significant at the 0.001 level

** Significant at the 0.01 level

Finally, these variables could describe the variability of consumption behavior at 21.0 percent and this final model was tested and indicated a quite good fit between the data and the model. The results of this research supported that the image of Banana Family healthy snack shop would boost the marketing motivation for products and prices, which would affect the product consumption behavior. The manufacturers had to seriously consider creating images. At the same time, in order to have repeating customers, the manufacturer had to increase the awareness of the image of business for society and to focus on maintaining strong standards, including paying more attention to relevant distribution channels and the marketing promotions.

Discussion

The discussion compared the results of the data analysis with relevant documents and research which would explain as follows:

The image of the Banana Family store had the overall high average level. When considering each item, it was found that receiving the GMP CODEX had the highest mean, which was similar to the research by Girju Marina Magdalena (2012), a Ph.D. student of The University of Texas at Dallas, on the diversity of product consumption, focusing on demand and supply factors affecting private consumption. The results showed that consumers interested in buying snack foods tended to focus on a variety of brand image.

In terms of products, their overall average value was at a high level. When examining each item, it was found that the delicious taste and a variety of snacks were the highest-level factor. Similar to Xuan Uyen Phan Thuy's research, a Ph.D. candidate at Kansas State University researched on food motivation in daily life, and found that the most important

motivation in choosing food for was their taste preferences (Phan Thuy, 2015). The findings agreed with the theory of Seri Wongmontha (2011), discussing that products or services had to be able to meet mostly the target customers' desires, and also agreed with Lee and Kotler (2015), who explained that the product is something that can be presented to the market to meet the needs.

The average price, in general, was found to be at a high level. When considering items, it was revealed that the price of healthy snacks was higher, which the respondents agreed at a high level. Similar to the concepts and theories of Micheal Siegel and Lynne Doner Lotenberg that the price was often an element of the relevant financial ingredients in order to have a healthy change or a social change (Siegel, Lotenberg, & Lynne, 2007). As well as the research by Violeta Chacon, Paola Letona and Joaquin Barnoya (2013), on the techniques of marketing candy packaging for children in Guatemala. They found that the food industry targeting children focused on creating marketing strategies in many ways, especially focusing on cheap price strategy, but there were no children's health benefits.

In terms of distribution locations, the overall average is at a high level. When considering each item, it was found that purchasing snacks from various exhibitions was the most convenient distribution channel. Consistent with the research of Pawach Ontawong (2013) on community product development strategy for snack foods of entrepreneurs in the central area of Mae Hong Son province. The data revealed that increasing distribution channels in various governmental trade exhibitions was a very effective marketing. Likewise, Janipa Kong-im (2018) conducted a research on the consumption of Thai desserts by youth in Nonthaburi province, and found that the store distribution was a factor affecting the level of purchasing decision at a high level.

In terms of marketing promotion, the average is at a high level. When considering each item, it was found that public relations at various trade shows contributed to the desire to buy snacks at the Banana Family store had the highest average. Alike the concept theory of marketing mix of Adul Jaturongkul (2000), stating that marketing promotion can influence consumers at all stages of the buying decision process. Nevertheless, it was not consistent with the research of Pawit Ontawong (2013) who found that the promotion of marketing was not essential to use complicated methods except the branding is the same.

From the research question regarding the image affecting the product consumption behavior of Banana Family, it was found that the image did not directly affect the product consumption behavior. As the results of the linear structural relationship analysis of the main model from the sample, there were only images that affected consumer behavior in repeating purchases. The findings were similar with the research of Farida & Ardyana (2016) on the intent of repeat customers of Starbucks Coffee Shop in Indonesia, which found that creating a brand image and protecting the environment affected trust and satisfaction, directly influencing repeat purchases. In addition, Aaker's theory (1991) suggested the image that is linked to brands and organizations. It impacted consumers remembering products in different ways, as well as creating reasons for motivation to consume products.

For the research question that the image had an indirect relationship with the marketing factors in terms of products, prices, distribution channels, and marketing promotion affecting the product consumption behavior of Banana Family, the findings revealed that the image of the Banana Family shop had been influenced by direct marketing factors, especially from price and product factors which indirectly affected the behavior of consumer products Banana Family. The repeating purchases were influenced by the image of the Banana Family store and marketing factors in terms of distribution and sales promotion. The data was consistent with the research of Elif *et al.* (2011) examining the role of customer reflection on corporate marketing: the impact of corporate image on consumers, found that marketing activities at the organizational level aiming to interact with customers lead to a positive image of the organization and increase the recognition of the organization in the minds of consumers (Elif Karaosmanoğlu, Ayşe Banu Elmadağ Baş, & Jingyun (Kay) Zhang, 2011). Additionally, in accordance with the concept and theory of Assael (1998) stating that the brand image was the image arising in the minds of consumers influencing the perceived benefits caused by the connection of various properties both in terms of utility, tangible function attributes, and tangible emotional attributes, such as viral communication (a Word- Of- Mouth), and observation.

Recommendation/implication

From the study of the image and marketing factors affecting the product consumption behavior of the social enterprise Banana Family, the researcher has suggestions as guidelines for business entrepreneurs and shops on image and marketing strategies as follows: -

1. Banana Family should emphasize its image to consumers to realize that all its snacks are made from organic bananas certified by GMP CODEX, including safety standards from the Food and Drug Administration. This will ensure that the products in this store are beneficial for health and have high safety standards.

2. Banana Family should focus on the image to consumers with a different selling uniqueness that it is local social business, and that the business has been doing volunteer activities for the public benefits, not focusing mainly on donations. Therefore, there should be a logo in every marketing activity, so that consumers could understand social entrepreneurship.

3. For marketing factors, in terms of products, the emphasis should be on the delicious taste and a variety of desserts. At present, there are 4 flavors of bananas: the original flavor, seaweed flavor, paprika flavor, and BBQ flavor. To increase more sales, there should be more flavors and packaging sizes to meet the consumers' needs, as well as the need to create new products to better serve the customers in the future.

4. For marketing factors, in terms of the price, the business should create a new premium product package to level up its marketing position for the middle to high-level market segments. It should also be more concerned with health or subjective benefits from product consumption. This new marketing group may be elderly people or high-income visitors in the exhibition.

5. For creating more opportunities of returning customers, there must be more distribution channels and marketing promotions, with the support of public relations through fairs at government offices. It should also increase its sales by improving the selling style and method through online channels, as well as the distribution through websites, such as Amazon or Alibaba. Additionally, it should focus on creating wholesale agents to cover all over the country, while, at the same time, creating a clear, trustworthy image, that Banana Family social business would return the profits to society.

Recommendation/implication to further study or research

The further study should select another social enterprise which do similar healthy snacks in the other provinces to compare research results or uses research methodology in mix methods to discover different results or comparing between normal snack business and social enterprise may be the good way to study brand image and marketing mixes affecting product consumption.

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