MARKETING PLAN

GROOVY MAP COMPANY
TARGET MARKET OF SOUVENIR PRODUCTS
IN SUVARNABHUMI AIRPORT,
BANGKOK, THAILAND

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EXECUTIVE SUMMARY

Souvenirs have been a part of many traveler's experiences, the quest to navigate the world and take the world with them when they go back home. Souvenirs give the feeling of fulfillment after every trip and can commemorate such an event. However, research studies about souvenirs incorporated with airport retailing are pretty much-untapped fields of research. This research took a holistic approach in scanning the competitive landscape and identify market gaps that impose great opportunities for Groovy Map Company to take on.

Identifying the target market of souvenirs at Suvarnabhumi airport was the main focus of the study to investigate. The findings suggest to focus the marketing efforts of the company towards the dominant segment of Leisure travelers made up mostly Chinese nationals and other ASEAN countries, collectively. The marketing strategy focuses primarily on ASIAN buying preferences influenced heavily by its cultural background, their travel motivation, and the product attributes seen essential for them. With the fast movement of people at the airport, stepping up with the marketing campaigns of the company is the best way to reach target revenues and accordingly conduct changes as needed in the implementation of the marketing strategy.

Lest we forget, *"You can never have too many souvenirs, only too little"*, (Groovy Map Company, 2020).

I Vanne Demiar

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INTRODUCTION

1.1 Background of the Study

Tourism has become one of the fastest-growing industries in the world today, experiencing steady growth almost every year (Statista Research Department, 2018). It is also often cited as the largest industry for good reasons (Goren, 2015), which pushes developing nations a significant number of abundance. In 2017, it had gained an economic growth of 4.6%, outpacing that of the global economy (3%) for seven consecutive years, employing 313 million people around the world, and generated 10.4% of global GDP (ICAO, 2018). In many developing countries, tourism is a thriving force for economic growth and a vital factor for international relations (Ekanayake & Long, 2012). Asia has seen to rise as both a destination and a source market for Travel & Tourism on the decade (ICAO, 2018).

Every year, more and more people travel according to World Tourism Organization (UNWTO), which was estimated to be 1.33 billion people in 2017 or a sixty-fold increase over the past seven decades from 1950 (World Tourism Organization, 2018). As reported by ICAO (2018), Travel and Tourism, which grew faster than any other economic sector, including Finance has the highest potential to create tens of millions of jobs by 2028, given the right environmental policy and regulation as well as full government support. As the economic growth looks promising, and the wild pace of technological advancements, the number of passengers from different places and culture are expected rise even further, especially with countries like China (Pezzini, 2017).
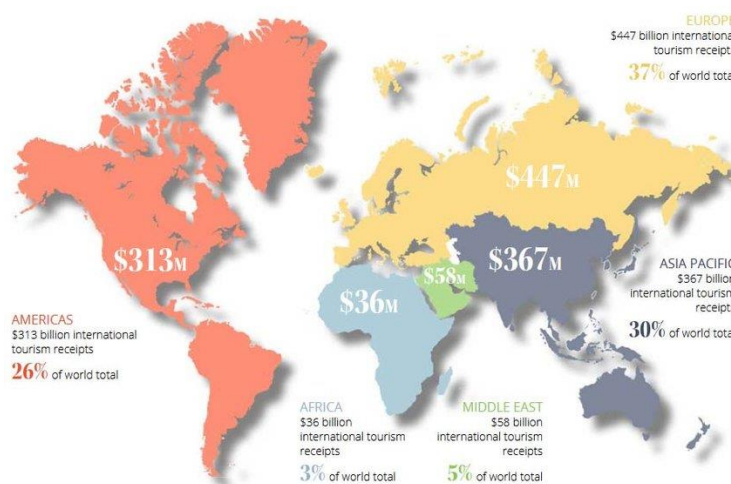
Figure 1. 1: International Tourist Receipts in 2017

Source: ICAO, 2018 (adapted from UNWTO, 2018)

World Tourism Organization (2018) estimates a total of $1.22 Trillion of international tourism receipts (Figure 1.1) from the over-all expenditures made by foreign visitors toward accommodation, shopping, food and beverage and other tourism-related activities & services which is an equivalent to an average of $4 billion per day, that's almost 7% of total exports and a third of or 30% of the entire world services exports. The sector yields a significant economic and social impact to change people's lives around the world for the better.

Thailand has one of the most developed tourism markets in Asia, popularly known as the "Land of Smiles" blessed with its alluring sunsets, beautiful sandy beaches, historical places, world-famous cuisine, affordable accommodation, and many more. The tourism industry is the 'economic lifeblood' of Thailand (Bloomberg, 2019) and is one of the significant sectors in Thailand's economy which has a steady increase through the years, with a revenue of up to 2.5 Trillion baht (USD 71BN) in 2016, accounting for 6-7% of its GDP ("Tourism Industry in Thailand," 2017).

Among the top international visitors and biggest tourism spenders of Thailand, Chinese travelers are considered the "Most Valuable" in the tourism industry by wide range (Ross, 2019), outspending Europeans per capita by 53% (The Thaiger, 2019). This is in line with Suvarnabhumi Airport's statistics of the top countries with the most available to/from Bangkok, indicating China has the most number of available flights

being serviced, followed by India and third are Thailand domestic routes according to Airports of Thailand (AOT) website (2018).

In an article published by Forbes (2018), Bangkok "City of Angels" has been the world's most visited city with an over 20.5 Million visitors back in 2017 (Talty, 2018). Figure 2 below shows the volume of passengers in six major airports in Thailand where it shows Suvarnabhumi Airport (BKK) has the highest recorded number accounting for almost 63% of the total volume in 2018 or a total of 51.5 Million passengers, followed by its neighboring airport Don Mueang (DMK) with a total of almost 16 million passengers (Rosen, 2019). An article published by Bangkok Post (2019), the volume of passengers in Suvarnabhumi airport, has reached an all-time high of 200,000 a day with the anticipation that Chinese tourists are back as revealed by Dr. Sutee Watsuwanwat, Director of Suvarnabhumi airport (Sullivan, 2019).

Passengers volume (persons)						
Suvarnabhumi	51,507,176	4.01%	11,871,901	4.71%	63,379,077	4.14%
Don Mueang	15,978,892	11.29%	24,779,256	3.50%	40,758,148	6.42%
Chiang Mai	2,674,651	16.35%	8,315,218	4.84%	10,989,869	7.42%
Hat Yai	352,763	24.26%	3,903,344	-4.41%	4,256,107	-2.55%
Phuket	10,403,631	13.13%	7,817,894	2.08%	18,221,525	8.11%
Chiang Rai	228,804	91.00%	2,638,485	10.69%	2,867,289	14.54%
Total 6 airports	81,145,917	7.08%	59,326,098	3.47%	140,472,015	5.53%

Figure 1. 2: Volume of Passengers in Thailand's Major Airports

Source: AOT Air Traffic Report, 2018

Although all of Thailand is still considered a seasonal destination due to its dependence on leisure tourism, Bangkok experiences only minimal fluctuations and minor dips in arrivals due to the high domestic demands and reliance on corporate market segments (Bock & Chaisiriroj, 2018). To obtain the objectives of this study, several important details of the literature will be explored. First would be the tourism shopping background, the definition of souvenirs and its typology, and tourists' souvenir purchase motivations.

1.2 Tourist Shopping

Along with the rise in inbound and outbound travel comes with a substantial increase in tourists' expenditures in recent years. In the year 2017, international tourism receipts increased by 4.6%, amounting to US$ 1,340 billion (UNWTO, 2018). Among

the travel-related expenditures, shopping has gotten quite a bit of attention due to its vast potential. It has become a great contributor to the economics of countries, which has gone from a complementary activity for tourists to a relatively motivating factor when choosing a destination over the other. These shopping expenditures include both goods consumed in the destination and products for export to tourist's home countries/regions that have to deepen the visitors' experience in a potentially useful and profitable way they stay in the host community (Timothy, 2005).

Shopping is now an essential part of every traveler's experience and a must for leisure pursuit (Enoch, 2017). In recent years, the enormous demand for shopping activities to be part of every tour itinerary has prompted retailers to shift their promotional campaigns in line with the country's tourism strategy (Timothy, 2005). Moreover, the amount of shopping expenditures increases when tourists' length of stay is longer. In Bangkok, the average length of stay of foreign visitors is 4.8 days, while domestic visitors are at 3.3 days (Bock & Chaisiriroj, 2018).

Tourist shopping can be an everyday thing when you are in Bangkok and is probably one of the highlights of visiting the city. A massive number of souvenir shops sprouting not only in downtown Bangkok but also in its two major airports, ranging from the lowest prices to expensive ones showcasing "uniquely Thai" designs with charm, handicrafts, Thai silk products and many more (Amazing Bangkok, 2018). Popular tourism sites & images, including temples, floating markets, demon masks, and elephants, are also the most common souvenirs in all different types, which you can see everywhere. Most often than not, the offerings downtown are the same with what's in the airport having only a slight difference in price range, as airport prices are expected to be higher.

Airport shopping is considered to be a particular type of in-store shopping in which it offers a mixture of commercial outlets, leisure facilities, duty-free shops, food, and beverage offerings and telephone services, some would even go beyond convenience, just like Changi Airport Singapore having a movie theater, butterfly gardens, and indoor swimming pool to increase service satisfaction. Well-known international products are also conventional in airports, that is why quality assurance is felt in a way that "consumers have more faith in airport products than in products of local souvenir shops" (Geuns, Vantomme, & Brengnman, 2003, p. 617).

1.3 Souvenirs

Tourism provides two types of experiences- intangible and tangible. The level of satisfaction, excitement, and fun acquired are intangible experience during the trip while the actual object, the purchase of souvenirs or mementos makes the experience tangible (Gordon, 1986). According to Anderson and Littrell (1995, p.328), souvenirs are ''a tangible symbol and reminder of an experience that differs from daily routine and that otherwise would remain intangible, such as memories of people, places, and events."

The word 'souvenir 'comes from a French origin, which means "to remember" -- being reminded of the places they've visited and the special memories that come with it (Potts, 2018, p. 27). The American Dictionary defines the term souvenir as something you keep or give to family and friends to remember a special visit or event (Meriam-Webster, n.d). Some people call it as keepsakes or mementos as the only tangible thing they get from a trip which has a psychological connection with the owner, keeping the memories alive and visible after coming back home.

Souvenirs come in different forms and functionalities (Lunyai, de Run, & Atang, 2008). In most situations, souvenirs are locally made, distributed as unbranded products to many stores as a representation of a city or country, or can be directly distributed for famous local attractions & shows (Siregar, Faulina & Novita, 2017). Gordon (1986) have categorized souvenirs into five, namely: (1) Pictorial image souvenirs or also referred to as "universal souvenirs" such as Postcards of beautiful landscapes or buildings at the destination, illustration books, and personal sketches. (2) Piece-of the-rock, referring to the objects acquired from the natural environment such as shells, sand, stone, and some are even souvenirs from hunting deer & stuffed moose. (3) Symbolic shorthand or a type of souvenir with the symbolic representation of the place or time it came from but in an extraordinary context. (4) Markers, on the other hand, are souvenirs that have no reference to the actual place but rather general merchandise having a printed name of the location or the event in particular. For example, a T-Shirt that is marked "Paris" or "New York." (5) And lastly, the local product which is a type of souvenir that is uniquely produced and developed locally. Each category represents different ways souvenirs are being creatively produced and tailored to its purpose.

However, the range of goods purchased by tourists is broadening and does not any longer consist of just souvenirs and necessary personal items (Turner & Reisinger, 2001). The increase in the demand for customized or personalized gifts and culture of gift-giving are just some of the factors that provide considerable growth opportunities to gifts novelty and souvenir retailers. The importance of authenticity is also evident when it comes to souvenir purchases (Wilkins, 2009). Generic non-regional products are also infrequently purchased as it disputes the role of souvenirs as a reminder or memory of place. This demonstrates that people want to buy souvenirs that have a regional connection and reflect the local culture. Food souvenirs, on the other hand, have increased demand in recent years, designating wide display spaces at the retail shops for it. This study, however, excludes food as souvenirs. Although there have been a substantial volume of studies undertaken on the topic of souvenirs, the types of souvenirs purchased and functionalities, the research remains descriptive (Gordon, 1986), and only a few insights for business owners in the souvenir industry regarding the favored souvenir attributes of tourists, what kinds of souvenirs purchased and the amount of money spent (Amaro, Ferreira, & Henriques, 2019). The dynamic nature of tourism calls for more research to bridge the gap in the literature and further understand different tourist shopping behavior towards souvenirs (Moscardo, 2004).

1.4 Souvenir Purchase Motivation

Motivation refers to the desire or willingness to do something or can be the reason for doing a particular task. There are various motivations for the purchase of souvenirs, including the roles of souvenirs, its symbolic meanings, and as well as its functions (Decrop & Masset, 2014). For tourist travelers, souvenirs are a manifestation of their travel experience to others. Very few people take on vacations without acquiring anything to bring back home as evidence of their trip or only just a concrete reminder of their extra-ordinary experiences. This type of evidence varies from person to person, from destination to destination, from every unique experience and preference. Mainland Chinese tourists, for example, love to buy food as souvenirs which have an abundant meaning & as a popular part of the Chinese gift-giving culture (Lin, 2017) while European and North American tourists spend more on accommodations than shopping & souvenir purchases (Heung and Qu, 1998).

Kim and Litrell (2001) explained that souvenir purchases are also influenced by tourists' perceptions of other cultures. More often than not, tourists who understand and respect cultural differences look at souvenirs differently and appreciates the experiences they had during their vacation and would buy souvenirs to help them prolong the memories of the place. Other factors can be seen in several ways, such as the difference in demographic perspective affects the purchasing intentions of tourists. It appears that gift-giving norms are also relative to demographic variables.

Purchasing souvenirs can be a fascinating activity for many tourists. Aside from lodging, transportation, food, shows, sight-seeing events— souvenir shopping has been regarded to be a significant part of the tourist expenditure and are one of the essential elements of the travel experience which can be purchased in many forms that depict images and trigger fun memories of the trip (Enoch, 2017), heading out to tourists' shops for a variety of items that represent the destination they visit (Timothy, 2005) which is the primary reason for souvenir purchases.

Moreover, previous studies showed that the buying patterns of females and males are different in tourism products brought about by gender dissimilarities (Ibadat, 2016). Women being the biggest spenders and tend to buy souvenirs more frequently, especially on clothes and duty-free products, while men are a bit more financially conscious (Fellizar, 2015). It was also claimed by Wilkins (2009) that gender differences do affect purchasing behavior across most dimensions of souvenirs. Though men generally do not shop as many women do at home, on vacation, they willingly participate in tourism shopping activities (Timothy, 2005). At some point, men even outspend women while in a tourist destination. Gordon (1986) further discussed that people who are vacation are more likely to buy just about everything, spend money on silly stuff, as this is the time when they are not working, not serious, and merely enjoying the extraordinary time they have.

The review of the literature shows the strong relationship between tourism and souvenir shopping. The increase of travel in recent years has also increased the shopping expenditures of tourists, and it has helped in many ways the local economy of the tourist destination. Thus, tourism marketers need to forecast tourists' travel activities, demographical factors, and souvenir buying pattern in which the data will be used to improve the souvenir industry.

1.5 Brief Introduction of the Company background

Multiple award-winning Groovy Map Company (GMC), was established in 1999, and served millions of travelers with its formerly bestselling Groovy Map 'n' Guides, covering 27 cities in Asia. With the birth of digital mapping, sales of paper maps declined, and the company moved into souvenir production, supplying to major airports in Southeast Asia. The souvenir range covers apparel products to photo magnets, postcards, stickers, keychains, bottle openers, notebooks, and many more. The products are all designed and developed in Bangkok but having it manufactured overseas.

GMC has focused on Business to Business (B2B) transactions more than Business to Customers (B2C), supplying souvenir shops at the airport rather than downtown shops nor online platform medium; this is because of the significance of the sales generated are primarily coming from the airport shops. Moreover, the company also believes in the general idea that souvenirs are bought at the destination rather than browsing online. Based on airport retailing, the context was not given much attention in the literature review as GMC does not have its shop at the airport and therefore does not deal directly with airport regulations and retailing policies. However, this study must understand the tourists as final consumers because of the nature of the product is entirely dependent on the tourists' demand.

1.6 Statement of the Problem

As Thailand's tourism industry, just like any other industry in the world, becomes highly competitive and demanding due to different internal and external factors impacting the business environment, retail communities are recognizing that "promotion and positioning alone will not guarantee success" (Shelton, n.d., para. 2). Souvenirs are well associated with Tourism, and thus the purchase of souvenirs becomes a significant tourist activity that, in many ways, brings a positive impact to the local economy where the sales take place and create the tourist image of the destination. According to Simonson (as cited in Lunyai, De Run, & Atang, 2008), having the right mixture of souvenir products at the store will have an optimistic effect on the purchase decision of visitors to obtaining souvenirs. Hence, this type of travel retail must be more

than just the typical selection of apparel and postcards. It needs to be something that the tourists certainly want and are considered valuable to them.

There are different types of tourists traveling in and out of airports every day who prefers different kinds of souvenirs and thus have different purchase intentions influenced by various factors (Lunyai, De Run, & Atang, 2008). The vigorous growth of tourism shopping stresses that more researches are needed in order to cope up (Moscard, 2004). Consequently, it is a challenge for Groovy Map Company, a souvenir supplier to continuously create value in meeting customer needs in a sustainable manner especially for places like the airport with high foot traffic of tourists without a thorough analysis of the market, its potential market segments, their purchasing behavioral patterns, and data about the existing and potential new competitors. This puts GMC at a disadvantage and may hinder its ability to cope up with the changes that may occur in the market.

The problem is that some product categories launched are not selling well and are being refused by some souvenir retail shops. The increased market competition is also significant having new entrants offering the same types of souvenirs at lower prices. Thus, the lack of marketing channels and promotional activities at the airport is also being neglected. Moreover, all the problems that resulted from the COVID19 pandemic are making the situation at the airport retail environment harder and impose a lot of uncertainties in the coming months. Therefore, this study will help GMC to stay competitive in the business, be able to develop long term-plans for the company, by as much as possible having a clear picture of the current and future potential market segments, a deeper understanding of its strategic positioning, increased engagement with customers through promotional activities and a data-based assessment of the competitor's presence in the marketplace. Supported by this knowledge, the researcher believes that GMC can better produce the right products, formulate the right strategy, development, and develop appropriate marketing mix.

1.7 Research Goal

The primary goal of the research is to obtain a substantial amount of information needed for Groovy Map Company (GMC) to develop products (for

manufacture overseas) that are tailored to the demand of departing tourists in Suvarnabhumi Airport and be able to promote these using appropriate channels and strategies to maximize its profitability. The expansion of its marketing channels will reach the target audience easier and increased product turnover.

1.8 Research Questions & Objectives

To achieve this aim, this Marketing plan sets out the following research questions with its corresponding objectives:

RQ1. Who is our potential market at the airport?

RO1.1 Determine the appropriate bases for segmentation of the souvenir market of departing tourists from both primary and secondary data to be collected through AOT & ATTA statistics, literature review of researchers in the field of travel and tourism and data from an interview, observation, and surveys of the store staff and tourists at the airport.

RO1.2. To segment the market using these variables.

RO1.3 Profiles of the resulting segments based on (name the variables: demographics, benefits sought, size, competition, media usage, etc.)

RO1.4 Select a segment to target based upon a comparative matrix evaluation of the profiles developed.

RQ2. What are the tourist's motivations for souvenir purchases at the airport?

RO2.1. Develop a list of the different reasons why tourists buy souvenirs that will be based on previous studies conducted mostly from online research, observation, and in-depth interviews.

RO.2.2 Examining the relationship of travel motivations as souvenir purchase indicators on the basis of sales performance per category contribution.

R.O.2.3 The lists of activities that tourists do at the airport that would lead them to buy any sort of souvenirs.

RQ3. What are the current trends of souvenir products that the market segment wants and the relevant promotional activities that come with it?

RO3.1. A list of the product wants of the market segment; a list of products that meet those wants; an evaluation of those products by members of the target segment.

RO3.2 Identification of the most common types of souvenir products available at the airport and its main attributes such as size, color, weight, uniqueness, and material composition thru physically visiting the souvenir shops, observation, interviews of retail staff and tourists.

RO3.3 An analysis of products per area display contribution, the bestselling products versus lowest selling products compared to the results of research from online souvenir articles regarding the newest and in-demand items.

R.O.3.4 Evaluation of each promotional activity with its set KPIs to know if the strategy is working towards achieving the goal.

RQ4. Who are our direct competitors in the marketplace?

RO4.1. To identify the different souvenir suppliers at the airport, the products, and services similar/different from Groovy Map.

RO4.1: A list of the significant places that sell souvenirs in the departure area of the airport from observation

RO4.2 A listing of variables necessary to competition among sellers of souvenirs and an importance rating for each variable from a content analysis of articles about souvenirs or souvenir sellers written in the last five years obtained through a Google search.

RO4.3 A rating of each competitor on each variable and overall using a competitive analysis matrix.

1.9 Significance of the Study

Based on the background of the industry, market, and the history of the company, the significance of this study is to identify the different market segments for souvenirs, factors that influence souvenir purchase, attributes of products that attract passengers in buying the souvenirs and find out the different souvenir brand (competitors) that will help GMC in its future product development catering to the needs and wants of the departing passengers at the airport purchasing

souvenirs. This includes different vital factors such as pricing strategy, placement of products, promotional considerations, the marketing mix elements to be considered (Lake, 2019). Not only does it help the case company, but also it will give insights to airport retail partners to understand the ever-changing travel retail market and contribute to the comprehensive file of literature for SMEs in the souvenir retail industry of Thailand. The results of the research will help the company develop marketing strategies to expand profit margin, properly allocate resources for different promotional activities and invest in product development tailored to the market demands considering different buying preferences that are also driven by cultural backgrounds, high competition and various motivating factors influencing their purchase.

1.10 Scope of the Study

This marketing plan will cover different processes, strategies, and practices that will help GMC in making the right marketing decisions. It requires a detailed action plan covering Market Segmentation, Positioning, 4P's, and different analysis tools & methods to leverage the marketing initiatives of the company. Therefore, various marketing analysis tools will be explored to come up with a useful strategy for the company that will be presented in chapters 2 and 3. Moreover, the paper will investigate the criteria used by tourists in purchasing souvenirs; uniqueness and originality, artistry, aesthetics, size, color, quality, materials used, price, and many other factors by gathering a mixture of quantitative & qualitative methodology through surveys, questionnaires, interviews, and observatory methods from a representative sample consisting of a selected group of departing tourists purchasing souvenirs and the souvenir retailers at the airport themselves.

Chapter 4 is where the actual research starts by assessing the current situation of the company. The section also contains the background of the company (and customer), goals, detailing the products and services rendered and how these products meet or further the intent of the company, and the employed strategies in bringing the product to the market most efficiently and cost-effectively—leading to Chapters 5, 6 & 7, which will discuss the future strategies to be implemented and the control measures of the company.

1.11 Limitations of the Study

While this study has limitations and does not justify the generalization of research findings to every kind of airport (such as those bigger or those located outside Thailand), it will provide sufficient depth and breadth to develop some insights and clues to help airport retailers & suppliers in the souvenir business develop new products with its features based on the buying preferences of Thailand tourists as the influx of people arriving from all over the world continues to grow.

Nevertheless, this research study is limited to available souvenir products being sold at Suvarnabhumi airport that might be different from its neighboring airports like Don Mueang Airport, where the difference in a fleet mixture is significant as well as the types of tourists traveling through & volume of flights per day also varies. Moreover, other parts of Thailand also have uniquely different types of souvenir products and services that lead tourists to buy them under various reasons or circumstances that are incomparable with the circumstances surrounding the airport retail environment.

1.12 Summary

To conclude, chapter one has covered the background of the study from previous researches to establish a theoretical framework. The research questions and objectives, along with the statement of the problem, its significance, and the scope of the study, were discussed. The next chapter will elaborate on the marketing plan structure, its importance, and the selection of critical tools to be used in order to accomplish the objectives of the study and come up with the appropriate marketing strategy suitable to the company's business situation.

CHAPTER 2
EVALUATION AND SELECTION OF PLAN
AND ANALYSIS TOOLS (ESPAT)

This ESPAT chapter will begin with a research-based definition of related terms and concepts, supported by theories & figures to provide theoretical background. Marketing plan, in general, will be described explaining its purpose, objectives, and goals, and how the information of each section will be utilized in giving answers to the research questions of this study. Moreover, different market analysis tools will be utilized to examine the internal and external business environment essential in providing necessary steps to further the study. The main topics covered in this chapter are as follows:

2.1 The Marketing Plan

2.1.1 Definition of Marketing Plan

A marketing plan is a set of written documents that outlines the company's overall marketing roadmap, which aims to effectively communicate, organize, implement and track if the marketing activities are still in line with the organizational goals and describes the course of action (Oppasuwan, 2018). It's a specific action plan with a set

of written strategies (Gray, 2018) being carried out to promote one's product or services to potential clients and make them buy these products or services (Ward, 2010). Based on previous related researches conducted that one of the purposes of a marketing plan is for businesses to collect positive feedback from customers before being told what is wrong. It comes in different forms, which can become formal, informal, or general.
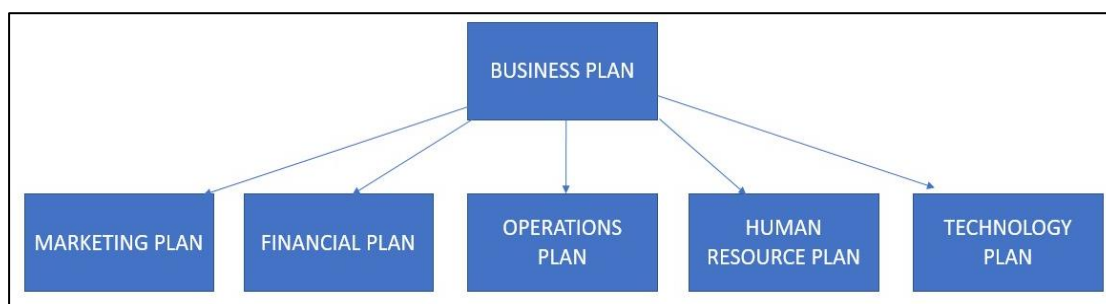
Figure 2. 1: Marketing Plan Overview

Source: Researcher (adapted from Chernev, 2015).

Figure 2.1 illustrates that a marketing plan is not created in isolation and is just one of the different plans in conjunction with the various departments, such as its financial plan, operations plan, human resource plan, and technology plan. Sometimes, it overlaps other plans and may include some issues that influence other ideas; therefore, these plans are interdependent with one another. It is at the early stage of the marketing planning process that the basic parameters are being laid down by the marketing planner to the top management to discuss the relative factors necessary in creating the plan. The context of a marketing plan can be scaled from larger to smaller depending on the purpose, size, and type of business, strategies, or the over-all specific business needs. Regardless of the size, the quality, details, and consistency should not be taken for granted.

Marketing Plan helps marketers be drawn closer to consumers to know their opinions about specific products & services and be able to reciprocate to their growing needs. Having that link with the consumer is crucial in providing the products and perceived valuable services to the marketplace (Burns & Bush, 2017). Furthermore, according to an interesting article shared by ThriveHive (2016), the purpose of a marketing plan is knowing who your clients are, where they can be found, and how to reach them. A marketing plan helps businesses promote products and services that the

target market needs, which requires the valuable process of market research, time, and effort. This commitment can significantly contribute to a company's success. Without marketing, most businesses would fail; more so, every day, operations would be a struggle (SOMD Connect & Associates, 2019).

When we want to market to consumers, we place ourselves on their shoes and think about the benefits or value we can get from the product since our decision will be most likely based on emotions rather than logic (Lake, 2019). Customers are then more interested and willing to learn about the company's products and services and might consider ordering faster. The success of a marketing plan depends on how we incorporate the application of marketing theories and frameworks in achieving corporate goals (Chernev, 2015) successfully.

2.1.2 Types of Marketing Plans

"A well-advised Marketing Plan will help improve the odds against more experienced competitors and newly emerging ones" (Gray, 2018, para. 5). The scope of the marketing plan differs depending on its purpose, the size of the company, and the type of organization it is for (Mcguire, 2020). Extant literature of marketing plans is available both online and hard copies, as well as several marketing strategies available; however, a "one size fits all" way of thinking may not be suitable to every type of business, its target market, and the size of business.

For this study of which the marketing plan focuses on goods rather than services as what is mentioned in the previous section of this chapter, therefore, it affects the structure and contents of the plan suitable to the needs of the company on the study, as well as considering the needs of its airport distributors and final consumers. The type of marketing plan will have to find two targets: the ultimate consumers who are the departing tourists and the retail shops at the airport to convince them to sell the products. The next section will discuss the contents, purpose, and benefits of a long-term marketing plan, tactical/operational marketing plan and promotional plan.

2.3.2.1 Long-term Marketing Plan

A strategic marketing plan is written following the overall strategic plan of the company, given that the marketing goals and objectives need the support of the entire

business. Strategic marketing is looking at the big picture considering the long term goals that the company wants to achieve, the nature of the business and the nature of the customers based on the current market situation, competitive landscape and identify opportunities (Churchill, 2015). Figure 2.2 shows it starts with the definition of business vision & mission, followed by market research analysis, which involves understanding the customer's demographics and buying preferences, recognizing the strengths and weaknesses of the company, and the threats and opportunities presented by the industry. From there, marketing strategy is being formulated, which includes tactical activities to achieve its marketing goals.

Figure 2.2 shows the critical elements of a Business Plan down to the specific activities of a strategic marketing plan, which is composed of market research and tactical marketing activities. It gives an overview of the company's over-all strategy together with the specific channels to focus on.

Figure 2. 2: Key Business Plan & Marketing Plan Elements

Source: (Tree Media, n.d)

Because the marketing plan is broad in scope, there is so much overlap in the company's strategic plan and marketing plans (Mar Iman, 2002); that is why some parts of either plan are similar. This type of marketing plan is crucial for business growth, and it serves as a blueprint before a marketer can address the tactical marketing activities (McDuffee, 2018). However, strategic plans take time to develop, the process

of planning involved takes longer and is being done by the company's central management; therefore, a total assessment of the available resources comes from the top management. Moreover, strategic planning is required when several external factors affect the operations of the business, so the plan must have provisions on mitigating such situations. It is also needed to properly procure and allocate natural and human resources properly within the departments involved in the planning processes.

2.3.2.2 Operational/ Tactical Marketing Plan

Contrary to strategic marketing, operational or tactical marketing is narrow in scope and focuses on the specific tools or activities involved to achieve the goals of the company (Panno, 2019). To be able to understand tactical marketing, one must understand the strategic marketing plan first (McDuffee, 2018). Creating tactics will include the thorough profiling of the customers the company wishes to target, and by doing such, only then the right and most effective marketing channels will be identified and in place. Tactical marketing often involves activities that support strategic plans such as generating leads, building websites, placing ads, and following up. It includes advertising and sales promotions. The purpose of this is to keep track of the day to day activities of a particular project of the plan, which makes it easier to manage, implement, and measure. Moreover, tactical plans are ideal for short-range planning or time-bounded projects as part of the strategic plan. An established strategy takes advantage of the marketing plan before moving to detailed tactics (McDuffee, 2018).

2.3.2.3 Promotional Plan

A promotional plan is also another type of marketing plan that contains a detailed strategy on how to expand the marketing efforts of a product or service (John, n.d.). Promotions are the act of creating and launching different activities that will bring the product closer to your consumer and successfully converting such leads to an actual purchase. It is just one part of the marketing mix and is narrow in scope and focuses on the promotional activities of the company. A promotional plan is a way that the company specifically be able to utilize its promotional activities to bettering its positioning in the market, its communication to its target audience, and be able to affect the purchasing behavior of the consumers (Alanis Business Academy, 2012). The

components of a promotional plan are further broken down into four areas: advertising, personal selling, sales promotion, and public relations (Leonard, 2019).

• Advertising- is most likely the type of promotional mix that most people are exposed to, as every day simply because it is evident (Alanis Business Academy, 2012). However, this can be one of the most costly parts of the promotional activities of the company as it can be any paid media of some sort for some companies that want to have it all out. It includes a billboard, newspaper, magazine, subway/train adverting, travels blogs & vlogs, flyer advertising, free product samples, social-media platforms boosting, etc.

• Personal Selling/ Direct marketing- refers to direct communication to interested customers through face-to-face interactions, phone conversations, emails, and companies of today are also using social media platforms like Facebook to build personal connections (Kuta, 2018). It involves introducing a variety of products and selling what's most suitable for the customer's preferences. Some companies would go for multi-level marketing such as hosting local events for distributors and agents, as well as regular distributions of catalogs, promotional vouchers.

• Sales Promotion- this type of promotional activity involves discount vouchers, travel & tour agent partnerships, brand collaboration, and in-store sales promotions such as "Buy 1 Get 1", website promotions, email marketing, merchandise proposals, brochures & catalogs, and joining travel fairs or trade shows.

• Public Relations (PR)- refers to any type of marketing communication activity that aims to paint/depict a positive image for the products or services offered among its target market (Whitehead, 2008) as well as to protect the build and protect the reputation of the company (Axia Public Relations, 2014). PR, though an essential part of the company's success, in most cases are hired from independent firms and not on the top priority list of the company (Axia Public Relations).

Promotional plans just like any other plans have to be evidence-based by reviewing the lists of promotions that have been offered in the past, the details of its either success or failure, or whether the pursued objectives were met, and then test the different promotions to see which resonate with the target segment (Jain, 2019). Big companies with an established brand name with the consumers can afford to do a national campaign and run advertisements, but for small companies with limited resources might

use sales promotion or direct selling until there's a budget for a larger-scale activity. However, cost-effective advertisement platforms such as social media are what is widely used by almost all companies to reach out to their target audience. Public relations on the other hand, though it is earned and not paid, it is not free and can be very costly, as it was mentioned earlier would need to hire a team of marketers with other channels like journalists to amplify PR activities (Lumen, n.d.). Due to the focus of the specific promotional mix, Public Relations activity is a relatively unnecessary part of this marketing campaign.

2.1.3 Marketing Plan Structure

At the core of Marketing is a well-structured plan that comes in different formats backed by a thorough collection of the market, consumer and competitor data, relevant studies and statistics if necessary (Gray, 2018). To introduce this section, it starts with the vision and mission of the company, a clear representation of why the business exists in the first place. A company with a clear vision and mission directs the company to take action, and these actions require a straightforward marketing strategy that involves a strategic, well-organized action plan from start to end. The marketing plan won't be complete without the components discussed below. As Gordon (2000) indicated in her marketing article that the best format for a marketing plan, in general, incorporates five sections from examining the competition and positioning in the market (Situation Analysis), choosing the target market, setting goals and objectives, formulation of strategies and tactics, and budget, and further elaborated by Philip Kotler (adapted from Dusan, 2013), adding one more critical component which is developing the system of controls:

1. **Situation Analysis.** It is giving a snapshot of the company's current situation. With situational analysis, it considers both the internal and external factors surrounding the business landscape they are in (Lake, 2019). The internal factors involved looking from inside-out will be analyzed by conducting a SWOT analysis (strengths, weaknesses, opportunities, and threats). It is a necessary step to explain the over-all capabilities of a business organization, its potential customers, and the factors affecting the business to develop effective and efficient systems of improvement, leading to sustainable growth. A PESTEL Analysis will be the

primary tool to be used in examining the external macro forces, and its implementation is essential to this study.

2. **Target Audience.** Determining the target audience of the products and services is crucial in many different ways. It allows the company to focus its marketing efforts and resources to the right people. The target audience is both airport retailers, getting them to sell the products, and the final consumers who are the departing tourists. The survey shows that retailers have a lack of understanding of the concept of marketing and how to attract the market for souvenirs (Decrop & Masset, 2014); therefore, helping them to understand the needs of the final consumers will get them to sell the products. Knowing the target market will set the starting point for the creation of marketing goals and objectives, then the formulation of marketing strategy and all its marketing mix. There are many factors to determine, such as demographics, age, sex, income, etc. or their different lifestyles involved. More details on the target audience of the study will be explained in the STP section of the survey.

3. **Goals and Objectives.** This section is one of the essential parts of a marketing plan (McGuire, 2019) as it details the series of target-specific objectives for short term achievements leading to reach the marketing goal (Bryan, 2018). Marketing objectives are smaller steps that help set what the company wants to achieve in a given period of time from its marketing strategy (ThriveHive, 2016). Marketing Goals, on the other hand, are more "broad stroke benchmarks" or, basically, the bigger picture that serves as a guide in shaping the over-all marketing strategy of the company (Wells, 2018). Though the goals and objectives are not the same, they are very much related. The first step is to determine the goals or the desired results to know where you are going and marketing objectives to find out where that is (Bryan, 2018). According to Gray (2018), the structure of a marketing plan includes the mission statement of the business, an idea of corporate objectives for the company, customers, employees, and clients.

4. **Strategies and Tactics.** After defining the SMART goals and objectives, it comes next to the strategy and tactics to be employed in the marketing plan, which is considered the core of any business plan (Gordon, 2000). This section details the methods and outlets the company will use to promote the products and services.

The strategy must be discussed in great detail, picking the most effective course of action and all the activities involved in the process to reach the goals. Each tactic that will be indicated for every strategy must also be SMART and manageable as this is essential in the day to day operation of the business.

5. **Budget.** Every successful business entity needs to allocate a percentage of their income for a marketing budget each year dedicated to further existing marketing efforts and reach more audiences. The company's action plan and all the activities involved in the project has corresponding costs and these costs must be within the allocated budget to achieve its objectives (Dusan, 2013), however when the tactics described are high, marketers can always adjust and adopt more affordable means to achieve goals (Gordon, 2000).

6. **Implementation & Control.** Also known as the evaluation phase (Friesner, 2014). Planning always involves control, and control involves measurement, evaluation, and monitoring -- ensuring product sales and achievement of goals (Luthor, 2019). It is the method of keeping track of the proposed plan as it progress and make the necessary adjustments or adaptation whenever necessary. The control phase reviews the plan periodically and ensuring all marketing efforts are performing up to expectations.

2.1.4   Selection of Marketing Plan

After gathering the information about different marketing plans and the components of its standard structure, the researcher believes that a promotional strategy, with other elements of the marketing mix supported by the G-STIC framework under a tactical plan scope, is seen as what is best for this project to achieve its objectives. This means that the structure is more focused than the strategic marketing plan, and the promotional mix is selected to boosts the promotional activities of the company to support product development and achieve broader business goals with a given period of time (short-range).

Table 2. 1: Evaluation of the Types of Marketing Plan

Types of Plan	Purpose	Timeframe	Focus	Key Outputs
Strategic Marketing Plan	Defining the market, its competitive landscape, and identify opportunities on a larger scale. Concerned on developing provisions on the impact of external factors, and proper allocation of resources for all the marketing activities of the company.	Long term	Broad	Marketing Goals and sets the direction of how to achieve them. Marketing Budget. Resource Plans.
Operational/Tactical Marketing Plan	Designed to support strategic marketing plans, efficient use of the resources already allocated, and sustain the company in its marketing activities.	Short term	Narrow	Better management & flexibility of the day to day activities of the marketing team.
Promotional Marketing Plan	The purpose of this plan is to boost the promotional activities run by the company to reach the target market, to send the right message, and what methods to be used in the marketing campaign.	Short term	Narrow	Brand awareness, brand interest, generate sales, and customer brand loyalty.

Source: Researcher, 2020

Furthermore, here are a few of the reasons why a tactical promotional plan is what the researcher thinks is best for the situation; first, is that tactical promotional plan is concerned about today. In contrast, a strategic marketing plan is concerned with the future (Nielsen, 2019), which is also broad in nature and takes a longer planning process

that involves more people from the top management and will only lead to a great project outcome. Because of the more considerable uncertainty in the marketplace caused by the COVID19 pandemic, more 'new normal' situation is expected to happen; therefore, this short-term plan is a steppingstone to be able to develop a long-term plan when the condition eventually progresses.

Going back to the main objective of the study is to provide the type of products that are tailored to the departing tourists in Bangkok; therefore, this marketing plan is narrowed down to the formulation of a specific promotional plan structure suitable for the customers in the airport retailing environment. Second, a promotional plan is what the project needs, to create brand awareness, brand interest, build customer loyalty that will lead to generating more sales at the airport. Lastly, given the size, resources, and time frame of the company and this project, in particular, it is more practical to work on the smaller tasks that will lead to bigger goals being achieved. A marketing plan will only be in papers, utterly useless if not put into action. A well-detailed and organized marketing plan implementation with a clear focus on the target market lessens the risk of failure.

2.1.5   Action Plan

According to Chernev (2015), a marketing plan must be actionable, clear, and straightforward and, most notably, should in sync with the company's overall plans. Therefore, in order to operationalize the marketing strategy in achieving the goals and objectives of this study, it needs to have an action plan. Promotions are done to boosts sales, but without the right planning and implementation can kill profits and may attract the wrong market segment that can lead to a damaged brand image (Jain, 2019).

Action Plan, also called an action program, refers to the proposed strategy or course of action which identifies the resources needed to achieve the goals of a particular project (Bridges, 2019). This towards the implementation of the plan citing a list of steps and activities involved for the strategy to succeed, of which an actionable marketing strategy and selling model will be utilized to find out the most efficient solution to reach the objectives supported by the G-STIC framework.
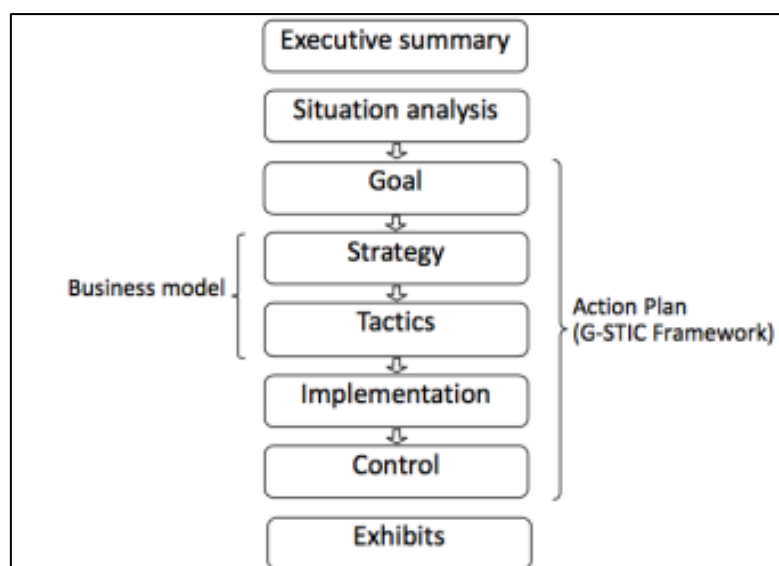
Figure 2. 3: G-STIC Framework

Source: Study Blue, 2020

A G-STIC framework is a generalized approach that aids marketers in solving problems by developing marketing plans (Gregory, 2018); some use it solely for a communications strategy to be incorporated in the said plan (Chernev, 2018). Goals are clearly defined from the beginning to set a direction on the other elements of the value creation process to achieve success considering the focus of the business actions. Strategies then outline the activities involved to accomplish the goals set, characterized by identifying the target market and creating a value proposition. Tactics are then rolled out, designing the set of actions to operationalize a specific strategy. These tactics are composed of 7 elements; products, services, brands, price, incentives, communication, and distribution (Pluhar, 2013).

However, for this specific promotional marketing plan, the marketing mix selected is based on the objectives the researcher wants to achieve. Implementation and Control are in place to execute the tactics and strategy in place, keep track of the progress, and eliminate what is not serving its purpose using various Key Performance Indicators (KPIs).

2.2 Selection of Marketing Tools in Analyzing Current Position

The following tools will be used to analyze the different internal and external factors that affect the business environment and understand the target market of the

company to come up with a data-driven decision. Analysis tools are essential formulating the market strategy and focus on achieving the study objectives.

2.2.1 Content Analysis

Since many of the Research Objectives are likely to be obtained through a review of website or literature materials, the first analytical tool to be reviewed is Content Analysis. Content Analysis is one of the most common qualitative research tools used to analyze documented information, neither printed nor online media, and even physical items depending on the research questions (Bhatia, 2018). The content comes in different forms, such as text, diagram, picture, journals, websites, or even just a simple word cited in social media platforms, which is the most widely used these days. In content analysis, the approach depends on the purpose of the study; however, it is generally done to quantify qualitative data by analyzing systematically specific patterns, sorting and comparing different pieces of information from various sources mentioned earlier and putting it together better to understand the consumers (Clootrack, n.d). The research can be performed through three different methods of content analysis, namely: Conventional content analysis or the inductive category development approach, second, Directed Content Analysis of which the existing research is further validated and analyzed. Lastly, is the Summative Content Analysis which aims an in-depth, more transparent look on the underlying meaning of texts and words.

For example, obtaining useful information for every factor in PESTEL analysis and other data analysis tool relating to tourism, the marketer must prepare all the existing data available online both quantitative and qualitative data from blog posts, webinars and printed papers, interviews and observation then identify the common patterns or relations of how concepts are communicated, sort it and summarize before drawing strategies and arrive at decisions (Lou, 2019). Looking at the travel reports & statistics, either internally or outsourcing help to help interpret, will enable the organization to identify areas that need improvement or attention, finding what works and what isn't working (Hall, n.d.). It is an alternative to traditional mass media to obtain public opinions.

2.2.2 PESTEL Analysis

PESTEL analysis, or formerly known as "PEST Analysis," is a marketing tool used by marketers to examine and monitor the macro-external factors that impact the business organization. According to Business Dictionary (2016), it is often used, especially when starting a new business or venturing to a foreign market. The use of PESTEL analysis allows firms to reduce business threats, be more cost-effective and useful methods to exploit opportunities (Frue, 2016). As shown in Figure 2.6 below, PESTEL is an acronym that stands for Political, Economic, Social, Technological, Environmental, and Legal factors that are all interconnected with each other in the external business environment of the company.

Figure 2. 4: PESTEL Analysis

Source: Professional Academy, n.d.

2.2.2.1 Political and Legal Factors

This section represents the level of government intervention in the economy that influences specific industries such as government policies, labor law, trade and investment policies, political stability, national foreign trade policy, tax policies, and much more (Professional Academy, n.d.). By knowing the Political condition of the country is vital because of the following reasons: First, travel-related policies like scrapping visa-on-arrival or imposing travel restrictions and heightened security at the

country's border gates could hurt tourism relations of the country (Tortermvasana & Kasemsuk, 2020), more so will scare tourists from returning to the country of visit (Thailand) (The Thaiger, 2019). Businesses directly and indirectly related to tourism will be significantly affected in one way or another. Second, being aware of the Free Trade Agreements (FTAs) with other nations and VAT refund policies of the government give a great advantage to companies having a production base overseas; otherwise, restrictions will harm the supply chain and pricing differences. Third, the political stability of the country lures foreign investments and affects the appeal of the local market. Furthermore, every aspect of business operation is subject to laws and policies made by the government; therefore, marketing managers need to seek legal assistance in understanding these laws and adhere to them accordingly to avoid significant consequences (Lamb, Hair, & McDaniel 2017).

2.2.2.2 Economic Factors

Economic factors are of extreme importance to businesses and serve as determinants of a particular economy's performance that may directly or indirectly impact the company. The elements included are economic growth rates, interest rates, exchange rates, inflation and unemployment rates, etc. (CFI, n.d.). In addition to that, Lamb, Hair, & McDaniel (2017) indicated that most marketers are concerned in the three industrial areas; consumer's incomes, inflation, and recession. More often, these factors are the focus of external environmental analysis and how the outlook on each sector could impact a particular business organization. For example, the rise in the inflation rate of any economy has a domino effect on how the businesses determine the prices of goods and services, which will then affect the over-all purchasing power of the consumers because of the decrease in their incomes resulting to changes in the demand/supply models of the economy. Considerations on the customer's purchasing power and preferences are crucial in determining the right pricing strategy to improve sales. Therefore, learning these economic elements that would potentially indicate the direction of the economy is essential to be able to formulate policies that can adapt to it and minimize the risks going forward.

2.2.2.3 Social Factors

Social factors, also known as 'socio-cultural factor's include the shared beliefs, attitudes, values, age distribution, population trends, cultural differences, and lifestyle attitudes, representing the dimension of the global demographic environment of the population where the business operates (Lamb, Hair, & McDaniel 2017). These social factors are relatively important to marketers when segmenting and targeting a certain group of customers, as it influences the motives and purchasing behavior of the population, the prices they are willing to pay, the effectiveness of promotions, or even the process of procuring certain products.   For example, marketing to 'Westerners' is different compared to marketing to 'Asians' (Lee & Lee, 2017), which makes it very important to understand the difference in demographic characteristics strongly related to different consumer buying behavior in the marketplace. Furthermore, evaluating the demographical factors is undoubtedly significant when conducting marketing analysis as the basis of the market are its people. It also enables companies to come up with the right "communication strategy" to any given situation and allocate their resources towards the right marketing activities to the right market segment. Lastly, aside from the potential customers, social factors also take into consideration the local workforce and its availability to suit certain work conditions of the organization. Factors involving employees should not be taken for granted as they are part of the integral part of business operations.

2.2.2.4 Technological factors

Technological factors are linked to the amount of technical awareness that a market possesses, its access to technological advancements and the level of research and development activities involved that affect the operations of the industry as well as the overall economy either positively or negatively (Business Dictionary, 2016). As the world becomes more dependent on technology and given the rapid changes in the technological landscape of the market, it impacts the way products and services are being introduced to the market. Therefore, this factor is essential for any company no matter the size, both the tangible and intangible benefits of technology are essential to its success. However, many companies despite wanting to get ahead of its competitors by investing heavily in research and development hoping to be able to take advantage

when the economy improves, limited resources are a bit of a challenge; as a result, the innovation attempting to innovate limit their searches to areas they are already family with, which only leads to incremental progress but weakens the innovation opportunities thus sales will suffer. Therefore, a company must find the balance of what is valuable to them and what is not to get ahead of the competition.

Although the key to long-term competitive advantage is to develop new technologies and access to internet infrastructure internally, external technology should not be taken for granted as this is also important to managers for two reasons; first, by acquiring the technology, the firm may be able to operate more efficiently or create a better product. Second, new technology may render existing products obsolete (Lamb, Hair, & McDaniel 2017). The lack of information on the latest technological trends and innovation in the industry where the business belongs can be harmful to the organization's operations (CFI, n.d.).

2.2.2.5 Environmental Factor

This sector in the economy has gained so much attention in recent years as people are getting more aware and concerned about what it is to come for future generations. These are the factors concerning the ecological impacts on business that include weather conditions, temperature, climate change, pollution, and natural calamities (CFI, n.d.). There is a growing number of environmental policies in different countries for businesses to be sustainable and environmentally friendly with their operations, as indicated in the corporate social responsibility (CSR) initiatives of various business entities. As for Thailand, the recent banning of single-use plastics has been implemented by major stores nationwide, and by 2021, it will be extended to all shops (Calma, 2020). This is a wakeup call for souvenir producers to look at how the packaging of the products should be. Moreover, this aspect is crucial for the Tourism industry as tourism-related activities more than economic sectors, used environmental resources as its main source of production input, in which such resources are non-reproducible and plays an important role in identifying the destination that appeals to tourists (Dell'Aglio, 1994). So the development of tourism can result to both negative and positive impact, but with the correct management of tourism in a way that is it compatible and sustainable to the environment with the aid of tourism planning and

gaining a deeper understanding on the effect of every activity on the environment, then it can have positive environmental effects (Asadzadeh & Mousavi, 2017).

2.2.3 SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

SWOT analysis generally involves internal and external evaluation of the company to help create goals, strategies, and implementation measures necessary in the decision-making process (Lorette, 2019). It is one of the most common tools used in giving the marketers around view of the environment in which they operate to understand better the projects and challenges that come with it. To be able to develop the necessary strategy for improvement, one must evaluate and follow the current situation first before heading to the next level. The researcher believes every company is different from each other in several ways or another; therefore, the outputs of SWOT analysis will give a more in-depth understanding of how the company operates and ways to take advantage of it. According to Malcolm MacDonald (as cited in Chaffrey, 2019), he recommended that SWOT analysis should focus on a particular market or target segment rather than being too generic. Figure 2.7 shows four quadrants that indicated the four components and indicates questions that serve as a guide in going through the analysis.
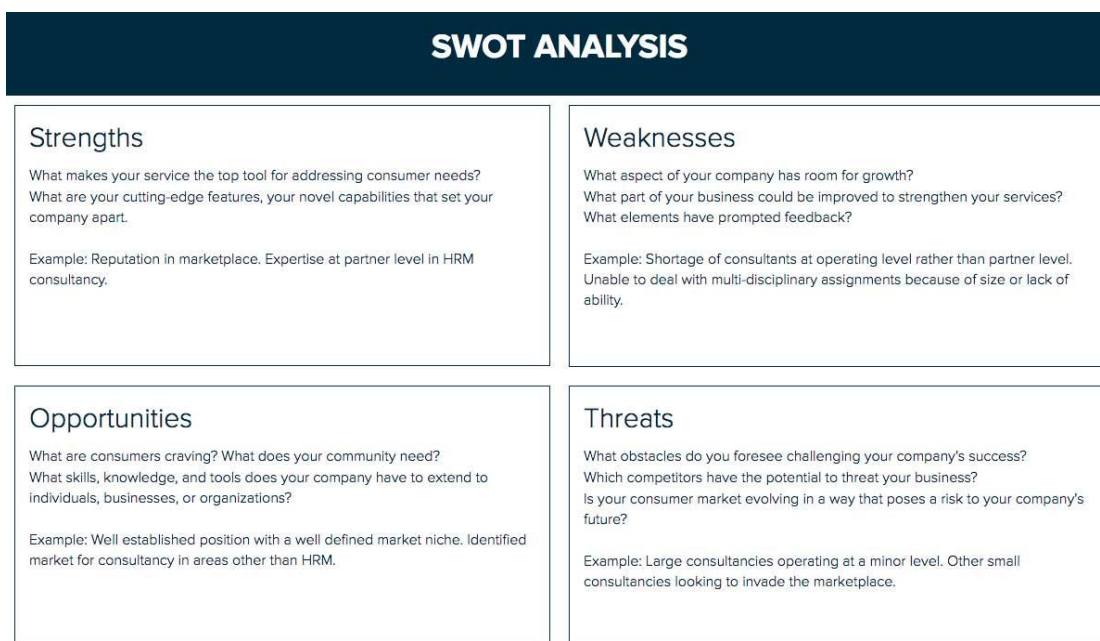
Figure 2. 5 SWOT Analysis

Source: Xtension, n.d

Internal Analysis: Factors that are involved as a result of the organizational decisions made under the control of the company or team.

- **Strengths.** The first element of SWOT refers to the competitive advantage of the company in the marketplace. It is what the company different from the others and holds an edge over its competitors. This can be tangible or intangible such as the company's brand image or the over-all unique selling points of its particular product or services (Shewan, 2020).

- **Weaknesses.** In contrast, this section identifies the company's areas of vulnerabilities that can be taken advantage of by the competitors. It is essential to assess the challenges faced by the company that's pulling it back from its projects and goals so future preventive measures will be put into place. For a souvenir business, in particular, this can mean the resource limitations to continuously develop new products or frequent delays of order fulfillment due to lack of workforce. The earlier detection of such weaknesses can reduce the chances of threats to the business at hand.

External Analysis: This means outside external factors surrounding the company that no organization big enough to manage, not within its control.

- **Opportunities.** This is everything that a company could do to improve sales performance, manage growth, and advancement into achieving the company's mission and vision. What more can the company do? What are the favorable external factors that the company can exploit to gain a competitive advantage? These questions can help us determine the areas where the business can improve. For example, in a tourism-related industry, the increase in tourism arrivals indicates an opportunity to have more customers requiring the products and services closely associated with tourism.

- **Threats.** The last element of the analysis, which refers to external factors that may cause harm and impose risks to the company and its opportunities for growth (Shewan, 2020). These are things a company can only manage the impact but has no control over it (Grant, 2019). It can be anything that negatively affects tourism directly or indirectly, such as exchange rates, political instability, terrorism, and worsts are pandemic caused by viruses as what the

world is experiencing now as of this writing where travel restrictions are imposed globally. Furthermore, specifically for a souvenir business would be a mixture of the increased presence of other souvenir brands in the market, the expansion of competitors' souvenir range, and the heightened restrictions imposed by major establishments in the market that dictates which product to sell or not to sell. It is important that these threats will be identified sooner, to lessen its impact on the operation of the company.

When creating a marketing plan, the SWOT analysis framework gives a strategic view of the internal and external elements crucial for the survival of the company. The output of this analysis aims to capitalize on the company's strengths and maximize market opportunities identified while working on diminishing weaknesses and minimize business threats no matter what kind or how big the company is. Some information from this type of analysis will be an eye-opener and a game-changer at some point.

2.2.4 Competitive Analysis

From a business perspective, 'competition' always means getting ahead of the game, trying to achieve goals sustainably, and ideally beating the contending businesses having the same products and services with yours. This section will explain the related factors and processes involved in competitor analysis as required within the objectives of this research study. Therefore, this section competitor research section will help the researcher identify who the competitors are in the marketplace, both direct and indirect, what are the products/services they offer different or similar to the company, their strategy and finding out ways, how to surpass them. Understanding the competitors is as important as studying your own business (Kinnison, 2019).

In recent years, an increase in competition under several reasons put an enormous amount of pressure on many industries and business entities trying their best to survive (Laakso, 2017). Technology has experienced an increasingly rapid evolution of technology and easy access to information; today's customers are getting more investigative and sophisticated when it comes to their purchases. Gathering information from the internet is very convenient, comparing one product to the other has never been easier. This is why businesses need to step up from the traditional marketing ways as

the need for getting ahead of the competitors is becoming more of a necessity rather than a marketing desirable goal (Laakso, 2017). Keeping an eye on the competitors, its relative size, and level of influence in the industry will help anticipate shifts in the market, can be a reference for trends and successful tactics (Moore, 2019).

2.2.4.1 Kinds of Competitors

There can make a long list of competitors in the market, and it's beneficial to categorize them into three kinds: Direct (Primary), indirect (Secondary), and Tertiary Competitors. Knowing the difference between each one gives a better idea of how it relates to the business:

- **Direct Competitors.** This refers to companies that sell the same products or services as you in the same area, having the same target audience and serving the same purpose (Boyd, 2019). Identifying direct competitors helps you better understand why their venture is focused on the key features what your target market requires. It is, therefore, essential to determine these differences.

- **Secondary Competitors.** This study refers to shops or airport outlets that are not being supplied by the company in the survey. These shops sell the same product range at the airport but does not necessarily target the same market audience and does not necessarily have the same types of products as to the direct competitors are selling. These shops also impose great opportunity for market expansion and reach more segments.

- **Indirect Competitors.** These are companies that indirectly impact you because they may or may not have precisely different products or services. Still, they are targeting a diverse audience (Moore, 2019), or to the same audience (Goldstein, 2016). Indirect competition does not mean they are a lesser threat to the company; instead, they help us understand the audience, give the new marketing ideas, helps us discover new markets, and may even be a future partnership with the company (Goldstein, 2016).

Acknowledging the competitive landscape will enable the company to re-align the strategy to promote products in the given environment. This way, having more data

about the competitor will provide the company with an edge on how to do it better and why the customers will have to choose the company's products over them. As the business environment gets more competitive and revolves at a faster pace, it is crucial to be kept on track, either you see the competitors of what to do or not to do in the company.

2.2.4.2 Competitive Matrix

There are dozens of competitive matrixes available online. These are a collection of tools that can be used to give a clear picture of the company's position compared to others in the industry (Kosaka, n.d.). This helps identify the strengths and weaknesses of the competitors, what sets your products apart from them, and the market segment gaps that can be an opportunity for the growth of the company.

Because the main objective of this study is about developing the right products to the right customers, therefore, the researcher chose to apply a simplified 'Feature Comparison Matrix' to illustrate better the different products offered by the company and its competitors with the use of rows for the features and columns for the list of competitors. The process will help the researcher identify the features that are missing on the company's products and never have thought of about it. We can always learn from our competitor's mistakes, as a result of this, incorporating this new knowledge to the features of the company's upcoming products will be an advantage (Richa, 2014). This can help craft a better product or improve functionality that can make a product unique among the others (Kosaka, n.d.).

A competitive matrix can be a simple chart or table referring to Table 2.2 below that illustrates evaluation of factors that differentiates one competitor to the other that also includes critical success factors or features that the companies have including your own which is rated based on weighted scores as the attributes often are not equally valued. Moreover, Tighe (2017) emphasized that merely knowing what the competitors' products or service offerings is not enough. Competitive matrix is excellent input for promotional strategies and planning based on the results of the analysis, giving a better direction for the company's marketing campaign to focus towards improving areas where it has been the lowest and be able to maintain the ones that the company excel compared to competitors. Also, it helps develop better positioning and in-marketing messaging through advertisements of such kind (Berry,

n.d.). Furthermore, often some factors do not seem to be necessary but later discovered as an essential product attribute and most valued, especially by the end customers.

Table 2. 2 Competitive Matrix Analysis Chart

Competitive Matrix Analysis Chart Example								
		Your Company		Competitor #1		Competitor #2		Competitor #3
Key Success Factor	Weight	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
Marketing	0.15								
Brand Reputation	0.1								
Product Quality	0.2								
Competitive Pricing	0.2								
Product Range	0.1								
Customizable Products	0.05								
Superior Display	0.15								
Customer Service	0.05								
Total Score	1		0		0		0		0

Source: Researcher, 2020

Thus, for the purpose of achieving the objectives of this study, the competitive analysis will also include specific aspects of the competitive environment such as who their target markets are, their main point of differentiation, key features/advantages highlighted in their sales materials, and their social media integration. All of these other components can be adapted by revising the matrix appropriate to the souvenir business situation. Hence, the results of this analysis can be used as a basis for the map positioning of the company, which will be further illustrated in the next section, which is Segmentation, Targeting, and Positioning (STP).

2.2.5   5W1H Data Analysis Framework

The 5W1H model framework stands for What, Why, When, Who, Where, and How Much, which are the six basic questions that marketers need to answer to plan for the promotional campaign of the company, operationalizing the strategies in place and which resources to exploit. This one of the most efficient management **tools** ever existed and widely used in data analysis, yet one of the most simple and easy to apply (Veyrat, 2016). This helps the researcher to completely clarify the possible questions that may occur in each of the action phases during the implementation of the plan.
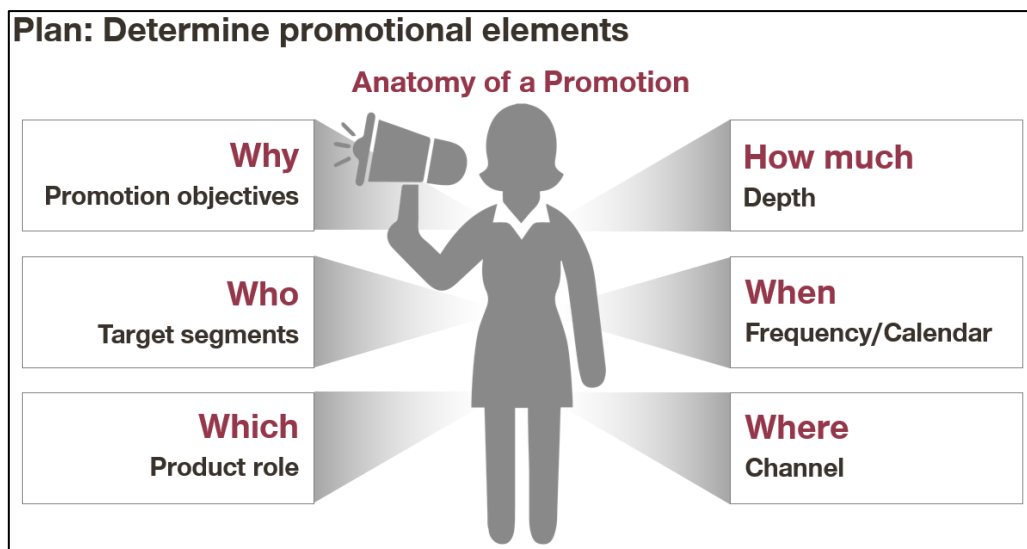
Figure 2. 6: 5W1H Model Framework (Promotional Plan)

Source: Jain, 2019

Figure 2.7 illustrates how each of the promotional activity will be in place starting from citing the WHY- the reasons for the promotional campaign, which are the Target segments, WHICH products, HOW much is the cost (Campaign Budget), WHEN would be the timing of implementation (Promotional Calendar), and were (the Sales channel). The step by step action plan will be more manageable with the right promotion strategy. Every step of the 5W1H, combining all the questions, leading to answers that gives a simple check if you are heading the right approach, therefore an orderly and systematic way of workflows and actions takes place. Proper execution of this method will lead to the success of achieving the set goals and objectives, answers to the research questions. Moreover, this action plan recommends involving more people in the implementation by asking help from other employees or collaborators thru brainstorming and interviews. The key is that for every detail of the entire process, from the initial reason behind the promotion to choosing the right channel to reach the customers' needs data-driven planning, bringing all together with the six elements where it will results in a win-win promotional campaign for both retailers and final customers.

2.2.6   Key Performance Indicator (KPI)

As different marketing activities will be in place, it is highly essential to keep track of it regularly, and evaluate its effectiveness, this process is called Key

Performance Indicators (Wilde, 2019). It is a way of assessing the level of service and value that the specific marketing activity brings to its customers. In some instances, if a particular product has not achieved its potential target, KPIs are applied to find out the reasons why it is not reaching its optimum performance despite the marketing activities involved. By assessing these marketing activities, unimportant activities can be eliminated and redirected to be more useful. As a result, customer satisfaction can be achieved because the marketer now knows how to maintain and nurture relationships with the right marketing strategy and ensure competitive advantage (Wilde, 2019).

2.3 Defining Marketing Strategy Methodologies

There is a widespread belief that when you build a great product or service, customers will come, but that's not how marketing works (Soley & Wilms, 2019). Formulation of strategy incorporated in any type of business plan is so essential that no one dares to venture into a new business or project without a solid one. This section will discuss the following strategies: Segmentation, Targeting, & Positioning (STP), Product Promotional Mix, & Value Proposition.

2.3.4 Segmentation, Targeting & Positioning (STP)

The research objectives require to identify the potential target market with the appropriate bases for segmentation; therefore, Segmentation, Targeting and positioning analysis of the company and its products or services is necessary for this study to reach its objectives.

2.4.4.1 Market Segmentation

Generally, a market is a group of people or organization who is likely to buy your product or service (Market Segmentation: Why Market Segments Are Important to Marketers, 2012) that can be further broken down to smaller, more manageable segments. These market segments differ in size and potential share a one or two common characteristic, interests, and priorities grouped that makes them want the same products. Market segmentation makes sales and marketing planning more comfortable because it matches the specific needs of customers. This leads to identifying the

segment, which will likely benefit and respond to the products or services the company offers (Gray, 2018).

"Not everyone is your customer," a famous marketing line which is very accurate, and this probably one of the most common mistakes marketers do. As a marketer, "You can't be everything for everybody" simply means you cannot solve all people's problems nor the ability to reach all people (Tow, 2019). Market Segmentation plays a vital role in the marketing strategy by creating custom marketing needs for a specific group of people in ways that a company can effectively communicate with them (Lamb, Hair and McDaniel, 2015). Market segmentation can be utilized by any sectors in the tourism industry, such as hotels, tourist destinations, travel and tour operators, restaurants, and many more (UKessays, 2018). For this study, the airport will be the focus for which market segmentation will be utilized, alongside the collection of data heavily from tourism statistics online and articles from tourism government agencies and travel organizations worldwide It is essential that these data gathered are up to date, relevant and repeated regularly to make sure the validity of data at any given point of time.
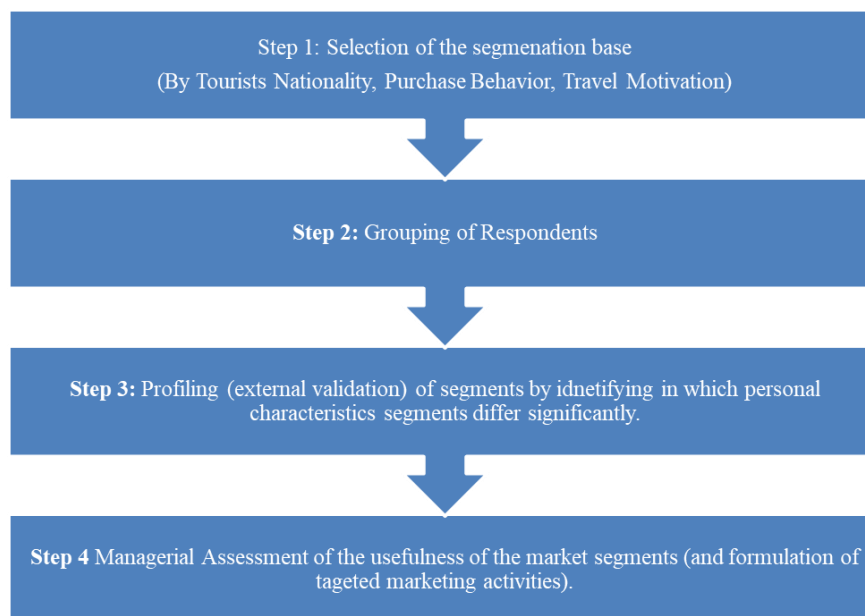
Figure 2. 7: Market Segmentation Process

Source: Researcher, 2020 (as adapted from Dolnicar & Grun, 2008)

An outline of the market segmentation process catered to this study is illustrated in Figure 2.9, which consists of 4 main steps. Step 1 is determining the variables or criteria for splitting customers into groups, which usually starts with basic demographics like gender, location, nationality, then goes much deeper to Travel Motivation, Purchase Motivation, etc. Step 2 is determining the similarity and dissimilarities of respondents and group them. It is also essential to keep in mind that several variables to be studied are dependent on the size of the sample. The challenge is now how to select a number of segments that best represents and make use of the data. Moving to Step 3 is profiling each section into sub-categories. Sofie Lundberg (2018) suggests that segments should be tailored relevant to the objectives you're re trying to achieve in your marketing plan and avoid unnecessary noise. Finally, in Step 4 is the presentation of the data collected about the segments and presenting it to the management for evaluating whether or not the market segments are attractive and potential for growth for the company.

After determining the market segments, it is essential and useful to explore these segments further if it becomes a potential target market that meets the four primary criteria and guidelines:

1. **Substantiality.** The ability of the segment to purchase, not just little interest shown towards a product or service. In most cases, the segment should be big enough to be worth investing in or developing a unique marketing mix. It has made commercial sense (Lamb et al.). In this instance, the number of Chinese tourists visiting Thailand is so high that it can be considered very substantial as a souvenir market segment.

2. **Identifiability and Measurability.** The segment must be identifiable with a quantifiable size. The measurability of the segment is essential to be able to evaluate its potential and attractiveness. Data available online will help determine the size of the segment, specifically if it pertains to the tourism arrival statistics of a country. In Thailand, for example, would be Airports of Thailand (AOT) website and Association of Thai Travel Agents (ATTA) are very useful.

3. **Accessibility.** The level of accessibility towards the segment in terms of distribution and communication. The segment needs to be reached consistently

and effectively, and it will only be possible if there are different ways of communication. Some segments can be reached through online promotions, while some are through printed ads.

4. **Responsiveness.** Given that each segment must be unique and different in some ways, a differential response is also expected when exposed to various promotional offerings. If in case the segment does not respond to a distinct offering, combining it with another similar segment can be an option (Qualtrics, 2020).

"*The needs of each segment are the same, so marketing messages should be designed for each segment to emphasize relevant benefits and features required rather than one size fits all for all customer types. This approach is more efficient, delivering the right mix to the same group of people, rather than a scattergun approach*" (Hanlon, 2019, para. 13).

The expected outcome of market segmentation is a competitive advantage. The actual study aims to segment the tourists in a way that is relevant to the objectives of the study and has the most managerial value. In this case, it will consist of tourist travelers by nationality, or tourist according to travel motive, and purchasing behavior. And as we go through the process, we may realize that segmenting based on some particular variables may not produce actionable segments; therefore, it is important to iterate the findings and cross-check with other sources to ensure that the segments we want to cater to best serve the objectives of the marketing, sales and product team of the organization.

2.4.4.2 Targeting

Targeting simply means selection of the market target, capturing the customer group that has been divided into the market segmentation process. It is taking a holistic approach in building the marketing strategy to ensure that the company is marketing to the right people, and all its marketing efforts are focused on achieving the set objectives and goals (Chan, 2019). Identifying the target market means figuring out not only who needs your product or service but who is more likely to buy them (Kraly, 2017). Emphasizing the need to get to know your customers a little deeper is a key to

discovering market opportunities, attracting new businesses, and increasing sales. If marketers don't understand the needs of the target market, the right product or service will not likely to be produced (Soley et al.), may run promotional activities which no one can relate to, or using advertising medium that your customers won't have the opportunity to see.

Figure 2. 8: Organizational Resource Strength

Source: Athuraliya, 2018 (as adapted from creately)

Often times, 20 percent of a firm's customers produce 80 percent of the firm's revenue (Lamb, Hair, & McDaniel, 2015). It is crucial that the company allocates most of its time and most of the resources to the right customers who generate the most revenue. Using targeting in the marketing plan serves both the customers and the company itself. Knowing your target market simplifies everything as the sales and marketing efforts now resonates more deeply with the company's specific audience. And when you speak to the group of people you want to target, you have a higher chance of attracting the right people. Relationship and image marketing become crucial when some of the target segments do not actually even purchase the products but just support the actual buyer to choose the case company's option. Departing passengers from Suvarnabhumi Airport, for instance, wide cover selection of market segments, therefore, it is crucial to evaluate the profiles of each segment, 'attractiveness and resource strength' of each one before choosing which segment to target (Athuraliya,

2018) that will best serve the company. An Organizational Resource Strength framework is a great tool using a 4-quadrant graph to identify how to prioritize and map out the potential market segments to target to help achieve the marketing goals and objectives.

2.4.4.3 Positioning

From the results of segmentation and selection of segments to target will be to determine the right message to relay to customers; this is why it is crucial for this tool to be used in this plan. Positioning is an analysis tool of the customer's perception of the company's image and its relation to its direct competition (Lamb et al.). It assumes that customers compare products based on their featured benefits & advantage. Anything that is perceived by the customers to be unnecessary or irrelevant product features are not given much attention in the market. From the data gathered in competitive analysis, such as the list of competitors, their product and service offerings, pricing & promotion considerations, product attributes and much more, we can then assess the positions occupied by these competing products and examine the dimension behind these positions (Lamb et al.).

A most common illustration of market positioning is creating a perceptual map, with the lists of customers, its product location, and brand, mapped onto the matrix based on two or more variables that determine the purchase (Hanlon, 2019). The positioning chart may not have an accurate presentation of the souvenir market, but it can help illustrate how to use product positioning in analyzing the company's current market position amidst a huge competitor presence. Not only does market positioning assess the current positioning strategy of the company but also its desired position to its target market, whether repositioning is necessary to current, past mistakes, to create a compelling marketing mix (Saari, 2015).

2.4.7 Value propositions

Value Proposition showcases the reason why a company exists. It is the fundamental value that the company offers to its customers and how it can be distinguished from its competitors (Osterwalder, 2004) in many aspects such as quality of products, competitive pricing, the efficiency of order fulfilments, and more so the level of service being offered. According to Camlek (as cited in Laakso, 2017), not all

value propositions are created equal, and many of them are merely presentations of product features and functions that cannot be considered valuable to many customers. It would be more attractive to customers if the value proposition talks about how a product or service can benefit the customers rather than baseless claims or over the top superior value (Anderson, Narus, & Rossum, 2006).
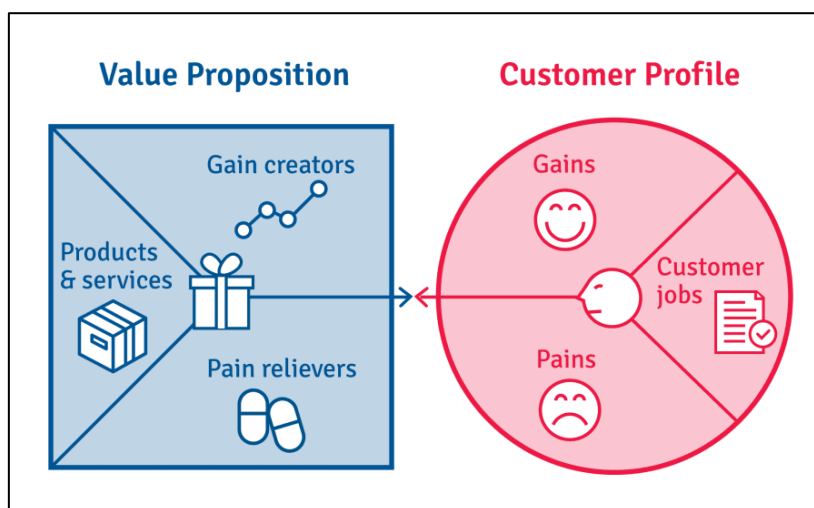
Figure 2. 9: Value Proposition Sample Illustration

Source: Linne Innovation AB, 2019

Figure 2.11 above shows that for a company to create its value proposition is has to have the proper bases from the customers' pain points, expected benefits, and perceived value. Moreover, a clear picture will be drawn from the results of market segmentation analysis, the identification of the target market, and what the competitor analysis will provide the bases for the value proposition and be able to deliver the promised value to its customers which are the main reason why they choose our products over the others.

Last-minute shopping can be stressful when you couldn't have too many souvenirs, or there is too little time to buy stuff before boarding and that gifting-culture we have back home. As they say, "No one regrets buying too many souvenirs, only too few." Therefore, convenience and availability of souvenir products with its unique designs at a competitive price all in one place can be a great value proposition for the customers, never have to leave one shop to look for more products given the time constraints while at the airport. More factors will be considered after getting the results from market analysis and STP.

2.5   Summary

The formulation of a marketing strategy involves many steps and can be difficult if you don't have proper market analysis and planning tools. The reason for reviewing all the information regarding the analysis tools in this chapter is to understand them better and how outputs from using these tools can impact the way we research this particular marketing plan. The different tools presented in this chapter helps in narrowing in the most critical decisions to make clearly and systematically resulting in a more defined, high-impact, realistic, and practical plan. Taking into consideration the research questions and objectives, it takes us through the fundamentals of what business ideas that matter to a souvenir business, highly dependent on tourism. No strategy that is better than the other, but they are all different. The third chapter will cover the details of the research and data collection methods to obtain the required data.

CHAPTER 3
METHODOLOGY

This chapter of the study will elaborate on the data collection methodology employed in this study, the type of research design with the utilization of the analysis tools, which were discussed in the previous Chapter 2. Testing the quality of research through reliability and validity analysis will be addressed and is considered an essential part of the section before analyzing the data and drawing conclusions. This chapter will be organized as follows:

3.1 Research Design

3.2 Research Methodology

3.2.1 Secondary Data

3.2.2 Primary Data

3.3 Population & Sampling Method

3.4 Sampling Methodology

3.5 Research and Data Collection Instrument

3.6 Data Analysis

3.6.1 Quantitative Data Analysis

3.6.2 Qualitative Data Analysis

3.6.3 Pre-Test

3.7 Ethical Considerations

3.8 Conclusion

3.2 Research Design

The main objective of this study is to develop products tailored to the departing tourists in Suvarnabhumi Airport, therefore, with the right procedures in gathering such information about of who are the potential market, their purchasing behavior, and the current trends as well as who are the competitors of the business. For this research study, with the primary objective of providing the right products to the target market of Groovy Map Company, based on the literature review of both quantitative and qualitative methods, it is more practical for the researcher to employ quantitative research.

However, the absence of either one would lessen the impact of the study as it was initially planned. Given the language barrier, the limited time frame, and the airport restrictions on surveys being made at the airport, the researcher decided to obtain relevant information with numerical implications without affecting the desired results of the research in a time-efficient manner. Compared to qualitative data collection methods, survey method allows the researcher to collect data economically and efficiently due to its large sample sizes covered (Burns & Bush, 2014). Technology has opened new ways of collecting data in the advantage of both researchers and the target population.

Furthermore, the researcher believes that to construct this marketing plan successfully, and it has to go through 3 stages; theoretical, applied, and practical steps to give the researcher a better understanding of the crucial principles involved from start to end of the marketing plan. The conceptual stage will include firsthand information, records, literature, and online sources; thus, it is essential to establish a theoretical background. After the theoretical base of the study has been established, the researcher will conduct online surveys having both close and open-ended questions, with the use of non-probability sampling, which will be discussed in the latter part of this section. The probability of getting feedback from online surveys is higher than all the other methods. The online reviews are followed by observation methods and other research activities to check the accuracy of the supplied data from the respondents in a direct way. The method will allow the researcher to assess the data, combining it with the gathered technical information and research results

together, evaluating whether or not these actions are appropriate and how it will influence future planning. The results will be analyzed and utilized to come up with an effective marketing plan for the right products to be offered to the customers at the airport. Finally, a conclusion will be drawn, and the researcher will set the control measures for the plan to make sure it will be continuously implemented for a better outcome.

3.3 Research Methodology

The data collection methods were structured following basic techniques. It includes secondary and primary data collections of both qualitative and quantitative data defined in the previous sections. The methods are devised and prepared, following the objectives of the study.

3.3.4 Secondary Data

3.3.4.1 PESTEL Analysis

For PESTEL analysis, the research will consist of online searches of specific keywords limited to the past five years, relating to macro-external factors or known as the Political, Economic, Social, Technological, Environmental, and Legal factors that impact the business organization and the health of travel & tourism market. For Political and Legal aspects, searched for keywords such as Suvarnabhumi travel restrictions, COVID19 travel bans, Bangkok, tourism programs, taxation laws, import/export regularities, and other related legal policies that either directly or indirectly affects Travel and Tourism sector. Additional keywords identified during the search will be probed for added information.

Economic factor, which is considered highly influential among all the other, requires access to updated information through news articles and websites. Information such as updates on the tourism market conditions, emerging trends in tourism, tourism contribution to GDP, tourists' arrivals, exports, imports, inflation, exchange rates, etc. that can readily access online through reliable sources such as Bangkok Posts, Thaiger News, Thailand Business News and other international media sources such as Bloomberg, The World Economics, New York Times, and much more will be examined explicitly on how it will affect the future of travel & tourism to Bangkok.

Moreover, in exploring Social factors, keywords like Thai consumers, culture and traditions, religious influences, Bangkok souvenir shopping, and social trends that result in travel and tourism will be carefully examined as will trends in souvenir purchases and gift-giving. The researcher will utilize the information from tourism-specific journals, travel-related online books, travel blogs, outbound-inbound tourism studies, and previous studies regarding tourists buying behavior relating to the tourists in Bangkok, which makes it easier for the researcher to consolidate contents and come up with the conclusion. For Technological factors, keywords such as Thailand 4.0, online bookings, e-commerce, payment advancements, tourism e-market, Suvarnabhumi safety & security, and airport automation processes. Issues such as transportation connectivity of airport to the rest of the Bangkok city, Suvarnabhumi automation facilities, and upgrades of services will be given much importance, providing a long-lasting impression when they go back to their home countries.

Lastly, for Environmental factors, key phrases such as Thailand's natural beauty, effects of tourism to the environment, Thailand plastic battle, which are in a way most heavily connected with the policies and plans of the government, will be searched on google. These environmental issues affecting tourism activities in the country will be enumerated and examined. Therefore, with this information on hand, it allows the researcher to gain a better understanding of the external factors that surround the business environment and be able to conduct the proper strategy.

3.3.4.2 SWOT Analysis

SWOT analysis involves internal (strengths and weaknesses) and external (opportunities & threats) evaluation of Groovy Map's business environment. Consequently, the researcher depends on the company's secondary sources of relevant information which includes Groovy Map's internal records, such as sales reports, profit & loss (P&L) report, catalogs, partnership agreements, and the availability of the company's resources in terms of cash flow.

For Strengths & Weaknesses can be assessed based on the level of its marketing efforts such as number of distribution channels & of each contribution to the company, Groovy Map's strategic location, advantages of being based in Bangkok,

the key souvenir features, souvenir range and its selling points, the display advantage, the workforce behind its success and past failures, and its over-all core competencies.

Exploring Groovy Map's Opportunities and Threats, the researcher will do google searches on Suvarnabhumi retail news updates & latest promotions, tourists arrivals by Nationality, change in the demographics of tourists to Bangkok and its effect on the spending habits, as well as visiting AOT website for new retail shops for future collaboration, other facilities of the airport offering services that gets the departing guests attention, lists of other souvenir brands, checking each competitor's website and social media presence. All this information will help the researcher understand the airport retailing trends, assess the demand & supply, and the risk factors, especially as the aftermath of the pandemic in the world and all the other forms of threats that come with it. Opportunities are listed down based on identified gaps in the airport's retail environment.

The seemed competitive landscape has a lot of rooms for future product development and shop-collaboration. In doing the SWOT analysis, it involved brainstorming with the top management of GMC from different departments, recognizing and considering each opinion and assessment important. As a result, the researcher obtains a better understanding, a holistic view of the situation, more ideas, and a way forward to a better market positioning and value proposition of the company within the market to gain competitive advantage.

3.3.4.3 Competitor Analysis

Competitor Analysis is composed of activities as analyzing your own business. First is to go through the details of who is Groovy Map's competitors in the Suvarnabhumi airport, and segment these as to which types of competitors are (direct, secondary and indirect), as well reviewing the details products/services they offer and the key strategies are identified, to gain a competitive advantage over them and achieve sustainable goals. To do this, routinely observation of the retail shops at the airport is done, of which the researcher has been doing for the past five years in the field and going through online on the website of AOT searching for the list of souvenirs, souvenir retail shops and the sites of each one.

For Direct competitors, the focus is on observing the merchandise assortment of airport stores where Groovy Map is already supplying, listing the other souvenir range they carry, its price range, the type of display they use, the location of these displays and the traffic inside these shops. Additional information is also obtained from the store's online shop, brochures, and competitor's website. For Secondary competitors, these are shops of the same kind of which Groovy Map are not supplying yet of which at the same time imposes an opportunity for Groovy Map to become part of in the future. The analysis will be made first by checking the AOT website to save time to obtain the lists of potential stores and its location at the airport, followed by the same method of observation and online searches on the store's website, its lists of products, price range, & the store promotions. The traffic of people on the location and the usual flights assigned to the gates nearby indicates what segment of customers' most likely going to shop at the store and will base the assessment on the retail experience of Groovy Map's management.

Lastly, the list of Indirect competitors will be identified and analyzed through the AOT website for the list of airport facilities, airport lounges & other specialty shops, as well as King Power's website for listings of shops & products that are indirectly affecting Groovy Map's presence at the airport. Indirect competitors also, at the same time, can be a potential customer through brand collaboration, which will be further discussed in the marketing strategy section of the next chapter. The competitor's company website, social media page, relevant news, tourism newsletters, online airline brochures, and other sales channels will be individually searched and focused on to reveal the level of competition related to Groovy Map Company. Secondary online sources are associated with the results from the collection of primary data through the observation method, which will be further discussed in the next section.

3.3.4.4 Segmentation, Targeting & Positioning (STP)

Identifying the market segments starts from the analysis of the existing sales records of the company, and the analysis of the industry, identifying the bases of segmentation and weighing in the variables that is more important for the researcher to understand the needs and wants of these segments. The advantage of using the

internal records of the company is that it gives the researcher a position as the different market segments are already identified and established by these internal records; however, more information from the survey results will be beneficial for Groovy Map moving forward and being able to recognize opportunities beyond the exiting segments. Next step is to group together the identified segments are sharing the same travel motivation and profiling each one by on the information involving their Demographic, Geographic, Psychographic & Behavioral background that affects their purchasing behavior towards souvenirs.

Secondary data available online gives a lot of information as to the different travel motivations, purchasing behavior of these segments, and as to which types of products are patronized. The articles are from both Domestic and International sites such as Tourism Authority of Thailand (TAT) news, Association of Thai Travel Agents (ATTA) website, Airport Authority of Thailand (AOT), Ministry of Tourism & Sports (Thailand), Channel News Asia, Bangkok Post, and many more. This information is either supported or declined by the results of the survey, interview, and observation methods. The profile of each segment in detail will be presented in a table for a better understanding of the usefulness of the market segments and the best market positioning to apply for each one.

The challenge for a small company like Groovy Map will be the targeting part as to focus the marketing activities towards providing the right product mix to the chosen segment based on the information from the profiles of each section that is following the critical competencies of the company. Lastly, the positioning process of getting the right message to the customers will follow after determining the right target market for the products of Groovy Map Company. The success resulting from the proper execution of this process leads to the formulation of targeted marketing activities.

3.3.5 Primary Data

In contrast to secondary data, primary data considered as the best kind of data in research a type of data collected firsthand by researchers for the study directly from the source of information through interviews, surveys, experiments, and much more. The methods involved in the data collection are based upon the goals of the research,

the depth, and type of information being required (Wolf, 2016). Based on the research design discussed, the primary data will be collected through observation and online surveys with the details to be discussed below.

3.3.5.1 Observation

In analyzing observations (descriptive data), the researcher reviews what was witnessed and experienced while working at the airport that has taken place in the past 5 years of experience in airport retailing of the researcher, doing regular visits at Suvarnabhumi airport. The observation did not involve direct communication with the customers rather, the researcher only records what are the most common souvenirs customers would look for, or look into before buying, what are the different factors that influence their purchase such as looking at prices or be attracted to promotions, where do they usually go first in coming to the store, their opinions on how the product looks like or hearing words such as "if only this is" or "this design is beautiful", and synthesizing the words from the customers themselves while doing their shopping. The method may vary but the most common thing the researcher would do is through taking videos, photos and writing down significant things that are essential for the research study.

The natural behavior of the customers is the main goal of the observation method, as a result of no interaction with them and just investigating their decision process before the actual purchase of products. The researcher reads the decision holistically as text and avoids picking and choosing behavioral instances out of context as to prevent violating the sanctity of the case. As mentioned, one factor that will make observation relevant and easier to conduct is with the business ties of the researcher at the airport, working closely with the airport retailers and regular visit schedule to the airport. The researcher investigated the competitive landscape of the airport retailing business by observing both direct and indirect competitors, looking at the different products they are carrying, the placement of products including its packaging, its price range, and promotions run. Moreover, observing what the common types of souvenir products are there at the airport, which ones are given priority placement at the shop, or simply the prevailing trends of products that are bestselling are also essential to take note. The other important thing is where most customers spend their time at the airport,

aside from shopping, or which places that are mostly packed can give the researcher an idea of how to reach more customers.

As a result of the observation, this will serve as either a confirmation or contrast to the other results from secondary sources and the information gathered through interviews and an online survey. It will be analyzed by enumerating the significant points observed and discussing it in detail. This aims to give an over-all deeper understanding of tourists shopping behavior in their most natural, uninterrupted way.

3.3.5.2 Interview

The interview takes place through a semi-structured telephone conversation between the researcher and airport retail staff and account managers, asking a combination of open-ended and close-ended questions, including rating of products using 5 point Likert scale with one as "Very Important" and five as "Very Not Important" and the last part are the demographics knowing their necessary personal information, years of work experience at the airport and the product of souvenir required information based on their sales records, observation and day to day interaction with the departing guests at Suvarnabhumi airport. These interviewees are the direct contact persons of Groovy Map with a first-hand experience in Suvarnabhumi retailing and considered front liners in providing services to the departing tourists, and well acquainted with the operation. They face departing tourists every day as they work, and they get to know them better. All interviews are recorded, transcribed, and translated (in case the respondents may have difficulty to communicate). Face-to-face meetings, as initially planned by the researcher, is not possible due to the present condition of COVID19 with the strict prohibition of non-essential visits to the airport. In choosing the interviewees, it was subjected to the judgment of the researcher as to who are the ones who can give more input on the subject at hand as well as considering the availability and convenience of their schedule. The quality of the data is more important than the quantity; therefore, based on the researcher's judgments, when the data is considered good enough when it has answered the objectives of the survey. It is when an additional interview provides no further useful information, therefore, can proceed to data analysis. Hence, the quantitative data will be analyzed through the use of excel file weighted score

calculation and interpret the results by tallying which attribute scores the highest and highlighting feedbacks that will affect the other parts of the study. In Appendix B, the questions for the airport retailer staff are attached. The closing statement for the interview is assuring the interviewees that the information they have shared will only be used to study purposes and that their identities will be confidential.

3.3.5.3 Survey

The survey is used for quantitative data collection in this study. It requires a large amount of data to be analyzed that will help answer the research questions stated in chapter 1. In this study, an online survey is the best way possible due to limited time and access to the problematic target population. The survey was conducted online through email blasts, GMC's official website, GMC's social media accounts, the management's personal accounts, and the researcher's own social media accounts. The use of such a method helped the researcher obtain the target number of respondents in a more time-efficient manner and analyzed as faster as the results get available.

Moreover, the questions included in the survey were reviewed by the management of Groovy Map Company and made sure the data is useful in the completion of the objective of the study. Brainstorming took place among the management and revised the questions accordingly. Therefore, the method of conducting the survey was well-reviewed and perceived to be very helpful for the strategy development of the company. The result of the study will help the researcher attain the objectives of the study by identifying the critical factors in their selection of different souvenir products and at which price they are willing to pay, resulting in better development of marketing strategy for Groovy Map Company at Suvarnabhumi airport. Appendix B shows the questionnaire for tourists. More information is available in the sampling methodology section.

3.4 Population & Sample

The population for this study includes all departing tourists at Suvarnabhumi airport, both Domestic and International that would likely buy souvenirs, which is a significant population, as Figure 3.1 below illustrates in this study. Hence, working with the population data is challenging not knowing the exact community of departing

tourists buying souvenirs; therefore, the statistics from Airport Authority of Thailand (AOT), Tourism Authority of Thailand (TAT), Association of Thai Travel Agents (ATTA) and other reliable online newspaper such as Forbes serve as the basis of the statistics.
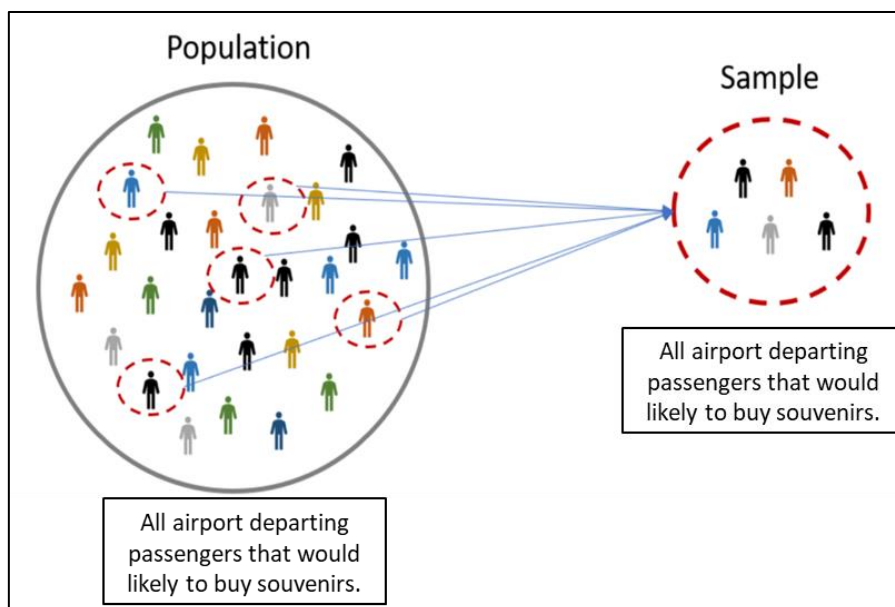
Figure 3. 1: Population and Sample Illustration.

Source: Researcher, 2020 (adapted from Omniconvert, n.d.)

A large enough sample size is essential so the researcher can draw conclusions the same with that is expected from a population data to be able to generalize the results. Though shopping is now an essential part of every traveler's experience and a must for leisure pursuit (Enoch, 2017), and it can be an everyday thing when you are in Bangkok, it is hard to distinguish the data that mainly refers to the number of tourists buying souvenirs during their trip to Bangkok. Therefore, the researcher based the population size to all tourists visiting Bangkok, in which, according to Forbes Magazine (2019), there were 22.78 million visitors in 2018. The Sample size is calculated based on the formula in Figure 3.2 below, as suggested in the book " Marketing Research of Burns and Bush (2014), considering the critical factors: the percentage in population size, the desired/acceptable level of precision or the Margin error, and the chosen level of confidence.

Figure 3. 2: Sample Size Formula

Source: Burns et al., 2014, pp. 245

Table 3. 1: Sample Size Calculation

Description	Statistical Figure
Total Population (N)	22,780,000
Margin Error %	5%
Confidence Level %	90%
z=z-score	1.65%
Sample Size	**273**

Source: Oppasuwan, 2018

Table 3.1 shows that the total population size is 22.78 Million Bangkok visitors in 2018 based on various sources mentioned above, with an estimated margin error of 5%, confidence level of 90% equivalent to 1.65% in z table, coming up with the total sample size of 273. Consequently, the questionnaires will be distributed online, and a minimum of 275 survey responses will be collected for data analysis.

3.5 The Sampling Methodology

The sampling procedure that is used in this study is purposive sampling, a type of non-probability sampling method of which the sample will be selected on the bases of the research study objectives and the knowledge of the researcher about the population and its purpose, as the name suggests. Given that the spending habits of tourists in Bangkok based on the theoretical background presented in Chapter 1, differs more significantly by Nationality, rather than by gender, therefore, the criteria highlighted will be by Nationality concerning their demographic & social background

and fulfills the required quota sample. The respondents do not specify the age requirement to be part of the survey as the data will also give a further understanding of the group size of tourists traveling to Thailand. The advantage of such a method is that it is easier to draw a generalization about the sample compared to a random sample where there's a big chance that not all participants have the characteristic of the purpose of the study. However, this type of method, though no intentional bias, it is prone to error & selection bias due to the lack of random sample. Concerning the characteristics of the respondents and the accessibility to it, the purposive selection method must be done to reach the over-all objective given a limited time frame of the study. This technique is useful for the investigation to have a better outcome from the survey and the assurance to access a difficult-to-reach population like this.

The focus remains on the group of individuals. These tourists visited Bangkok in the past five years and have flown out of Suvarnabhumi airport, with unique characters that would fit in the goal of the study; therefore, this is what the researcher thinks is the best and the most appropriate solution for this situation. Moreover, 2019 Thailand Tourism statistics show that almost 75% of the visitors are coming from ASIA (Tourist Arrivals to Thailand by Nationality in 2019, n.d); therefore, it is the goal to have a corresponding 75% of the respondents be from Asia for the results to be more accurate. This will be the quota basis for the percentage of nationalities for the sample of the study. The individual respondents were asked to participate in the survey, which was posted online through social media, travel group websites and company website with the link redirected to Google forms to start answering. The progress was closely monitored and made sure the target % quota per nationality was met. The researcher's personal knowledge on the visit of some people was useful and have sent messages personally to them to participate in the survey.

3.5 Research and Data Collection Instrument

Table 3.2 contains the main questionnaire section, which highlights the following main variables; travel motivation, shopping motivation, marketing strategy attributes, and socio-demographic factors, which is designed to obtain a broad scope of information from tourists in Bangkok departing from Suvarnabhumi Airport. Travel Motivation shows the travel size and frequency of travel, and the purpose of the trip

considering the most common reasons such as, variety of sight-seeing, history & culture, seeking relaxation, visiting friends and relatives, medical purposes, business, etc. Next is the Tourist Shopping Preference in buying souvenirs as a gift, reminder, memory, etc. and lastly, the 4Ps Marketing Mix, which includes the lists of products, product attributes, pricing preference, placement considerations, and promotional channels that can appeal to them. Last, the socio-demographic information consists of the details of gender, age, marital status, level of education, nationality, marital status, frequency of travel to Bangkok, and household income. These variables were selected from previous studies shown in Table 3.2.

Table 3. 2: Contents of the Questionnaire

Types of Survey Questions	Previous Studies
Travel Motivation	Weerawan, M., & Thipjunmong, A. (2018). Souvenir Product Purchasing as a Travel Motivation in the Shopping Area of Thale Noi, Phattahalung, Thailand. Journal of Tourism and Hospitality Management, Mar.-Apr. 2018, Vol. 6, No. 2, 47-60.
Tourist Shopping Preference	Siregar, E., Faulina, & Novita, V. (2017). Factors Influencing Tourist Purchase Souvenirs. International Journal of Management and Applied Science, ISSN: 2394-7926. Volume-3, Issue-10.
	Silva, R. Breda, Z., Brandao, F., & Costa, R. (2020). An Analysis of the Shopping Behaviour of International Tourists: The case of Porto. *Advances in Tourism Technology and Smart Systems.* Springer Nature Singapore Pte.Ltd.
Souvenir Marketing Strategy	Swanson, K.K. (2004). Tourists' and Retailers' Perceptions of Souvenirs. Article in Journal Of Vacation Marketing · October 2004. Sage Publications.
	Tsujimoto, N. (2017). The Purchasing Behavior of Chinese tourists at Popular Visiting Areas in Japan. Journal of Global Tourism Research, Volume 2.
Socio-Demographic Information	Lunyai, J.A., de Run, E.C., & Atang, A. (2008). Why Tourist Buy Souvenirs?. Proceedings of Applied International Business Conference 2008.
	Kim, W.G., Kim, T.T., Park, Y., Gazzoll, G., Kim, S. K., & Park, S. S. (2011). Factors Affecting the Travel Expenditure of Visitors to Macau, China. Article in Tourism Economics, 2011. Research Gate Publications.

Source: Researcher, 2020

The questionnaire includes different types of research-made questions, a combination of open-ended and close-ended questions, multiple choices, ratings, and a 5-point Likert scale (from 1- 'very important' and 5 to 'very unimportant'), and questions that can be answered by a yes or no. The results will be calculated to produce a score for the measures. Even though some sampling issues may be faced in this type of data collection method such as the lack of background information aside from the basic demographic variables (Wright, 2017), it is the most convenient option to gather enough amount of data to either support or dispute the claims of previous researches and existing records of the company.

Considering the economic importance of tourists shopping in Thailand, the airport retailing shops are not also feeling the demands of the growing market. Suvarnabhumi airport as a major port of entry and exit to/from Thailand, it is essential to make a lasting experience in the minds of tourists by providing them a great shopping experience and be able to address their needs and demands. To be able to do this, the model below illustrates how the researcher will administer the survey through the questionnaire, including the determinants of the demand and tourists' purchasing behavior.
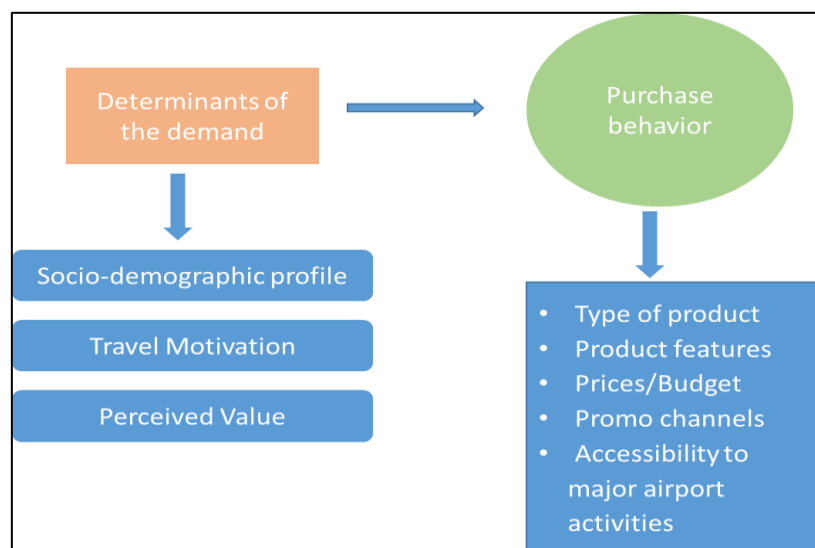
Figure 3. 3: Survey Variables

Source: (adapted from Rocha, Liberato, de Carvalho, Gonzalez, Abreu, & Liberato, et al., 2020)

Figure 3.3 shows the different variables included in the survey. This will determine the market demands and the factors that affect the purchasing behavior of the sample. These are the basis of the questions in the study.

3.6 Data Analysis

3.6.1 Quantitative Data Analysis

For Quantitative analysis, frequencies and descriptive statistics will be provided for the responses of the survey depending on their data type using bar and pie charts for better visual presentations. The limited time of research study and challenges in collecting data due to the given situation of COVID19, and restrictions at the airport affected the type of analysis used in the study.

3.6.2 Qualitative Data Analysis

Qualitative data analysis from observation, interviews, and internal report records was collected to support & incorporated the quantitative research results in the data analysis section of the study. Content Analysis was used to analyze qualitative data to further explain what are the underlying relationship between purchasing behavior, travel motivation and product attributes in relevance to the cultural background of the respondents from both tourists and airport retail staff inputs.

3.6.3 Pre Test

In this research study, using convenience sampling method, a pre-test was done with 30 international tourists in Bangkok via online, and the top management of Groovy Map was highly involved in the feedback collection and having the questions revised to fit the needs of research and obtain the necessary information needed to develop the strategy. The respondents were mainly from ASEAN countries, East Asia, and American tourists, and some are also European in origin. Results from the pilot tests were revisions of a questionnaire to simplified wordings, re-arrangement of the sequence of the questions, and the changes accordingly. Cronbach Alpha was not deemed necessary for this particular research question as the variables are not related to one another.

3.7 Ethical Consideration

Ethical clearance was obtained from Groovy Map Company management, the staff, and management of retail stores at the airport and the respondents of the questionnaires fully knowing the objectives of the research study. The researcher will apply for an official airport pass from the airport authorities to have access to the airside part of the airport, given the purpose of the visit. Moreover, the identity of the employees and managers at the airport shops will be handled with utmost confidentiality concerning their privacy, especially the name of the companies they represent in association with the responses they have provided.

3.8 Conclusion

To sum up the research methodology and design chapter, the framework for the overall process of the research has been established, which includes the sources of data, the data collection methods; the analysis methods involved its validity. The next chapter will discuss the current situation of the market, the goals, and objectives of the marketing plan and introduction to the company's products and services.

CHAPTER 4
SITUATION ANALYSIS

4.1 Executive Summary

For the past few years, Thailand's tourism industry has been on steady growth, and the government plays a vital role in its success. The country's strategic location, its tourism campaigns, easing of visa processing, improving airport facilities, and the influx of low-cost airlines are just some of the factors that made Thailand attractive for tourists all over the world. On the other hand, its strong trading partnership with the neighboring countries for production, most notably with the trade agreements between ASEAN countries with China, has brought a significant impact on minimizing importation costs for companies with overseas production bases such as Groovy Map Company.

Suvarnabhumi Airport offers excellent opportunities for travel retail catering to millions of passengers passing through every year; however, challenges such as duty-free monopoly has identified as the most significant hindrance for the expansion of other airport retail brands. Analysis showed that among the market segments identified, Leisure travelers are the most prominent segment and have the highest potential for Groovy Map in line with the company's objectives and availability of resources. Moreover, both direct and indirect competitors of souvenir products impose threats to Groovy Map but at the same time, has excellent potential for future collaboration when pursued. As a result of the situation analysis, the information will be used to formulate the right marketing strategy that will be discussed in Chapter 5.

4.2 Industry Analysis

Thailand's Tourism Industry is undeniably an economic growth driver of the country and is considered a valuable GDP contributor. The tourism industry is at its peak, though they have face setbacks in the past years, indicating a steady rise in the tourists' arrivals Year on Year (YOY). Thailand reached over 39 Million tourists in 2019, compared to 2018's 38 million visitors, an increase of 1.75% (Worrachaddejchai 2019). The increase in tourist arrivals over the years was mainly from the increase in tourists' numbers from China and other ASEAN visitors.
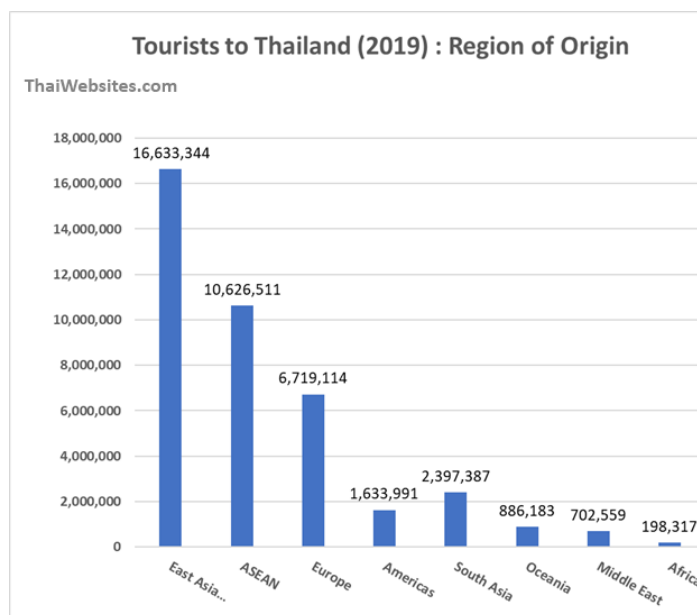
Figure 4. 1: Inbound Tourism Market Segments

Source: "Tourists Arrivals to Thailand by Nationality in 2019", n.d

As shown in the figures above, arrivals are mostly coming from the East (dominated by China) and ASEAN countries. China alone has 11 Million tourists in 2019 (Reuters, 2020), while South Asia, which includes visitors from India, has seen the great potential and is visibly evident on the streets of Bangkok and in the tourist attractions the city. Next is Europe, with a steady number of visitors to Thailand over the years. While the Middle East is seen as a growing market, though it may not be as big as others, it has the potential to grow as 67% of the tourists repeat travel to Thailand. They are keen on the country's medical and healthcare tourism (*"Evolution of New Tourism Feeder Markets in Thailand,"* n.d). Nevertheless, the headcount gap is massive, with China alone contributing almost 41% of the total international tourists in Thailand as of March 2020, followed by other Asian countries such as Malaysia, South Korea, Japan, Taiwan, and Hong Kong (ATTA, 2020).

Figure 4.2, as shown below, illustrates the relationship between increase tourists' arrivals to their expenditure. Despite the previous years' mishaps, the tourism sector continues to generate a large amount of revenue, amounting to 1.93 Trillion Baht in 2019. Looking back, sales receipts in 2017 with 35.59 Million tourists were equal to 1.831 Trillion Baht, and then in 2018, it has increased to 1.876 Trillion Baht with 38.18 Million Tourists. Over three years, the international tourists have average

spending of THB 49, 661.00, or USD 1,565.00 (*"Revenue from Foreign Tourists visiting Thailand*," n.d); therefore, this supports the fact that international tourism is vital to the economy.
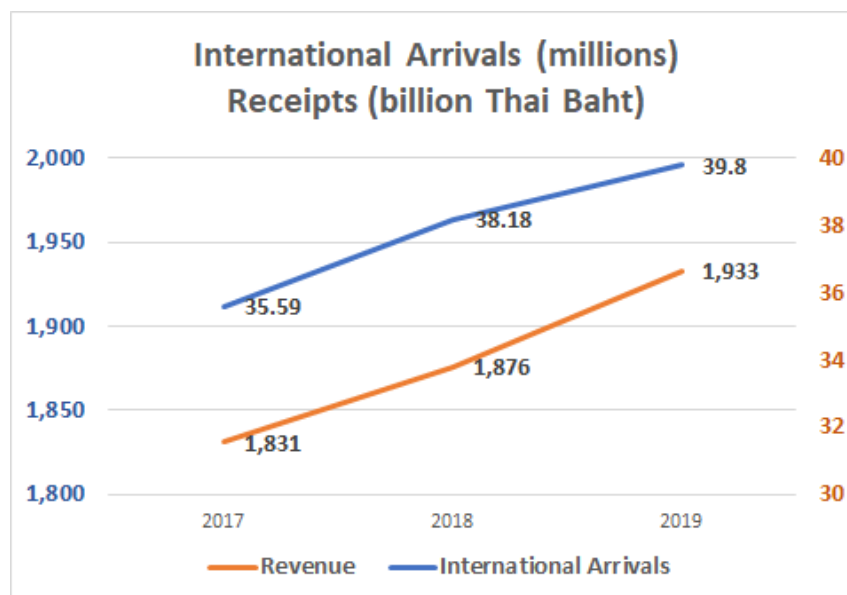
Figure 4. 2: International Arrivals Receipts

Source: Tourists Statistics Thailand 2000-2020, 2020

Moreover, Figure 4.3 shows that the country's tourism sector does not only depend on international travelers. The numbers of domestic visitors who are mostly Thais ("Tourists Statistics Thailand 2000-2020", 2020), the number of domestic travelers is also actually higher. However, the spending average per day is lower, and the duration of stay is shorter. From an estimated 990 Billion Baht revenue in 2017 with a 158.51 Million domestic visitors, it increased rapidly in 2018 to a whopping 1.071 Trillion Baht with a 166.94 Million tourists and last year, 2019 despite a recorded lower number of visitors of a few thousand, the revenue is still has increased to THB 1,084 Trillion. In the past three years, receipts from domestic visitors have contributed an estimated 35.8% to the overall tourism revenue. Therefore, both international and domestic travelers are essential to sustain Thailand's tourism industry.
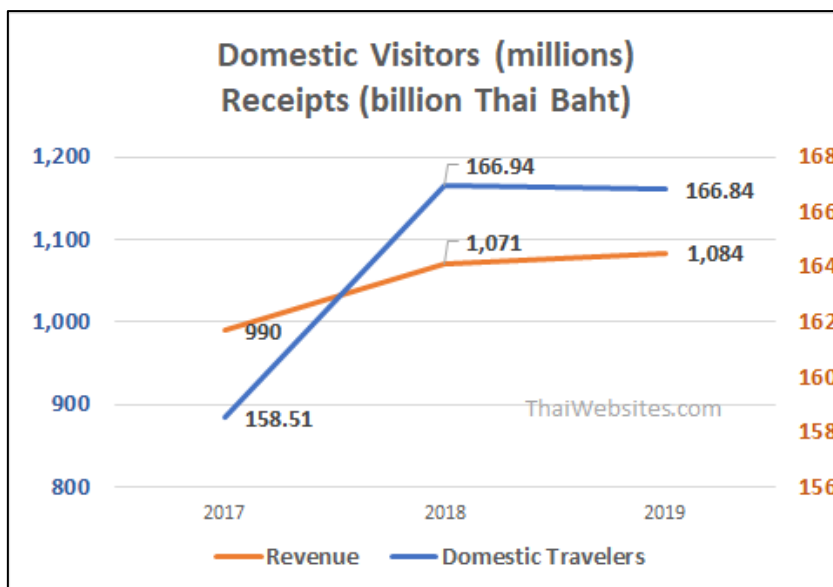
Figure 4. 3: Domestic Visitors Receipts

Source: "Tourists Statistics Thailand 2000-2020", 2020

The data presented in Figure 4.4 is very informative in providing details on the opportunities for retail tourism businesses like Groovy Map, having 25% of Tourist expenditures spent on shopping alone. Foods and drinks are at 21%, also indicate that travelers enjoy the Thai cuisine and the over-all food offerings of the market and certainly cover the food souvenirs in the places they have traveled. In terms of hotels and lodging, the percentage indicates that visitors, on average, only stay on 3-star accommodation and not on luxury ones with a 30% percentage.
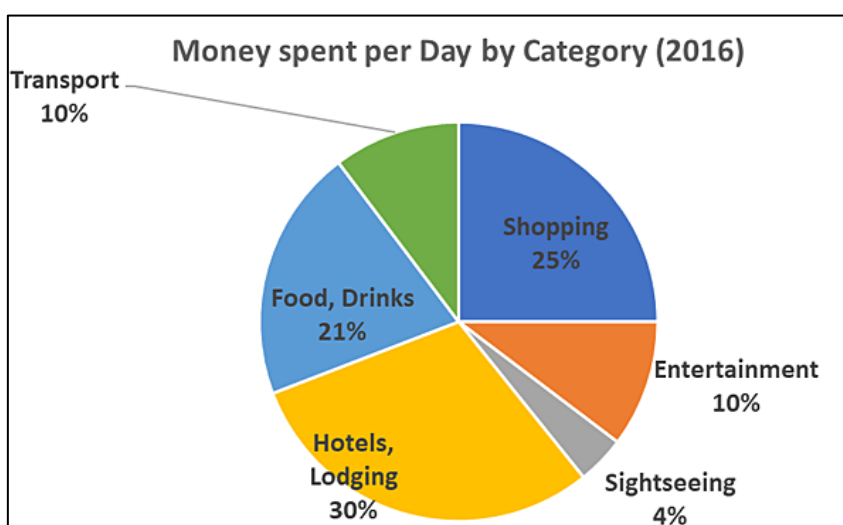
Figure 4. 4: Tourist Spending per Category

Source: "Revenue from Foreign Tourists visiting Thailand," n.d
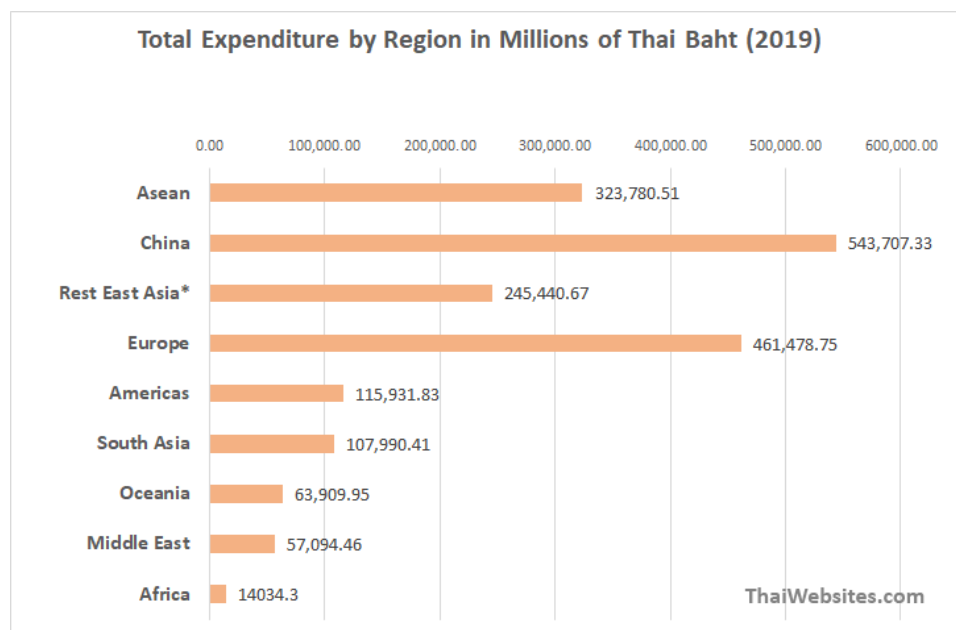
Figure 4. 5: Total Expenditure by Region

Source: "Revenue from Foreign Tourists visiting Thailand," n.d

Figure 4.5 above further illustrates the spending habits by the nationality of which Asian visitors to Thailand provide the most substantial amount of tourism revenue for the country. However, the revenue generated from European visitors cannot be disregarded. Though there is a clear distinction between Asians and Europeans' spending habits, including Americans, they're not far behind in the total spending per tourist per region. The reason behind this is that even though Asians do spend more in shopping, food, and souvenirs, 'westerners' on the other hand are known to spend more on accommodation, with its security and safety on top of its priority ("Revenue from Foreign Tourists visiting Thailand," n.d). Furthermore, the known fact that western countries get much more holidays per year than Asians, therefore, stay longer in Thailand, but that does not mean they spend twice as much on buying souvenirs or shopping as many as they like. The presentation of different markets by nationality gives the study a foundation for segmenting the market in Chapter 5, given the travel mix of tourists coming to Thailand.

Based on the information mentioned above, we can conclude that different nationalities visiting Thailand have different travel motivations, purchasing behavior, and preferences. Understanding international travelers' different travel motivation and its relation to their purchasing preferences helps determine how to cater to their needs

accordingly. The cultural background has been one of the most significant indicators of the spending habits of these travelers per category. However, various studies have been conducted arguing that cultural background or nationality may affect tourist purchasing behaviors (Sangipul, 2008). This suggests further studies needed to be held on the different travel markets, carefully compare their different travel-related responses that affect their shopping behavior to be able to design an appropriate marketing strategy for each segment.

4.2.1 PESTEL Analysis

The external factors surrounding the business environment allows the company to understand deeper the potential factors in a larger scale that would affect the business. PESTEL analysis is conducted to get an overall view of the macro-environment by taking into account the Political, Economic, Socio-Demographic, Environmental, and Legal factors in line with the present industry situation and the future trends it implies.

4.2.1.1 Political Factors

Political instability has been one of the leading factors of uncertainties faced by the country of Thailand (Frue, 2020) and has one of the most exceptional ability to cripple tourism. It is also seen to affect visitors' travel confidence level, as seen from the decision of some countries in Asia and Europe warning its citizens to avoid traveling to Thailand, citing these issues to be dangerous. Stability means safety and security, which is one of the critical factors that tourists consider in choosing a destination to visit or in planning a holiday according to the study conducted by Ingram, Tabari, and Watthanakhimprathip (2013). Referring to Figure 4.10 shown below, 55% of the respondents who visited Thailand considered political instability a primary consideration. In comparison, only 13% is concerned with the impact of political stability for those who haven't visited the country yet:
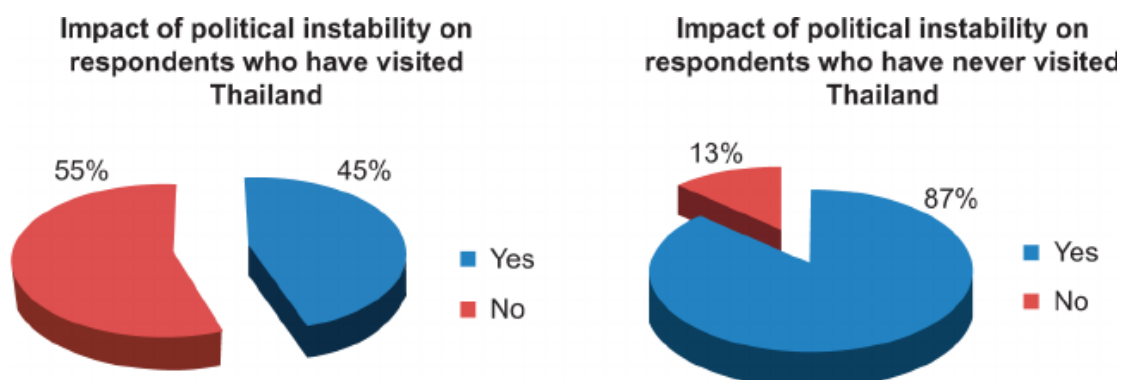
Figure 4. 6: Thailand Political Stability Affecting Tourism

Source: Ingram, Tabari, & Watthanakhimprathip, 2013

On a positive side, according to the governor of the Tourism Authority of Thailand (Tat) said: "Most tourists are quite familiar with Thailand's unique ability to solve its internal problems without any serious incident." (Richter, 1989, pp. 93). Bureaucracy has also seen as one of the key factors encouraging political continuity, which has provided the country an image of predictability, stability, and security that allowed tourism to remain as healthy and indifferent to any legislative changes happening (Ritcher, 1989). Moreover, Thailand's membership and alliances with other countries are a tremendous political factor in improving its trade relations on a global scale.

Being a member of the Association of Southeast Asian Nations (ASEAN) is a significant benefit to the country as the flow of goods, with the reduced import/export taxes, has leveraged its trading relations with the neighboring countries (Shaw, 2020). More so, ASEAN-CHINA free trade agreement, given that China is a manufacturing powerhouse, with its reduced or eliminated tariff rates (Cordenillo, 2005), has helped Groovy Map Company minimize the costs of certain goods and provide consumers in return more products & competitive prices. However, the risks of Intellectual Property Rights (IPr) cannot be denied. The adverse effects on the domestic manufacturers are also significant, making their prices competitive not to be beaten by Chinese manufacturers. As a result, Groovy Map Company as a supplier of souvenirs in major airports in Southeast Asia has significantly benefited from these free trade agreements not only in its costs that affect the affordability of products but also in the movement efficiency of goods to its primary customers in the entire region.

Furthermore, today, as Coronavirus's effects have greatly affected tourism in all parts of Thailand, business own government operators, are begging the government for financial support to survive this pandemic. Vice-President of Phuket Tourism Association (PTA) says that for the governments not to lay off staff, the government has to help cut or delay corporate taxes, social security fees, and making soft loans available to businesses (Head, 2020). The political factor is seen crucial in terms of its policy-making about Thailand's travel restrictions, border closures, and travel bans as a result of this Coronavirus pandemic. It is the government's ability to support businesses in this crucial time that makes the political image of Thailand uplifted despite the growing gap of Thailand's turbulent politics (Peter, 2019).

Because of the information discussed above, we can conclude that political factors play an essential role in Tourism and the free-flow of goods (trade) in the ASEAN region. Therefore, this is a great opportunity for Groovy Map company to explore more options regarding expanding its production base overseas, especially from neighboring countries with a lower cost of production while closely monitoring the updates from the Government regarding Tourism Campaigns and Travel advisories to boost sales. For this particular study set-up, the marketing plan was initially started focusing on the country's normal situation.

4.2.1.2 Economic Factors

"Tourism is key to the economy," this is an indisputable fact in Thailand's economy. A drop in tourist arrivals is especially distressing to Thailand and imposes a significant threat considering the massive contribution of Tourism in the country's economy. According to the Tourism and Sports Ministry, tourism contributed to about 22% of Thailand's gross domestic product (GDP) (Fitch Solutions, 2020). Visitors from all over the world are spending a lot of money when they come to Thailand. These tourism receipts are spent on improving the country's transportation hubs & infrastructure, fueling the economy, and thus providing millions of jobs to local workers. People working in the hospitality industry, local transportations, and souvenir shops benefit from the industry, both directly and indirectly. In 2018, international tourists reached 38.12 Million, increased by about 7.1% YoY. Hence, Thailand has generated a revenue of approximately THB 2.01 trillion from tourist arrivals

("Thailand's Tourism Outlook 2019", 2019). The future of tourism is predicted to do better in the coming years; however, the earlier positive predictions of how tourism will rebound this year have noted external headwinds as the Chinese economy is slowing down, the continuous impact of strong Thai baht on export competitiveness and the danger of losing preferential access to the US market due to the product ban regulations imposed by the two countries to each other (Fitch Solutions, 2020).

Moreover, Thailand's policy state planning agency cuts its forecast for 2020 economic growth from about 4% down to 1.5%. Its export outlooks, which is the primary growth driver, do not indicate good signs till November this year (Reuters, 2020). Given the factors as mentioned earlier, the coronavirus situation is imposing a more severe threat to the economy and hinders Thailand's growth as tourism activities are put into the hold. Expansion in tourism is highly linked to economic growth in many different ways. According to Inskipp (2018), the tourism industry has brought a lot of financial gains, especially foreign exchange earnings from tourists. However, this year (2020), the signs of decreasing tourist arrivals are evident, expecting international visitors to fall by five million this year and the loss of 500 billion baht from tourism revenue due to coronavirus outbreak (Reuters, 2020).

Furthermore, smooth business transactions are improving in Thailand, making it easier for foreign investors and new business owners to start businesses (Frue, 2020). It makes the processes more straightforward, and visa concerns, are now easier to comply with. The Thai government has initiated the development of attractive investment policies for private investors, young entrepreneurs, and foreign investors to invest in the economy, creating a more diverse, competitive, and flourishing Thailand economic image. Lastly, an impressive one of the world's lowest unemployment rates is something commendable (Frue, 2020). As of March 2020, it is a little over 1%, the same as the previous year (Trading economic, 2020). Though the majority of the population works in the agricultural sector, it is seen to be changing during the last years as more and younger generations move to newer industries (Frue, 2020). Therefore, over-all the economic factors surrounding Thailand are seeing brighter days; however, because of the effects of the COVID19 virus situation, the government struggles to do its best to get their feet back to tourism as its economy is slowly opening up. As a result, Groovy Map has to cut off the cost and explore options

to move inventory and drives sales while preparing the whole team on the most anticipated opening of the economy to international travel and get the products ready.

4.2.1.3 Socio-Demographic Factors

Thailand's tourism industry provides activities that promote the culture of the country. Thailand is famous for its pristine beaches, spectacular cuisine, cheap cosmetic, and plastic surgeries. On the other hand, red-light districts and sex tourism are also rampant all over the country, of which the operations of such are not restricted across the country. Tourism affected the lives of the people through not only its economic contribution but also the Thai people's way of life. The changes in the society, traditions, norms, culture, population, and way of life have a whole have resulted in the impact on buying preferences, product selections, and the availability of products. For the tourists' market, because the Chinese have been the most significant contributor in Tourism (Adulwattana, & Pitakard, 2019), souvenir products such as food souvenirs can be seen everywhere around touristy places, airports and other transportation hubs, tailored to their needs, wants and taste preferences. As for the local market, more and more people are purchasing the easiest and more convenient way through online platforms and delivery schemes, as mentioned earlier in this section. According to research, Covid-19 hastened the increase in online shopping traffic of over 30% growth and has changed the way Thai consumers behavior, especially with the baby-boomer group ("Covid-19 Accelerates E-Commerce, 2020), which also harms traditional brick and mortar retail shops. E-Commerce will be the face of new-normal of acquiring products and services. Thailand's culture and traditions are heavily influenced by Buddhism, lying between the great hubs of Asian, Chinese, and Indian civilizations. As a result, the relaxed mindset or what they call "Sabai-Sabai" attitude is apparent to the Thai people, as their ideologies are mixed with ancient civilizations living in the philosophy of 'what you do or do not do, does not matter' (Shaw, 2020). More so, the country does not have an official religion, and people are free to worship beliefs in harmony. This gives people a sense of freedom and belongingness. Nowadays, Thai consumers are more drawn to a healthier lifestyle as it is gradually becoming more popular (UK Essays, 2017). As a result, the trend is changing, and so as its effect on Tourism, enhancing businesses offering organic food,

health retreats, yoga tourism, and Health Spa. Therefore, companies must be well acquainted with the changing demands of the market following the lifestyle of the local people and the tourists being accommodated.

4.2.1.4 Technological Factors

Over the years, Thailand's technological sector has been working hard to be a global leader in IT products and services. The market demands continuously increasing, especially with the country's IT outsourcing services, trying to move away from its traditional agriculturally centric economic past. Thailand is not afraid of adapting to new technology as young people are getting more tech-savvy with the increase in people's productivity due to the adaptation of new technology for research and development (Shaw, 2020). Tourism is expected to be more successful if the right technology will be developed. The increasing demand in the sector and the change in purchasing behavior of the market are converting every product and services available online, leveraging its success. Technology is being used for the advancement of its tourism promotion from faster online bookings of flights and accommodation, online shopping, the banking services to be more efficient when it comes to payment methods by using digital payment methods, QR Codes, PromptPay, online banking, mobile banking and cash on delivery services ("Covid-19 Accelerates E-Commerce, 2020), making it easier and more convenient for travelers to plan for their vacation. Goods will be moving through a large e-marketplace towards consumers directly (Direct to Consumer: D2C), which results in a wider selection of goods and improved quality of online channels.

However, it is a concern that more and more products from China are being imported in the country, beating local competitors to the ground via marketplaces of China and Singapore, given the free trade agreements between these countries ("Covid-19 Accelerates E-Commerce, 2020). This also has pushed logistics companies to level up their services as new players from China are also penetrating the local market, competing with Thai Post.Co. Ltd. Furthermore, technology is not only evident in the case of retail businesses, but as well as the technology being applied at the airport, from airline's automated machines to check-in, print boarding passes, and add baggage allowance. It is seen over the years that this has made the airport

experience more comfortable and has increased direct engagement to passengers. A full set of biometrics for travelers arriving in Thailand was also developed to increase the country's safety and security (Powell, 2019). The researcher believes that is a major factor in attracting quality tourists in the country and depicting an image of a safe travel destination to the world. It is also a way to improve the image of the immigration checkpoints of the country. This process was expected to take longer and may cause major delays in the incoming passengers; however, it is seen necessary government' sent. This is in line with the government's program "Thailand 4.0," aiming to centralize all data from government and police agencies to help combat increasing passport forges and counterfeit passport (Morris & Nguyen, 2019).

A faster movement of queues in the immigration lanes at Suvarnabhumi airport is seen as the primary concern for many travelers. When such technologies are easing the lanes for a faster pass, passengers will have more time to spend at the airport retail shops and facilities, generating more sales revenue instead of having the passengers spend time at the immigration line. Ultimately, Mr. Simom Akeroyd, Vice president of Amadeus, corporate strategy & business development said in his own words, "Ease and speed of travel will become major differentiators amongst the region's MICE hotspots soon, so these cities need to invest in technologies that are designed for conveniences – such as mobile pre-check-in service, automated check-in and bag drop-off facilities that leverage the process. The technology needs to be best-in-class because Thailand competes with MICE destinations across the region, not just domestic" (Liang-Pholsena, 2019, para. 9). He further mentioned that Thailand has to level up its transportation connectivity from the airport to all parts of the city, stressing the importance of airport function as the first entry point for foreign visitors. Therefore, based on the information presented above, with the proper management of the areas at the airport, balancing the congestion will avoid missing the opportunities on the operator's part to effectively divert passenger flow into more significant sales revenue through tourists spending on shopping and F&B services, as a result of lessening the waiting time in passing through checkpoints & automated immigration services (Liang-Pholsen, 2019).

Because of the information discussed above, to improve sales and reach more segments, Groovy Map has to increase presence in online portals, walk its way through

the benefits of E-Commerce while taking advantage of the convenience in logistics and the completive prices that they offer. On the side of the airport retailing business, the improvement of airport facility and efficiency of immigration portals, the over-all airport retailing will improve, generate more sales and passenger satisfaction will be achieved, not only from the airport facilities but as well as their shopping experience of which Groovy Map can highly benefit from.

4.2.1.5 Environmental Factors

Thailand is known for its beautiful beaches, white powdery sand, historic temples, rich culture, infamous Thai cuisine, low cost of accommodation, affordable tour packages, and superb hospitality, not to mention 1,500 miles of coastline (Rahman, 2019). It is indeed a tropical paradise for international visitors. Beautiful destinations all over the country were featured providing different kinds of tourism products and unique beauty, including the improvement of a lot of its national parks home for 10% of the world's animals (AsiaHighlights, n.d), which has made Thailand be one the most visited countries in Southeast Asia. However, its increasing popularity has taken its toll on its environment. The increase in tourism has devastated many parts of its natural resources, with the growing number of tourist activities that have severely exploited its natural resources. As a result, coastal erosion increases, frequency of natural disasters, health, not only affecting the environment but also the country's economic growth and the quality of life of people, which is seen to affect tourism arrivals that would lead to lower tourist spending receipts.

Moreover, here are the significant factors that are seen to be directly linked to tourism that affects its image as a tourists destinations: firsts, is the issue with its air pollution especially with its major cities such as Bangkok identified as having the world's worst air quality (Karaman, 2020). A survey conducted by Bangkok Post (2019) indicated that tourism operators are in denial about the current air quality issued in the country's significant tourism destination, identifying it as having only minimal impact.

However, statistics show that 45% of non-operators respondents say that air pollution is a significant factor to be considered in visiting destinations and would instead be visiting overseas if the situation does not improve, Associate Professor

Sittidaj said (Worrachaddejchai, 2019). Second is the issue of using too many plastics in the country. The consumption of plastic products such as straws, spoons, forks, and bags is high in travel and tour activities as these were prepared for guests on their touristy business of the day. It is the government's initiative to reduce and eventually eliminate the use of single-use plastic, also influenced by the growing pressure from international groups calling out the effects of global warming around the world. Lastly, the Go-Green Tourism Campaign, including tree planting activities, clean-up drive, and the use of a more natural-made material, are some of the things that the government is pushing for. Government tourism agencies are expected to set an excellent example of how to give importance to the environment and implement such practices in the country (Sritama, 2018).

As a result, the Tourism Authority of Thailand is expected to create environmental awareness in the industry in response to global environmental concerns, tourist behavior, and trends. Because of this, Groovy Map will incorporate these environmental concerns into their products, starting with its packaging by not using plastic covers as well as producing products that are away from single-use plastics, rather more of environmental-friendly materials.

4.2.1.6 Legal Factors

Thailand's government is influenced by both the government and the royal monarchy. Legal factors such as the law against criticizing the Royal Family or the Alcohol drinking laws are probably the prominent laws in the news most of the time or in the newspapers and must be strictly followed. However, these factors do not directly affect this research study. Therefore, they will not be thoroughly discussed. While other factors both negative and positive such as "Free Visa' has been extended by the government to visitors from 18 countries except for Chinese and Indian tourists, until last April 30, 2020, from its initial campaign on October 31, 2019, as it was proven to increase the number of tourists coming to Thailand and further extended to attract more tourists planning to visit the country (The Phuket News, 2019). Hopefully, this kind of travel policy will be implemented when the country opens up for international tourism to help boost tourism spending.

Moreover, this study focus on the legalities surrounding airport retailing business, particularly in airport retail concessions that are operated by the state enterprise, Airports Authority of Thailand (AOT), including six airports across the country – Don Muang Airport, Suvarnabhumi Airport, Chiang Mai Airport, Chiang Rai Airport, Phuket Airport and Hat Yai (Janssen, 2019). It has been a long time issue of concession monopoly for duty-free shops at these airports granted to King Power Duty-Free Company for the past two decades that prompted intense criticism over the years from the world's most prominent travel retail players according to a report from The Nation Thailand (2019). It is believed that the legalities concerning the monopoly of travel retail in AOT hinder prosperity, limit airport sales revenue, and feeds up corruption.

As a result, King Power Thailand approves which products can be sold by other souvenir retail shops and has limited free competition at the airport. The Thai Retailers Association passed a resolution to the government, detailing all the benefits of multiple concessions by product to major travel retail players to exploit further the advantages of its high tourists' arrivals of 32.6 Million tourists in 2016, generated $1.9 Billion, in comparison to Seoul's only 16.9 Million tourists but was able to generate 5.7 times more sales revenue of $10.9 Billion (Janssen, 2019). However, after the decision came out of granting the concession back to King Power Duty-Free, TRA believed that nothing has changed in Thailand airport retailing.

To conclude, a growing retail monopoly of King Power is one of the most significant concerns of retail partners at the airport. With the limitations in product mix and price ceiling regulations, it is a challenge for suppliers like Groovy Map Company to set competitive prices without overlapping the restrictions set by King Power. Therefore, because of this crucial concern, it will be of most benefit to Groovy Map if it supplies King Power shops across all six airports without jeopardizing its relationship with its current airport retail partners

4.3 Company
4.3.1 Brief History

ABOUT GROOVY MAP CO LTD: Multiple award-winning Groovy Map Co., was established in 1999, and served millions of travelers with our formerly

bestselling Groovy Map' n 'Guides, covering 27 cities in Asia. With the birth of digital mapping, sales of paper maps declined, and Groovy Map moved into souvenirs under the brand Groovy Gear back in 2010. Now, producing over 2000 SKU's that deliver quality souvenirs to the discriminating buyer, and those who live to travel. The company's head office is based in Bangkok, Thailand, but has two warehouse locations: Bangkok and Hong Kong. The office location has easy access to the city's public transportation for merchandising and store visit requirements.

4.3.2 Company Overview

Table 4. 1: Groovy Map Company Overview

Company Overview	
Company Name	Groovy Map Company Ltd.
Year Established	1999
Head Office Location	Bangkok, Thailand 10110
Brand Name	Groovy Gear
Product Range	Photo Magnets, Postcards, Keychains, Bottle Openers, Stickers, T-Shirts, Caps, Tote Bags, and many more.
Product Description	The company produces more than 2,000+ SKUs for all its products.
Distribution Channels (Countries)	Thailand, Singapore, Malaysia, Indonesia, Philippines, Qatar
Number of Retail Outlets	*200 outlets

Mission Statement

Groovy Gear is a celebration of travel, investing in memories, not material things. We make contemporary souvenirs and travel lifestyle apparel.

Vision

"To be Asia's biggest supplier of value-for-money souvenirs that inspires people to go and see the world."

4.3.3 Groovy Map Products

Figure 4. 7: Groovy Gear Product Range

Source: Researcher, 2020

People choose to travel for many different reasons. Groovy Gear provides hundreds of items to express that choice, from slogans on photo magnets, to notebooks, stickers, caps, totes, and our bestselling t-shirts and apparel. Groovy Gear targets two types of traffic in airports: the tourist looking for last-minute souvenirs and travelers passing through a port on their way to their next destination, as shown in Figure 4.7. While the tourist finds quality souvenirs tailored to specific destination market, the Groovy Gear travel lifestyle products appeal to anyone who values a holiday more than a new TV.
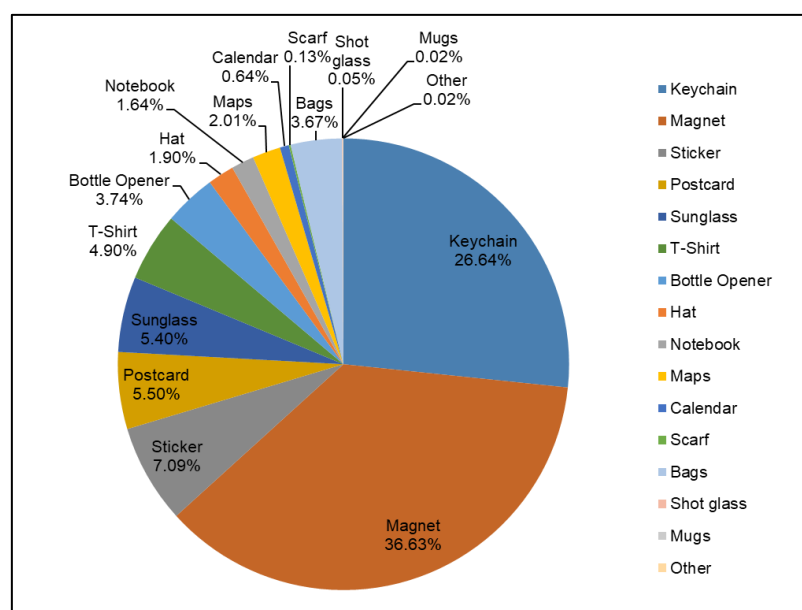
Figure 4. 8: Sales per Product Category

Source: Groovy Gear Sales Report, 2019

Figure 4.8, as shown above, illustrates the current over-all sales per product category contribution for all the products of the Groovy Gear, of which Photo Magnet is the highest at 36.63%, followed by Keychains at 26.64% and third are stickers at 7.09%. Other products are simply add-ons to the souvenir range but do not contribute highly to the revenue. The information above suggests a further analysis of each product category, which ones to continue and which ones to cut. Some products such as calendars, scarf, and mugs contribute even at 1% of the sales. There are a total of 16 types of products, but 2 product categories alone already add to more than 50% of sales. Though the researcher did not analyze each product's unique feature, various factors such as designs, color, size of the product, pricing tactics, packaging, promotions are regularly examined and discussed within the sales & product development team.

4.3.4 Brand Supply Channels

Groovy Gear has a presence in over 73 Airport outlets across Asia and the Middle East as well as the presence in over 124 retail outlets in major tourist areas downtown and major shopping centers. With its partnership to big travel retail players in the industry, it was able to maintain its supply channels secure and rapidly expanding in recent years. Groovy Gear offers exclusivity rights to retail stores at the airport, where each retail player has unique contemporary designs of their own made for them by Groovy Gear. The brand targets two markets because tourists intended to travel to the country for vacation while the transit passengers (sometimes seen as frequent travelers) have not reached their final destination yet. It is more likely for them to buy souvenirs, which are generic rather than destination-specific ones.
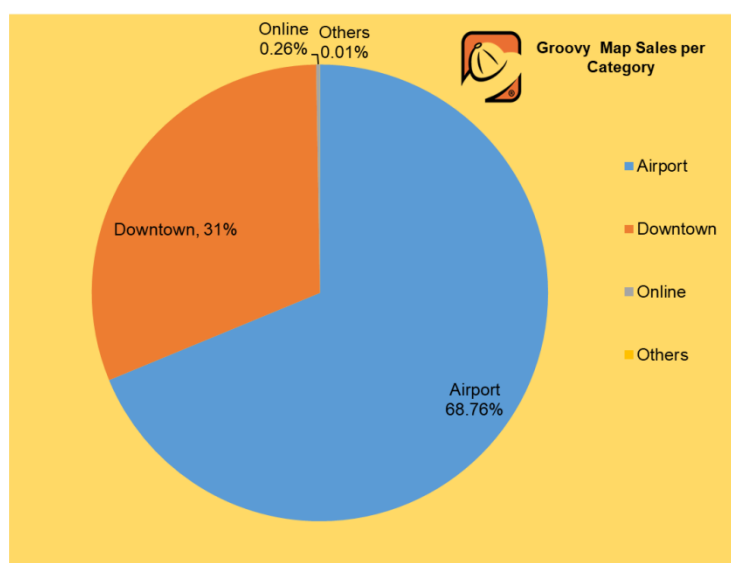
Figure 4. 9: Sales per Area of Distribution

Source: Researcher, 2020

Figure 4.9 shows that the airport retailing channel is the biggest revenue generator for Groovy Map, compared to its downtown and online channels. This is why the brand is focused on its airport retailers and caters to their distinctive needs, which includes concerns about minimal display space and a higher rental fee. Prices are monitored by the airport authorities and tend to set a price ceiling in some products and implement a strict regulation of which items are allowed to be displayed as individual shops. The displays are well maintained and have to be regularly replenished, making sure all products are available for the passengers to look at. Next are the downtown shops that are expected to have more freedom about which products they can sell and do not set a price ceiling for any product. The display space is also more prominent and more flexible for suppliers to utilize. However, on the other hand, the competitive landscape at these shops is higher due to the lowest prices available at stalls or street vendors that can highly redirect potential customer's buying preferences. The prices are not the same at airport retail shops, given the circumstances mentioned earlier.

Moreover, at present, online channels are not given so much attention because of either a lack of workforce to take over the task, or limited resources, or the sales does not reflect enough amount generated from the channel to justify its cost. However, with the increase in online interaction and the rise of e-commerce in recent

years, GMC might be taking a back seat moving forward. The management also relies on its experience with souvenirs, believing it is an impulse product, and tourists buy them as they see them and not intentionally looking for something unless it is vital. Therefore, the need for an online shopping app was not one of the priorities of the company. Thus, the company launches products more heavily through physical retail stores at the airport, in downtown wit in-store advertisements, and less on online portals such as company websites and social media channels. This way, customers learn about the products & services that Groovy Map is offering and be able to try it themselves.

4.3.5 Key Partners

The top three partners of Groovy Map Company involve (1) Suppliers/Manufacturers located overseas and locally-based. They play an integral part in product development, provided that production costs would be minimal and enable the company to achieve its pricing strategy. The technological capabilities of the factories and their global coverage help leverage the import/export processes and, at the same time, reduce costs. These suppliers and manufacturers have been in partnership with Groovy Map for many years now and continue to support the company in all projects and future planning, starting from materials, quality control, packaging requirements, and advancements that have been a great contributor to the success of the company. (2) Buyers/Distributors/Independent Shop Owners- these are people who make sure shops are selling the right products to the end customers. They play an essential role in the decision-making processes of accepting the products at the store and how much space it will allocate for Groovy Gear. Lastly, 3rd Party Logistics (3PL) - responsible for warehousing and over-all logistical services required to fulfill an order placed by the customer. It allows the company to be more flexible in managing the inventories and create more ways to leverage the order fulfillment process.

4.3.6 Customer Segments

The customer segments shown in Figure 4.11 are divided into two: (1) Business to Business (B2B), (2), and the Business to Customers (B2C). The B2B customers are composed of international and domestic airport retailers, of which the shops are in

chains across the airport and downtown Bangkok, such as souvenir shops, bookstores, and minimarts.
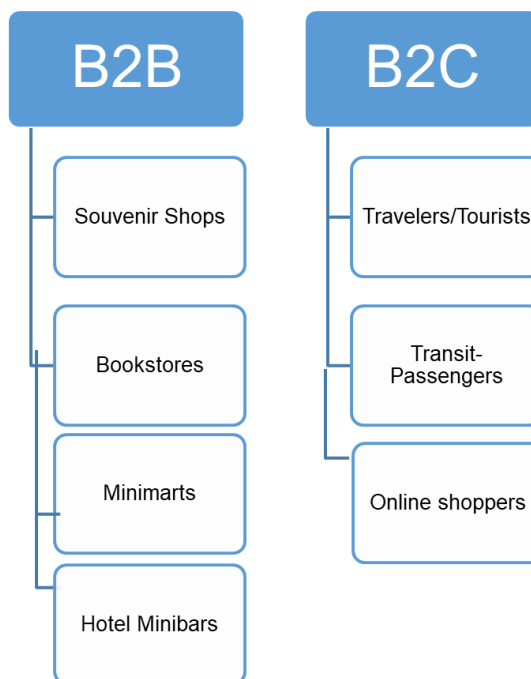
Figure 4. 10: Groovy Map Customer Segments

Source: Researcher, 2020

The centralized set-up these retailers have given GMC an advantage to maximize supply distribution across their bestselling shop in the country. On the other hand, the B2C segment comprises traveler/tourists, transit-passengers, and online shoppers. These segments are the actual end-consumers; however, because GMC does not have a retail shop of its own, getting the products to these end consumers will be at the discretion of corporate buyers and managers.

4.4 SWOT Analysis

The importance SWOT analysis framework was not emphasized in the past, the management of Groovy Map admits, therefore, after a thorough investigation on the strengths, weaknesses, threats, and especially opportunities that awaits the company is listed down in Table 4.1. The factors were identified from the holistic view of the management and its department heads, such as the growing presence of competitors at the airport were not as expected and are now given more importance as well as its level of threat that comes with it.

Table 4. 2: Groovy Map SWOT Analysis

STRENGTHS	WEAKNESSES
- Original Contemporary Product Designs - Flexible & Unique Compact Product Display - Long-History in the Souvenir Business compared to most players in the market. - Multiple Sales Channels both overseas and domestic locations - Strong business partnership with significant airport souvenir retailers - Presence at high-traffic locations/hubs such as airports, train stations, and major shopping malls - Frequent foreign travels for market observation and research - Well-experienced team of graphic designers - Competitive prices achieved because of economies of scale production - Product Development cycle every six months.	- Outdated Technological Resources - Trial & Error Thinking - Limited Cash Resources - Lack of departmental communication - Absence of Skills Improvement training & seminars - Non-active social media accounts - Minimal Online Platform Presence - Traditional Marketing dependence - The absence of a marketing plan - High dependence of Chinese Market
OPPORTUNITIES	THREATS
- The increased presence of travel retail stores in Southeast Asia - Emerging demand for world travel - The increased presence of low-cost airlines offering affordable flights - Social media platforms/channels - Better infrastructure in neighboring ASEAN countries (i.e., Vietnam). - Globalization - Product expansion with existing market - Pre-determined and well-established tourism market segments	- The threat of PANDEMIC disease - Changing demographic trends which demand fast transformation - Changing consumer buying trends - Lower-cost competitors - Rising labor costs in China - Increasing costs of raw materials - Unstable economic environment - Increased competitor presence - A decreasing number of Chinese tourists

4.5 Comprehensive Competitor Analysis

Identifying and understanding the competitive landscape of the business environment helps businesses anticipate major threats, anticipate shifts in the market, and sustain competitive advantage. Therefore, Groovy Map Company has gone through a thorough assessment of the competitors at the airport, classifying them to direct, secondary, and indirect competitors. Because a brand name is not an essential element in buying souvenirs according to literature mentioned in Chapter 1, therefore, competitors in this regard are not limited to product brands. Still, more emphasis is given to the shop locations. The observation method played an essential role in this analysis in support of the secondary data gathered online and in the existing sales records of Groovy Map.

4.5.1 Direct Competitors

The direct competitors identified in this section are composed of both souvenir brands of individual suppliers at the same store. GMC is present and does not necessarily mean at the same price points. As mentioned in the brand supply channels, airport retail shops are the most significant sales contributor to the company. Therefore, it is essential that these brands are identified, their full product range, product attributes, price tactics, marketing strategy, and supply channels. The airport souvenir business has been very competitive. More and more souvenirs are made available at the airport, giving customers more choices and the price range that caters to more budget preferences. Figure 4.4 shows that in terms of pricing strategy and distribution factors, these direct competitors are closely connected with GMCs positioning.

The perception of value for each brand based on the level of prices and the scale of its distribution channel may not be strictly relative to each other. Still, as the prices tend to be lower, it also shows a broader distribution coverage. The stores that are being described here are regular souvenir shops, bookstores, and minimarts, of which tourists do not expect high priced products are entering the store. Therefore, if a brand sells significantly more top-priced souvenirs, airport retailers may not be that interested in carrying it to their shops. Not only it affects the sales of other souvenir

suppliers, but rather, the airport store itself may communicate a wrong "over-priced" message to the potential customers. This is also relevant to the issue as mentioned above about price ceiling at the airport, of which prices tend to be similar if not likely at the same price range with each other.
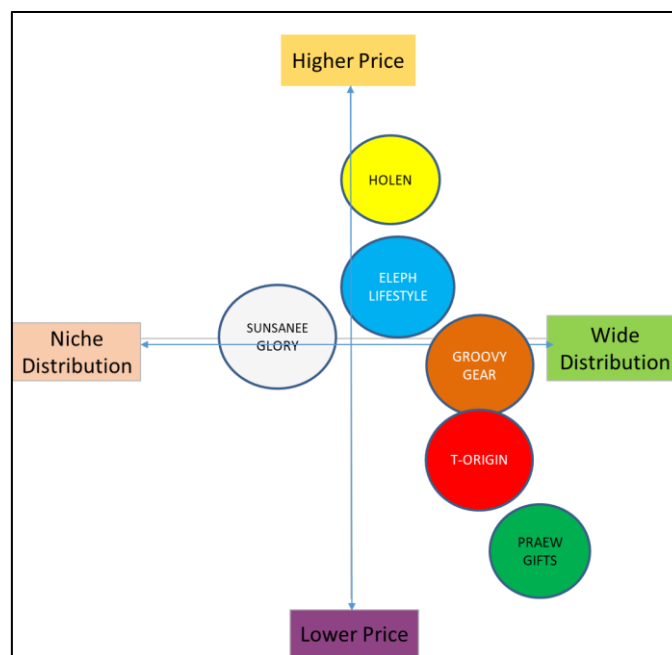
Figure 4. 11: Price & Distribution Positioning

Source: (Researcher elaboration, 2020)

The Holen Company is known for its colorful "Hanuman" or Giant Mask designs on every product they sell and has the highest price point than others if the same type of products is to be compared. Next is the Elephlifestyle brand, which produces the same kinds of products as Holen, but the designs are focused on Elephants (as their name suggests), and has a slightly lower price. Both these brands have similar coverage of supply. Another brand is Sunsanee Glory also designs its product with elephants, which is supposed to be a very affordable product in downtown Bangkok, appeared to be overly marked up in prices at the airport. Thus, looking into Sunsanee's social media page, its products are mass-produced and offered at a low price in shops located in places like the Chatuchak market. However, its distribution channel is still considered niche, as its airport presence is not very dominant compared to others, and its product range at the airport is minimal compared to its downtown location. While on the other hand, Praew Gifts has the most extensive

distribution channel, with an estimated 1000 shops supplied according to its social media page and has the lowest price. T-Origin is the closest competitor to Groovy Map considerably, as the types of products are the same, referring to Table 4.2, with the prices overlapping each other. More so that almost all locations at the airport where GMC is supplying, there is T-Origin. The profiles of the direct competitors are shown in Table 4. 2. Lastly, Groovy Map has a full distribution channel. It is positioned in the middle of high-price and low-price position, as it considers itself a "value-for-money" kind of souvenir products.
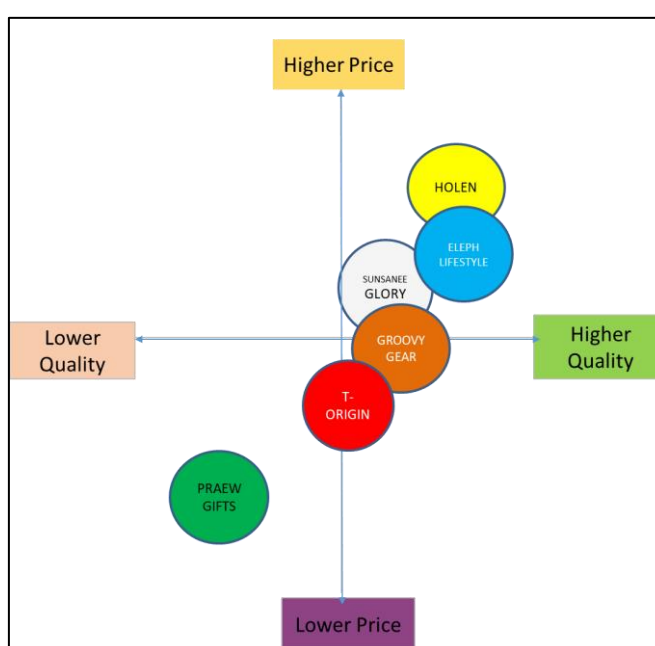
Figure 4. 12: Price & Quality Positioning

Source: (Researcher elaboration, 2020)

In relevance to the first positioning map presented in figure 4.12, Price and Quality are two other factors considered in analyzing the competitive landscape of the market at Suvarnabhumi Airport. Figure 4.13 shows that products at a premium price are also expected to have a higher quality. Holen and Elephlifestyle, with considerably higher price points, have more top product quality. Thus Praew gifts, on the other hand, are seen to have the lowest product quality. It illustrates how quality is relevant to the premium price set for these types of souvenir products. A common fact that these products are all mass-produced does not mean quality should be compromised. Groovy Map maintains a high quality of products while paying at an affordable price. Furthermore, Table 4. 3 below is an overview of the profiles of each direct competitor.

One distinct element is that the Groovy Map is the longest in the business and has established a broader coverage in the Southeast Asian market.

Table 4. 3: Common Souvenir Product Availability

Product Category	Groovy Map	Holen	Eleph Lifestyle	Sunsanee Glory	T-Origin	Praew Gifts
Price Range	20-590 Baht	120-2550 Baht	195-2800 Baht	120-700 Baht	5-275 Baht	19-120 Baht
Magnet	✓	✓	✓	✓	✓	✓
Keychain	✓	✓	✓	✓	✓	✓
Bottle Opener	✓			✓	✓	✓
Postcard	✓	✓			✓	
Shot glass	✓	✓		✓	✓	✓
Mugs	✓	✓		✓	✓	✓
Plate/Spoon Souvenirs		✓		✓	✓	✓
Food Souvenirs					✓	
T-Shirts	✓	✓	✓		✓	
Totes/Bag	✓	✓	✓	✓	✓	
Cap/Hat	✓	✓	✓		✓	
Plush Toys		✓	✓	✓		✓

Table 4. 3 below shows the common souvenir types that these competitors are selling, which further examines the similarity or difference of each competitor with each other. The illustration also helps further to understand the level of competition present in the market. Based on the table, Holen and T-Origin have the most types of product offerings compared to GMC. Eleph Lifestyle has the least range of products limited to only keychains, totes, bags, and plush toys.

4.5.1.1 Competitive Matrix

The score in Competitive Matrix Chart reflects how well the company is doing in that particular area of the business, ranging from 4 to 1, in which four is equal to significant strength, 3- as minor strength, 2- minor weakness, and 1- as the major weakness. The scores are assigned subjectively to each brand based on airport market standards; however, it is also highly linked to industry benchmarking and how other

brands are also performing. The ratings are assigned closely related if not the same across the different brands for the same variable. Souvenirs, in general, are not complicated to assess as the brand name is the least of the concerns of tourists in their souvenir purchases (Swanson, 2004).

Table 4. 4: Competitive Matrix Chart

Competitive Matrix Analysis Chart Example													
		Groovy Map Company		Holen		Praew Gifts		Sunsanee Glory		T-Origin		Elephlifestyle	
Key Success Factor	Weight	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
Marketing	0.15	2	0.3	4	0.6	4	0.6	3	0.45	4	0.6	4	0.6
Brand Reputation	0.1	3	0.3	3	0.3	3	0.3	2	0.2	3	0.3	3	0.3
Product Quality	0.2	3	0.6	4	0.8	2	0.4	3	0.6	3	0.6	4	0.8
Competitive Pricing	0.2	4	0.8	3	0.6	2	0.4	3	0.6	3	0.6	3	0.6
Product Range	0.1	4	0.4	2	0.2	4	0.4	2	0.2	4	0.4	3	0.3
Customizable Products	0.05	2	0.1	2	0.1	2	0.1	3	0.15	4	0.2	2	0.1
Superior Display	0.15	4	0.6	4	0.6	2	0.3	2	0.3	2	0.3	2	0.3
Customer Service	0.05	4	0.2	2	0.1	3	0.15	3	0.15	4	0.2	3	0.15
Total Score	1		3.3		3.3		2.65		2.65		3.2		3.15

4.5.6 Secondary Competitors

The list of secondary competitors includes shops and airport outlets of the same category as the shops Groovy Map Company currently supplies at Suvarnabhumi Airport, of which the souvenir products are strictly related to the types of products the company is producing. These shops do not directly compete with GMC as a souvenir supplier but instead compete with the airport outlets where GMC is already supplying. On the other hand, these shops are potential for significant opportunities for future supply partnership. These shops are selling souvenirs but not necessarily of the same type but can be targeting a different market segment through the differentiation in pricing. Royal Project Foundation and Doi Tung shops focus more on food souvenirs that are considerably preferred by 'food-lover' tourist segments that buy a lot of food to take back to their home countries, and it becomes a substitute product for one another. A total of 32 shops were identified, and King Power Duty-Free seems to be the most prominent secondary competitor in this regard. They have the full control of products at Suvarnabhumi Airport. The researcher did not analyze each shop; therefore, this suggests further market research to be able to develop the appropriate marketing strategy on how to cater to the needs of individual secondary competitors and turn into them, partners.

Secondary Competitors		
Souvenir Shops	No. of Shops	Location
Jim Thompson	3	International Airside
Connect	2	International Airside
Doi Tung	2	International Airside
King Power: Memories of Thailand	3	International Airside
Nabha	2	International Airside
OTOP Store	4	International Airside
Royal Project Foundation & Government Shops	3	Public Concourse, Domestic & International Airside
SACICT	1	International Airside
Sai Jai Thai	2	International Airside
King Power: Taste of Thailand	4	International Airside
King Power: Touches of Thailand	1	International Airside
VR Thai Silk & Leather Goods	1	International Airside
Bookstore		
The News & Books	1	Public Concourse
Mini-Mart		
7-Eleven	2	Public Concourse
Magic Mini-Mart	1	Public Concourse

Figure 4. 13: List of Secondary Competitors

Source: Airport Authority of Thailand Website, 2020

4.5.7   Indirect Competitors

These are identified as other activities that tourists do while at the airport and other specialty shops that are not related to GMC products. Airport increasing mobility and additional facilities are fascinating enough to get the attention of the passengers. They are not given so much attention to airport retailers. Still, apart from a great shopping experience at the airport, facilities, the culture of airport management, and its people are just some of the factors how passengers judge its over-all airport experience, whether good or bad (Adamson, n.d).

Figure 4.13 presents the indirect competitors present at Suvarnabhumi Airport. Here are the following: (1) *Shopping at Duty-Free Shops*, which includes a wide array of Luxury items, fashion & jewelry shop, beauty shop, convenience shop, food souvenirs & electronics. Because of the improved technological services at Suvarnabhumi airport in terms of electronic check-in counters and efficient biometrics at Immigration counters, tourists have more time at the airport to shop around while waiting for their flights.
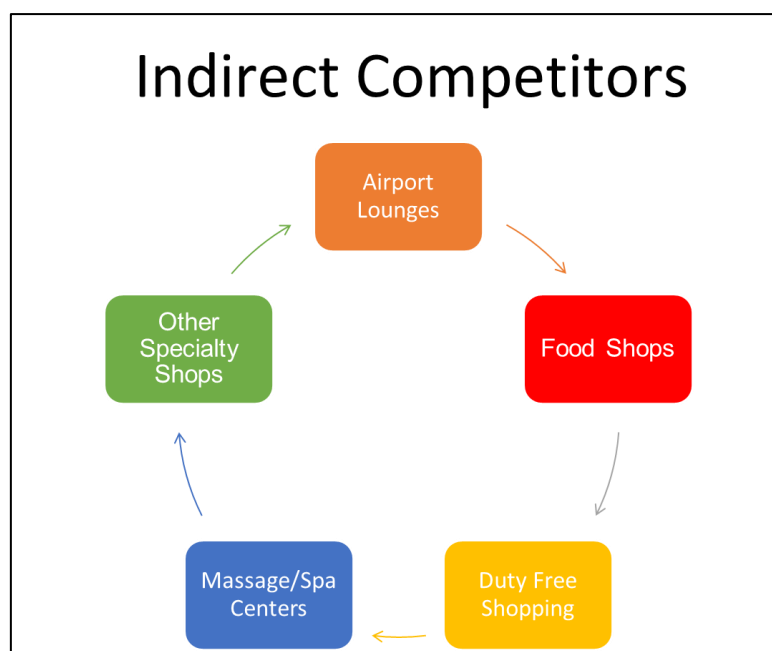
Figure 4. 14: Indirect Competitors

Source: Researcher, 2020

With Duty-free shops offering an enormous amount of promotions and product features, tourists lured to spending their time in these shops, instead of going to or spending time downtown to as the traffic is very uncertain, and might cause to miss the flight. Therefore, many use the same amount of time to shop at the airport. (2) *Visit Airport Lounges* – there are six airport lounges to choose from in Suvarnabhumi Airport, namely: Miracle VIP Lounge, The Wisdom Lounge, Miracle Lounge, Airline Lounge, King Power Lounge & VIP Rooms 3A. These airport lounges are often perceived to be for the elite passengers but not for the common ones. (3) *Food & Beverage (F& B) Shops* such as Restaurants, Bakery & Ice Cream Shop, Restaurants, Coffee Shop & Café, Burger shop & Fast food. These shops have the most locations at the airport and probably have the most number of people. They appear to be very busy at all times, open for 24 hours of services, non-stop. F& B is seen to be the biggest distraction for passengers passing through Suvarnabhumi airport, having over 50 dining sports to choose from. The airport is brimming with different Thai delicacies that tourists will surely miss when they get back to their home countries or just simply checking in the famous fast-food chains for a quick fix, or getting a coffee before the flight is just some of the activities that take away these passengers to buy souvenirs at

the airport. (4) Spa/Massage shops- Thailand is known for its Spa & Massage worldwide. This is precisely a go-to place for people who has a long waiting time before boarding or may have experienced delayed flights and long lay-overs. Probably the most relaxing way to end the journey at Thailand grounds. However, these shops are mostly located at the airport's public concourse. They are seen as a significant concern as immigration counters, and security gates will need a longer time to pass through. Nevertheless, massage and spa services are deemed essential and recognized as one of the top things to do at Suvarnabhumi Airport by Alfa Flight Guru Blogs (2017). Lastly, (5) *Other Specialty products or stores.* Though not as popular as others, these shops have the potential to attract passengers seeking its niche products and services instead of buying souvenirs on their way to the boarding gate.

To conclude, the competitive landscape at Suvarnabhumi airport is a dynamic mix of products both locally produced and overseas imported, mass-produced to cater to the different buying preferences and buying capabilities of travelers from all walks of life. The advantage of Groovy Map Company to stand out from these different types of competitors is to turn these threats into opportunities and future potential collaboration to develop further the right products to address the needs of the growing market. Through a regular observation done at the airport shops, it has helped a lot in getting a better understanding of the competitive situation at Suvarnabhumi airport. Groovy Map must understand the competitive landscape of the market to get ahead of the competitors and use it on its advantage. The information on new entrants and their products and services can be a reflection for the company of which section needs to be improved. It can also be an opportunity for new products to emerge that are still not available in the market or are supplied by competitors.

4.6 Conclusion

Airport retailing business is a productive yet very competitive business environment, with only the best products from the downtown shops are accommodated. The reason for this is that there are many regulations imposed by the airport authority on types of goods that can pass their decision. The airport is now focusing on other revenue streams, such as non-aeronautical revenues, to go forward. The macro-external environment has a significant effect on how the business, though

no business big enough to control it, but a small to medium enterprise like Groovy Map can reduce the impact of an unlikely situation that will arise if the correct assessment and marketing plan is in place. Though the analysis is assumed on a normal condition, it cannot be denied the intensity of the COVID 19 pandemic. The new normal will be significant in how the operations will go to the airport. Groovy Map's different set of competitors are not only imposing threats to the company but also offers excellent collaboration opportunities. The goals are to turn these competitors into partners to reach more passengers and maximize profitability at the airport. The Industry and Situation analysis in this chapter will be the primary basis of the marketing strategy to develop in the next section, together with the interview results and survey results gathered.

CHAPTER 5
STRATEGY

5.1 Marketing Plan Executive Summary

From the results of the situation and industry analysis, the next step is to formulate the marketing strategy for GMC. It starts with understanding the different market segments and choosing the right segment to focus on, as the saying goes, "Everyone is not your customer." Knowing who the target market gives a better understanding of the right marketing mix and the development of the marketing channels appropriate to communicate with them. This section will detail the strategy formulation process and how it will help the company attain success.

5.2 Market Segmentation

Market Segmentation is the first step to determine the different souvenir market segments at the airport and develop profiles for each one. It is considered an essential part of knowing the target market and would set the framework for the marketing mix to develop. Survey results reveal that 75.6% of respondents are motivated to travel to Thailand for Tourism or Leisure activities, followed by the motivation to visit friends and family based in the country.

Travel Motivation

	N	%
Tourism	208	75.6%
VFR	34	12.4%
Medical	5	1.8%
Business	23	8.4%
Others	5	1.8%

Figure 5. 1: Travel Motivation- Survey Results, 2020

The researcher believes that based on the results of Industry analysis that almost 75% of travelers to Thailand are Asians, it is common that Asians have close family ties and visiting family members at 12.40%. Moreover, business is also one of the top 3 reasons for traveling to Thailand, with 8.40% of the respondents saying they came for business and work purposes. Furthermore, the survey questionnaire may have missed

other goals such as religious pilgrimage, sports event, or political agendas, as these travel motivations are not considered relative to the purpose of the study.
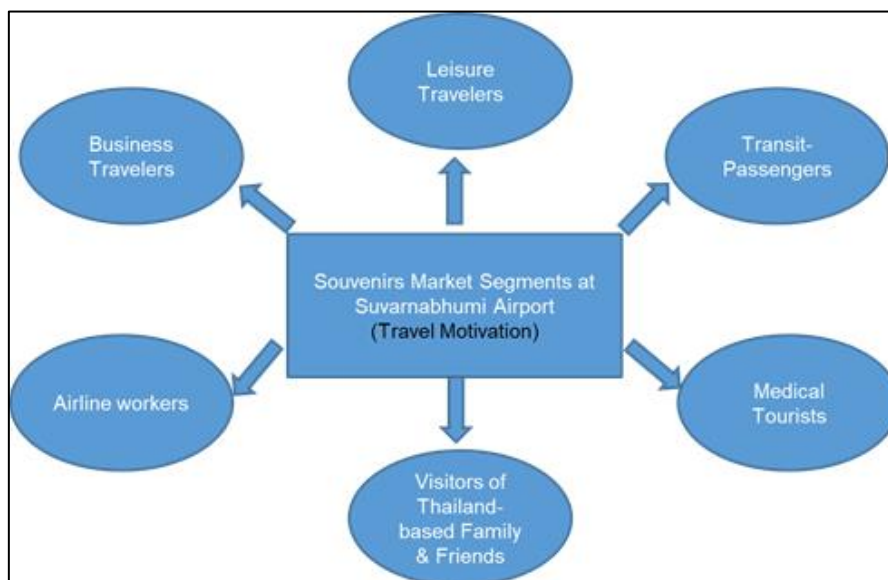
Figure 5. 2: Market Segmentation for Travel Motivation

Source: Researcher, 2020

As a result, GMC identified its market segments based on their travel motivation coming to Thailand. This segmentation process is concerning the types of travelers recognized by the United Nations & World Travel Organization (2020). Most of the time, studies are focused on the purchasing behavior of leisure travelers as they are the ones going through a series of touristy activities. However, the possibility of the multi-purpose visit is inevitable and is, therefore, more realistic to take into account in this segmentation.

Figure 5.2 shows the different segments present at the airport retail business, including yet small segments to show that GMC recognizes them, such as transit passengers, airline workers, and ground staff. However, they may not be part of the priority segment of the company and would not focus its marketing efforts. These market segments have different needs based on their motivation to travel, which, in return, dramatically affects how they purchase products at the airport. However, the specific differences in the requirements of the sample and their point of destination in Thailand limit the generalization of the study.

5.2.1 Souvenir Market Segments

- **Tourism/ Leisure Travelers.** The leisure market segment remains the top market for tourism in Thailand. This segment is considered the most substantial segment there is in the market, after all, Thailand was recognized by the 2019 Business Traveller China Awards Ceremony held at Beijing City as the "2019 Favourite Leisure City in The World" according to Tourism Authority of Thailand (TAT) (Post Reporter, 2019). Survey results, previous studies, and MOTS statistics show almost the same effect since it is the prime reason for coming to Thailand to see the beautiful tourism sights and experience the things Thailand has to offer. These types of travelers include the purpose of sight-seeing tours, island-hopping tours, elephant shows, night-life events, entertainment venues, Songkran festivals, and other festivities, and many more, however, at the same time can have mixed-purpose of the visit.

  The advantage of this segment is that these customers are motivated to buy souvenirs that will remind them of their trip and buy gifts that they can share with their family and friends back home to show they are thinking about them while being away. More so that with its size, the segment covers all nationalities, with Chinese tourists dominating the section and other ASEAN countries, as previously mentioned in the Industry analysis. A gift-giving culture characterizes them, and buying souvenirs is a must when traveling back home from a trip overseas to show their appreciation and thoughtfulness for the ones left in their absence.

  From the interview results, airport retailers also recognize the significant presence of Chinese shoppers at the airport as well as their higher spending budget and substantial quantities. On the other hand, Europeans, including Americans, are seen as the least buyers at their shops and would typically just buy 1 or 2 items per transaction. Therefore, we can conclude that this segment is identifiable, measurable, and accessible yet characterized by mixed buying preferences coming from a very diverse cultural background.

- **Visitors of Thailand-based Friends & Relatives (VFR) -** Visiting Family and Friends are one of the primary reasons to come to travel overseas. This reason to on a trip shows a growing potential, which contributes an essential amount of

worldwide travel (Griffin, 2013) as the world becomes more integrated, and traveling and migrating to the other country becomes more prevalent. This segment is unlikely to go solo and would highly come with a group of people (Poel, Masurel, & Nijkamp, 2004). Under this segment, travelers have the motivation to be with their families based on different places. Transport technology has improved compared to earlier times, which makes traveling more convenient and more comfortable to attain to. They would go around locations in Thailand, given the tourism features the country has to offer.

This segment has a high disposable income to be able to visit their family and would be willing to spend a reasonable amount of money to enjoy each other's company. Most often than not, visiting friends and relatives does not mean staying only at home but also enjoy new experiences in a new place, having their family and friends being the hosts to show them around. There are not much data available measuring the numbers of travelers under this motivation; however, with the close relationship between the growths in migration to VFR tourism flows in the country, we can, therefore, conclude that the two variables are closely related. The increasingly diverse workforce indicates the size of different migrant groups in a country. In the case of Thailand would be the EXPAT group, looking into their duration of stay and overseas, we can say the VFR segment is growing.

The tourism-related impact of increasing immigration and urbanization of cities is the fact that there is a growing need to travel for disparate families to see each other, and friends that haven't seen each other for so long. Asian families are known to have close family ties and would take every opportunity to be reunited with family members and friends. The segments have the primary purpose of reunion, but on top of that is the motivation to see new places with the whole group and with the host family or friends serve as the tour guides. This market segment's potential is excellent as the travel itinerary is mostly planned ahead of time and has enough money to spend on such a visit.

However, the disadvantage of this market segment is that the hosts are knowledgeable of Bangkok and would not recommend buying souvenirs at the airport as it is seen to be more expensive than the ones offered in downtown places. This perception may not be accurate to most, as the price is highly regarded by

65.1% of the respondents as "very important." Still, it is not the only product attribute that motivates a purchase, and it is also designs & colors, uniqueness, and Quality. Some products at the airport are still seen to be more reliable in terms of quality and level of safety that comes with it.

- **Business Travelers-** This segment s is characterized by travelers for work and business agendas, which includes conference meetings, Trade Fair Attendees, Investors, and all short-term business-related travelers, All Nationalities). The establishment of the Thailand Convention and Exhibition Bureau in 2002, gave Thailand an advantage as Asian's premium business tourism hub and has worked well to become a leader in the MICE industry (Sharafuddin, 2015).

  Business travels are not just focused on meetings but also with international trade fairs & conferences, global seminars, and annual business events combined with sight-seeing tours, socialization events, and shopping. Families are often invited to big business conferences, and with this, another revenue from tourism activities are generated. In terms of shopping behavior at the airport, Business travelers are characterized by buying quality products at a higher price. Interview results also show that this segment mostly buys IT support products and travel accessories rather than souvenirs. From the information presented, we can conclude that these business travelers are frequent travelers to Bangkok or Thailand in general.

- **Transit Passengers-** Transit passengers are travelers who just passes by an airport to get to their final destination. Though this market segment is not considered direct customers for souvenirs, they can shop at the airport while they are waiting for the next flight, especially for flights with long layovers at Suvarnabhumi. Shopping is considered the best way to entertain oneself, aside from quick trips to fast food or restaurant chains. Transit passengers are seen to be buying travel-themed souvenirs rather than destination-specific ones. Suvarnabhumi airport is one of the busiest airports globally and in Asia, most especially catering to more than 60 million passengers per year (AOT, 2020). Though it appears to be a big scale, Bangkok is not seen as the most prominent choice for lay-overs than its neighbor Changi airport catering to more than 100 airlines worldwide. This market segment is more evident

with airports like Singapore rather than Bangkok. Therefore, it is not seen to be one of the major sectors to focus on.

- **Medical tourists** refer to the type of travelers that come to Thailand for medical and wellness purposes. It covers an appointment to hospitals, clinics, beauty packages, health and wellness vacation, and many more. Thailand is considered one of the top five destinations for inbound medical tourism globally, according to the World Travel & Tourism Council (WTTC) globally (Karnjanatawe, 2019). It has grown by 358% from 2000 to 2017, respectively, with a total of an estimated $11 billion in revenue or THB 72.5 Billion, respectively (Karnjanatawe, 2019).

    This growing market segment is no surprise for many as Thailand's healthcare is considered the top 6 in the world ("Thailand's Healthcare Ranked Sixth Best in the World," 2019). Though it may seem a small market for tourists spending, representing only about 1.2% of overall inbound tourism spending, it has a significant impact on the 'tourism image' of the country (Karnjanatawe, 2019). The market segment is characterized by middle age to old age travelers seeking medical attention and wellness. However, even with a higher disposable income and willingness to spend a higher amount of money, its potential to shop for souvenirs on during their visit is minimal and is still not big enough to be concluded as an independent market segment. More studies are needed to understand deeper the characteristics of this market and be able to develop a unique proposition for them as their motivation is driven by health and wellness and not by tourism.

- **Airline crew & ground staff-** this market segment may buy or maybe buying souvenirs. This segment includes Domestic and International airline crews and ground staff, both based in Thailand and overseas. This segment has probably been coming in and out of Suvarnabhumi airport numerous times, and buying souvenirs is not their priority. Therefore, given the motivation of travel and its relatively small size, it is not seen as a significant segment to focus on.

5.3 Market Targeting and Positioning

Identifying the target market is the next essential step after the different market segments have been identified and profiled. Groovy Map Company needs to assess

each section based on the information presented on the previous studies, the survey results and interview results, as to which one will provide the highest profitability.

Moreover, aside from the market segment's potential, the company also has to assess its ability to provide service, the level of its marketing capabilities, and the availability of its resources, considering that being a small scale business will lead to better development of market positioning. Matching the needs of the customers with the supply capability of the company is deemed necessary. The table below shows the desired target of customers. Though the survey questionnaire used in this study did not focus on a particular market segment, it merely supports the secondary data referring to Leisure tourists as the most significant contributor in the number of arrivals in Thailand.

5.3.1 The Target Customer

Figure 5. 3: Market Segment Evaluation

Source: Researcher, 202

Leisure travelers' appear to be the most significant & best segment in the market because it fits all the criteria in assessing a segment. This segment includes any nationality the purpose of coming to Thailand to undertake tourist activities. As mentioned earlier, the tourists are 75% Asians (41% Chinese) with the gift-giving

culture, and they are more likely to buy in bulk quantities at affordable prices. Over the recent year, it far more dominated by Chinese tourists who are known to be the biggest shoppers. Though it is also an undeniable fact that Chinese tourists are not price-sensitive buyers, most travelers coming from ASEAN countries do. This segment is also characterized by online marketing channels with the growth in FIT travelers under this segment, with high interaction in social media channels such as Facebook & Instagram sites.

Visiting Friends and Relatives (VFR) although this segment is the second-largest as identified in the survey, this takes more research and accessibility to data to show market potential and attractiveness. This segment will be given more attention to the future strategies of the company.

Travel motivation, as mentioned earlier, Tourism or the Leisure traveler segment members are concluded to be the most significant travel motivation segment to target with higher potential of generating more significant sales revenue for Groovy Map Company. Mass-produced souvenirs manufactured overseas helped the company attain economies of scale. As to the Travel frequency, survey results reveal that 45.80% of the respondents are frequent travelers to Bangkok, 23.70% each are first-timers, and have traveled more than three times, and lastly, 6.80% of the respondents are second timers. This refers back to the leading visitors of Bangkok, who are Asians, closer to Thailand in terms of distance that might have been the reason for the high frequency of travel compared to visitors from the western countries, given the miles apart. Moreover, in terms of Demographic background, there was no given distinction on the gender of Male and Female. However, the survey results show a big difference in the percentages of the respondents. Thus, referring to the literature review, women are seen to be the biggest buyers in terms of quantity, but men tend to outspend women while at the tourist destination (Timothy, 2005). Therefore, both females and males are included in the targeting mix. Moreover, with regards to its purchasing motivation, 42.40% of the respondents say they want a reminder of their travel or a piece of evidence that they have been to Bangkok. At the same time, 28.80% say they buy souvenirs as gifts, but then it does not have a massive gap from the motivation to have both reasons for such purchase.

Leisure Travelers	Assessment	Reason
Segment Size	Big	The market potential of the the segment is big enough to be identified as an idenpedent segment. The capital and resources are capable to develop mass-produced products. The segment has high disposable income to afford extra money for vacation and engage in various touristy activities.
Price	Diverese purchasing power.	A mix of price-sensitive and non-price sensitive customers. A wide variety of products and price range pricing approach.
Identifiability & Measurability	Yes	The market is highly quantifiable with a high potential and dominates the travel sector in terms of numbers and purchasing power.
Accessibility	Yes	Highly accessible throug mixed platforms, like social media and in-store price tactics.
Responsiveness	Very Responsive	Responsive to combined promotional offerings and a differential response is expected.
Sales Potential	High	Mix buying preference. Buys in bulk quantities and devotes quality time for shopping.
Channels	Diverse Channels	The market can be reached through diverse channels. The company has established sales channels.
Cost	Low Cost	Low cost of money to service as the market is so huge. Economies of scale, resulting to lower costs products and generating a higher return.
Competition	High	A market with high competitive situation to target. Competitive prices and promotional activities are needed to achive sales potential.

Figure 5. 4: Leisure Travelers' Segment

Source: Researcher, 2020
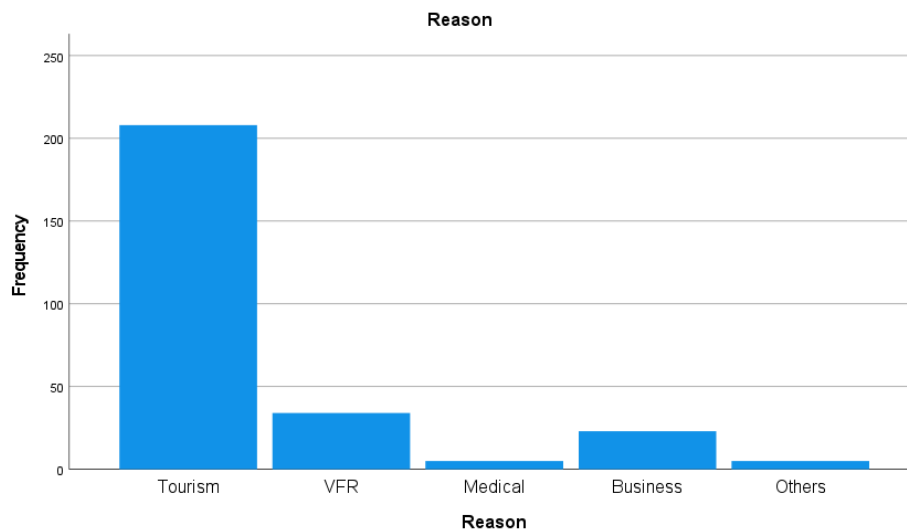
Figure 5. 5 : Travel Motivation –Survey Results

5.4 Marketing Mix (4Ps)
5.4.1 Product Strategy

Products are at the heart of this marketing plan. Developing the right products tailored to the needs and wants of customers at Suvarnabhumi airport is the main objective. Achieving them requires a more in-depth understanding of the factors that affect their purchasing behavior towards souvenirs at the airport. Groovy Map Company has been in the business since 1999. Specifically for souvenirs from 2010, however, even with the long history in the market, the changing demographics of tourists are vital for the survival of the company. Based on the literature review, tourists buy souvenirs as a reminder, as evidence and as gifts (Swanson, 2014), and there are many types of souvenirs to satisfy this growing need. Littrell (e.t al, 1994) suggests that relevant product attributes such as uniqueness of designs, superiority in quality, artistry, and attractive colors are what tourists looking for in a product. This claim is supported by the survey results revealing that on top of the attributes mentioned above, price and quality are additional product attributes that are considered "very important" by the respondents. Siregar, Faulina, and Novita (2017) studied the four factors (personal, social, psychological, and situational) influencing souvenir purchases conducted in Medan City, Indonesia. Study shows that individual elements don't have a significant effect on tourists' purchase behavior. In contrast, social factors

are influenced heavily by family and friend's conflicting ideas and opinions, causing the tourists to confuse and increase the chance of not buying any souvenirs. Whereas situational factors such as uniqueness, discounted price, humorous product appeal, and attractive packaging affects souvenir purchase were considered relatively more substantial reasons to buy souvenirs.

Because my target customers are leisure travelers, undertaking various touristy activities and visiting beautiful sceneries, we can conclude that what they want from souvenirs is to remind them of these places they have been to. Previous studies conducted by Siregar, Faulina & Novita (2017) show that in most cases, souvenirs are as a representation of cities or a country or even with local attractions are locally made. However, this may not be true for Bangkok or in Suvarnabhumi, in particular, where souvenirs are mostly mass-produced, manufactured overseas in larger quantities. This case is probably because of the free trade agreement between China and ASEAN countries mentioned in PESTEL analysis that allows the free flow of goods at cheaper production costs. Furthermore, souvenir products are categorized in many different ways, such as pictorial, natural elements from nature, symbolic, markers, and handicrafts (Gordon, 1986); therefore, Groovy Map products covering four out of five of these types are heading towards the right direction. Each category represents different ways souvenirs are creatively produced and tailored to its purpose.

Survey results show that Leisure tourists patronize t-shirt products, keychains, and magnets as the top three choices. This result supports GMCs internal sales report analysis, and as well as interview results (Appendix E) with the airport retailers, indicating the same products as the best sellers. These product categories have been long before identified as "universal souvenirs" (Gordon, 1986). The segment also has mixed shopping preferences but still comes down to top products previously mentioned; therefore, a great selection of designs in the same category will likely sell.
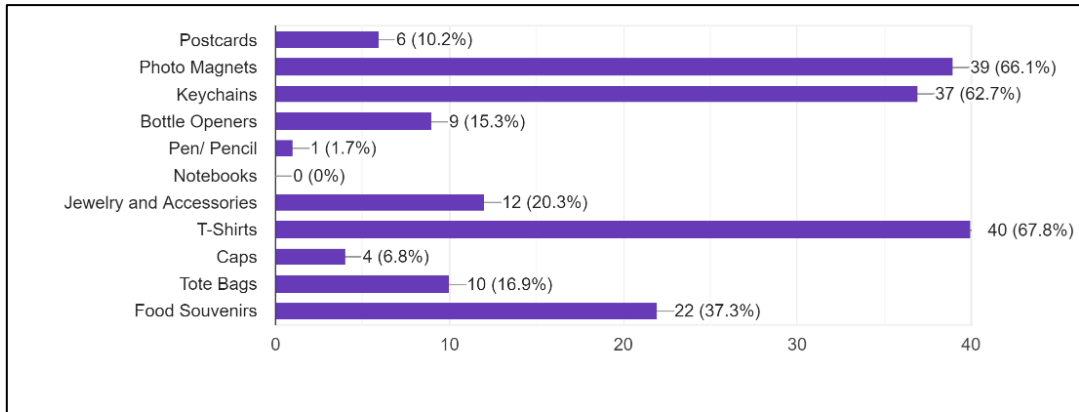
Figure 5. 6: Top Souvenir of Choice- Survey Results, 2020

Designs, Color selection, Price, and Portability are the significant product attributes preferred by the market segments, saying it is "very important" in choosing souvenirs. Therefore, these product attributes mentioned give an idea of what the customers are looking for in a product and would be incorporated with future product developments.
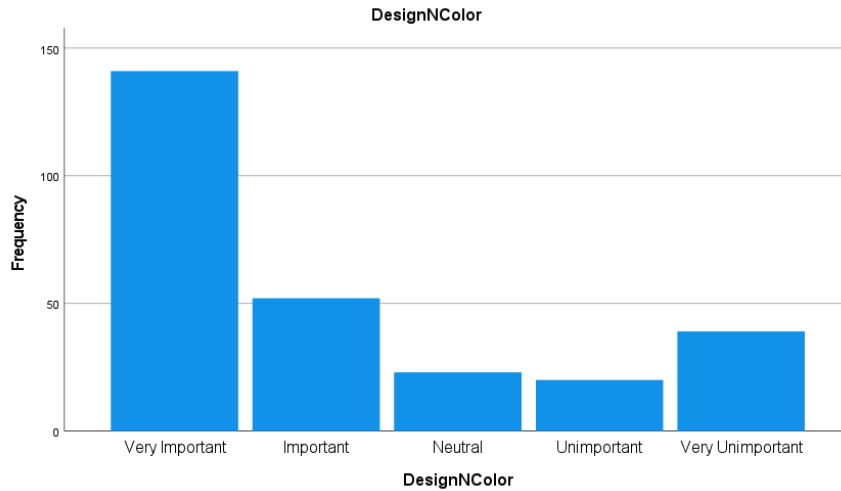
Figure 5. 7: Design and Color- Survey Results, 2020
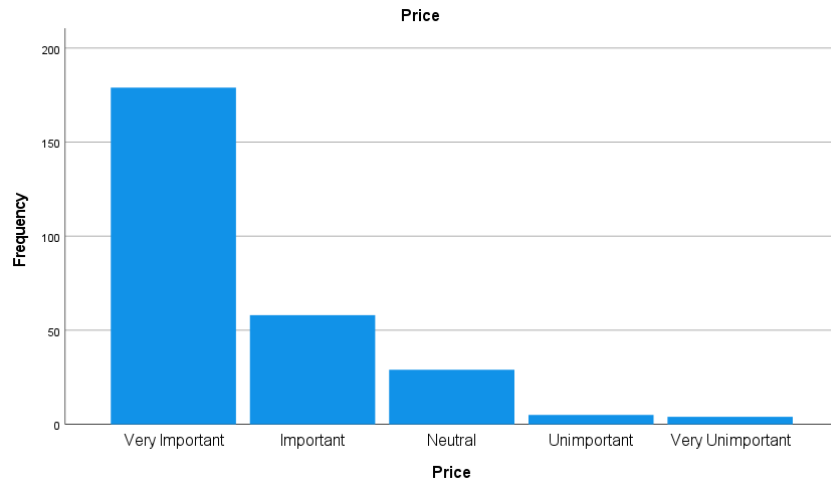
Figure 5. 8: Price- Survey Results, 2020
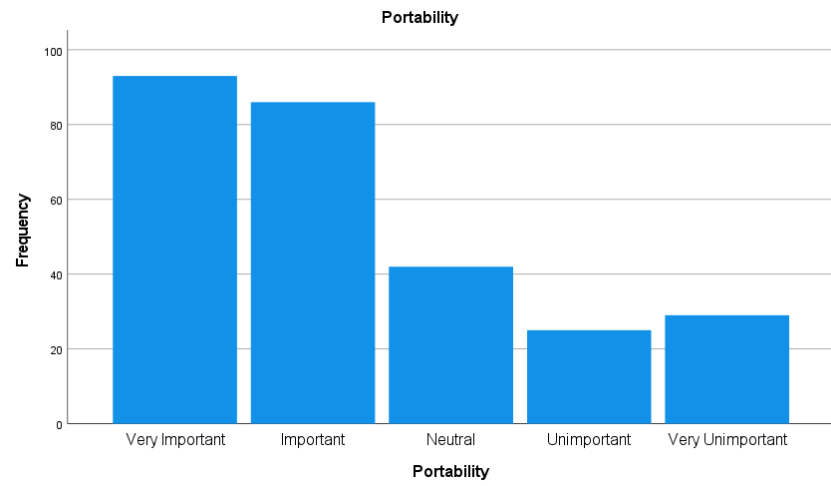
Figure 5. 9: Portability- Survey Results, 2020
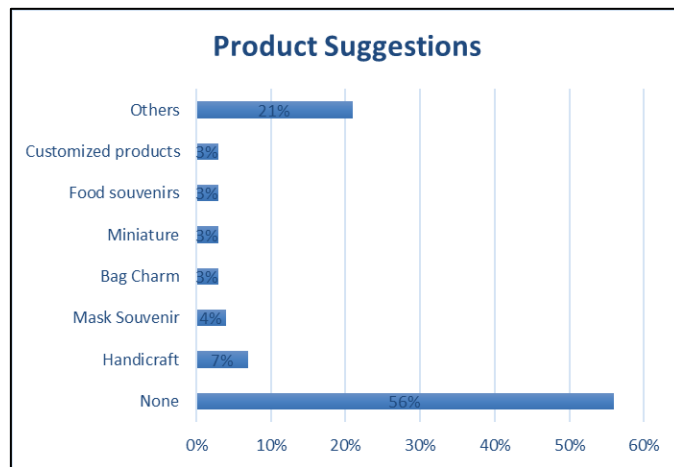
Figure 5. 10: Product Suggestions- Survey Results, 2020

Based on the information presented above, we can conclude that tourists want the same mass-produced common souvenir products at Suvarnabhumi airport. Time constraints and limited baggage allowance are also vital issues to consider given that these travelers pass through the airport. Therefore, in developing products, need to think about its size and the reduction in the no. of designs per category' can help the customers choose faster and easier. The downsizing of product categories will help the company focus on the products that the tourists want and need.

5.4.2 Pricing Strategy

Groovy Map pricing considerations remain on its current platform of "Value-for-money" souvenirs, or what is considered "customer value-based pricing strategy." This means that GMC starts with the customers' perceived value of products, which is key to pricing instead of focusing on the production costs. This also means that from the very start of the product development, the average amount spent per souvenir purchase transaction of tourist buyers at the airport is already considered. Because we already know who are the target customers and their buying preferences which are still the "universal souvenirs." Aside from the perceived value or the level of acceptability of customers, GMC takes into consideration the essential costs and expenses, rental, other related fees, and as well as the current market prices along with the competitor's judgment of a product's value. It is a combination of both. Because the target market is primarily dominated by Chinese & ASEAN tourists, with a robust gift-giving culture and bulk purchase, therefore, it is better for GMC to run in-store promotions that come in different pricing tactics to drive volume sales and move inventory. These pricing tactics include "cash discount," which is the most popular one and is much preferred by leisure customers, that it is because tourists have the last few local currencies on their hands and just want to buy something from it in a "whole number' digit. "3 for THB100", in the minds of the tourists, it is easier to calculate a THB100 than having to calculate each price of the product. This analysis is backed up by the survey results, of which 5.90% of the respondents choose "cash discounts" over the other pricing tactics.

According to the interview results with the airport retailers, Chinese tourists spend more than 1,000 baht per transaction for souvenir items while other nationalities

are below the THB500, and some do not buy souvenirs at their shops, especially westerners. Most of the time, they convert prices in their home currencies and find the difference huge and would decide not to go push through with the purchase. The gap in the spending budget is vast, and those pricing tactics mentioned are needed for this gap to be addressed.

Moreover, the survey shows that 40% of the respondents allocate up to $100 of their shopping budget to souvenirs, while 27% of the respondents limit a little less than $50. Therefore, any souvenir supplier needs to produce products that are within the budget of most travelers. The price range of GMC is from THB20 to THB590 ($.67-$19.60), just within the budget range of the most respondents in the survey, which can be generalized with the leisure tourists in Bangkok. With the analysis of GMC's internal records, 80% of products bought at the airport are under any of the pricing tactics run by the store. Product launch and low season sales are also in place to move inventory, generate more sales, and attract more customers at the shop, especially during low seasons and new product launchings.

Therefore, from the information presented above, a combination of customer value-based pricing & competition-based pricing, along with the pricing tactics in place, GMC is set for a higher success given the highly competitive landscape of the airport retailing business. Seasonal promotions and any changes in the airport business situation, the management will review accordingly. Nevertheless, the company believes that the pricing of the souvenir products is reasonable and competitive compared to the quality. GMC gives attention to every detail of the product, starting for its design development down to the company manufacturers; therefore, the quality exceeds its price.
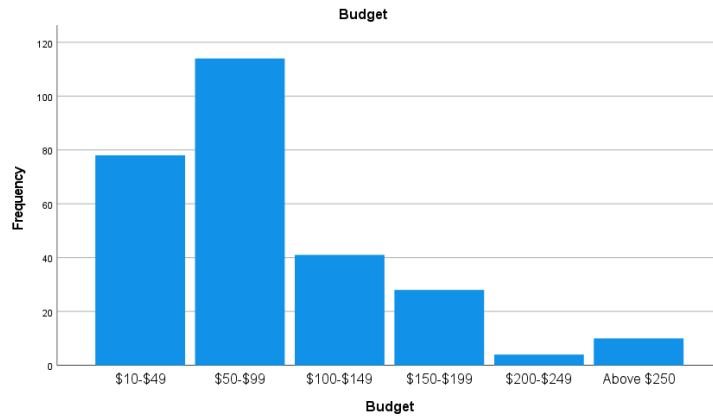
Figure 5. 11: Souvenir Budget- Survey Results, 2020
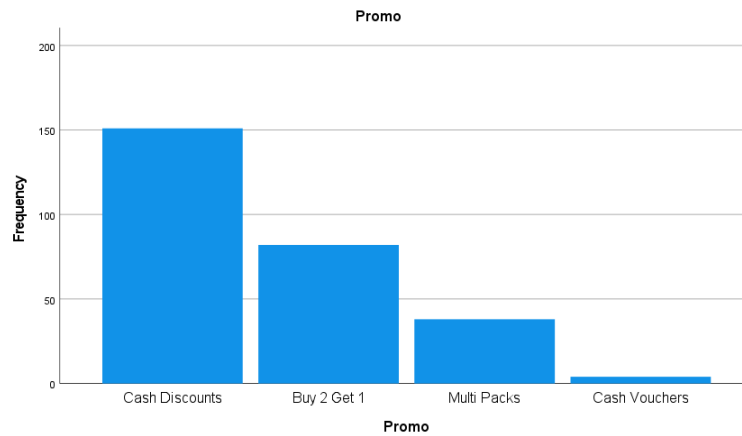
Figure 5. 12: Pricing Tactic- Survey Results, 2020

5.4.3 Placement/ Distribution Strategy

Placement of the products is considered a valuable factor for GMC and for the general product display principle at any store. It may refer to the display location of the product or the type of display, and for Groovy Map, in particular, the company highly studies the over-all display system of the products. There are many factors to consider in developing the right placement strategy at the airport shops which includes but not limited to (1) Limited Display Space, (2) Type of Display, (3) Store Layout (flow of people at the store), and (4) Spinner product arrangement.

Leisure travelers who are dominated by group travelers spend so much time in check-in processes, passing through the immigration counters and may have minimal time go around the airport shops, more so to go through every product at the store.

More often than not, souvenirs are impulse products, which tourists buy when they see them. This observation is correct to the results of the survey, of which 175 respondents out of 275 or equivalent to 63.7% of them saying "displays' are not necessary. They buy souvenirs when they see them. Therefore, the location of the souvenirs at the shops is essential; catching the attention of the tourists' travelers. Limited space is a vital factor to consider in getting the best place to display at the airport. As a result, GMC has to make use of the area and take on a challenging task of fitting all the bestselling products with attractive colorful signage and always aiming for eye-level display space. It is still the rule of thumb that when the product sells best, it gets the best and more prominent location.

Based on the information related above, we can conclude that display space and location at the store play an essential role in the profitability of the product. Moreover, the results also imply great importance on the visibility of products through the type of display used at the shop, so the passengers at the airport quickly see and buy souvenirs. By not seeing the products, the passengers may not know that these types of souvenirs the shop offers. As a result, a deeper understanding of the customer's flow in every retail shop (as the layout is almost different for each one) is vital to visualize better the spinners' display location and the products that are on it.

Furthermore, the placement & distribution strategy includes an added-value for considering shipping options for travelers. It might be a point of differentiation for the brand by offering "door-to-door" shipping services to customers if they wish to have more convenience on their journey and not having to worry for extra luggage allowance or heavy lifting that comes with it especially when passengers have more destinations to go through before heading to the home country, or hotel delivery and lastly, can be an airport pick-up option. This refers to the pricing strategy mentioned earlier that convenience comes with an extra cost. This added feature is further detailed in the value proposition section.
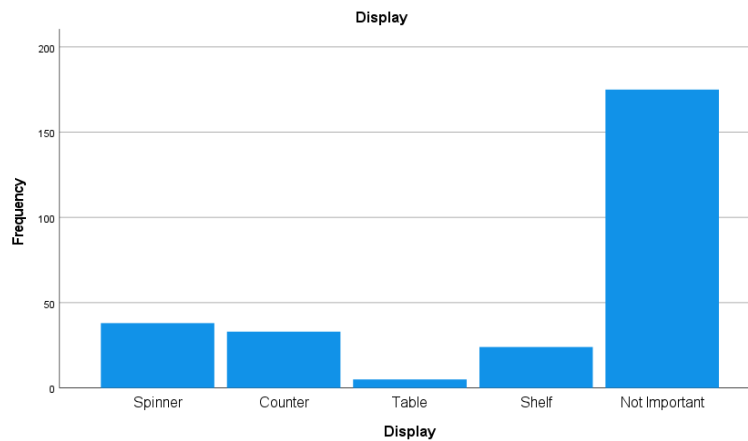
Figure 5. 13: Product Display Options- Survey Results, 2020

5.4.4 Promotional Strategy

The development of the promotional strategy is the final stage of the 4Ps marketing mix. This section will elaborate more on the information on the tactical plans of GMC to achieve its goals and objectives. Here are the four types of Promotional campaigns; Sales Promotions, Advertising, Direct marketing, and Personal Selling. Putting together the right promotional mix takes time and effort is testing different concepts and media to see what works best and assess how the target audience responds to each one.

Promotional Marketing Campaign			
Sales Promotions	**Advertising**	**Direct Marketing**	**Personal Selling**
Key Objectives			
To explore new sales channels and reach new potential customers by investing in sales promotions with an expected ROI of not less than 30%.	To increase online interaction, grow online orders contributing to atleast 5% of the total sales revenue, and to reach more segments online and create brand awareness among the younger generation of travelers.	Brand Collaboration with secondary and indirect competitors	Establish relationships and open opportunities through new product presentations and closing deals of atleast 3 new airport partners in the next 6 moths.
Airport Promotional Vouchers & Pricing Tactics	Social Media Penetration (Facebook, Instagram, Line)	Email Marketing & Telemarketing	Business Meetings & Sales Presentations
Groovy Map Website Update	You Tube Influencers & Vloggers	Free Product Sample Distibution to Potential customers	Regular store visits and merchandising activities

Figure 5. 14: Promotional Marketing Campaign

Source: Researcher, 2020

5.4.4.1 Sales Promotions

Leisure tourists passing through Suvarnabhumi airport with the intention to shop on the way back to their home country, airport promotional cash vouchers are seen to be a great idea to offer to them. According to the survey results, it is one of the Top 5 choices of marketing channels to reach the tourists at Suvarnabhumi airport that can be mass distributed at the airport in the approval of AOT, in which the customers can use these airport vouchers to get a discount on the souvenir purchases at the airport retail partners of GMC. This type of sales promotion, along with the combination of pricing tactics in place at retail stores to boost sales and move volume.

Next is the company website update that these activities mentioned above will be posted on the company website to give an update to the potential customers and promote the latest products and services of GMC. This also encourages end customers to purchase products directly from the website and can be sent directly to their hotels or other types of accommodation. Hotel Delivery services & Airport pick up option will be under sales promotions for the purpose of a test-run for the airport retail shops and online orders. This is under a special arrangement with the airport retail partners with the intention to add value to the souvenir purchases of tourists, which is optional and comes with a cost.

5.4.4.2 Advertising & Social Media Marketing

In terms of advertising campaigns, social media seems to be the best platform to reach the widest audience. A study conducted by Kemp & Moey (2019) shows that there are close to 50 Million online users in Thailand. In January 2019, among these online platforms, Facebook, YouTube, Line, Instagram, and Twitter were the top 5 social media platforms used in Thailand. Moreover, survey results reveal that Social Media is the top choice of the respondents, followed by online shopping sites, travel blogs/vlogs, and many more. GMC has its Facebook and Instagram accounts promoting products and travel sentiments to appeal to the customers and reach more market segments.
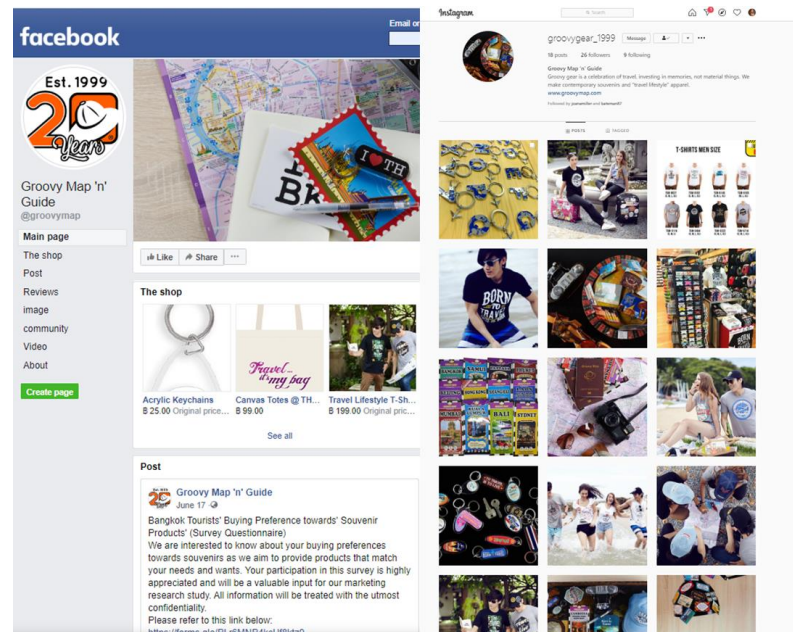
Figure 5. 15: Groovy Map Social Media Accounts

Source: Groovy Map Facebook & Instagram Page, 2020

Given the modern era of increased social media interaction, leisure travelers are no different when it comes to the level of activity in the social media platforms before and during their travel; therefore, GMC has to level up its social media penetration, through the use of the top social media sites like Facebook, Instagram, and Line, as well as sponsorship for Travel Influencers in YouTube and contribute to the travel blog/vlog sites. These are just some advertising ideas that can help GMC reach their target sales and income generation. These media sites are not for free but are credible to be worth every cost it will incur. With the mobile and internet companies booming in the country, increasing its penetration since 2000 of about 42%, at which looking back started from 3.7%, only shows that technological advancement & development are buying given the right attention (Websell, 2016).

Opportunities are waiting for businesses like GMC to move their products online to reach more markets and get them moving. Online platforms are seen to be a cost-friendly way to advertise products too and fits a small to medium scale of GMC. Online Shopping Applications like Lazada and Shopee are still subject to debate on how effective it will be to souvenir shopping of leisure tourists in Bangkok. Further study and research should be done before engaging in these online shopping apps,

given its increasing popularity not only for the domestic market but also with the tourists, according to the survey results in Figure 5.17.
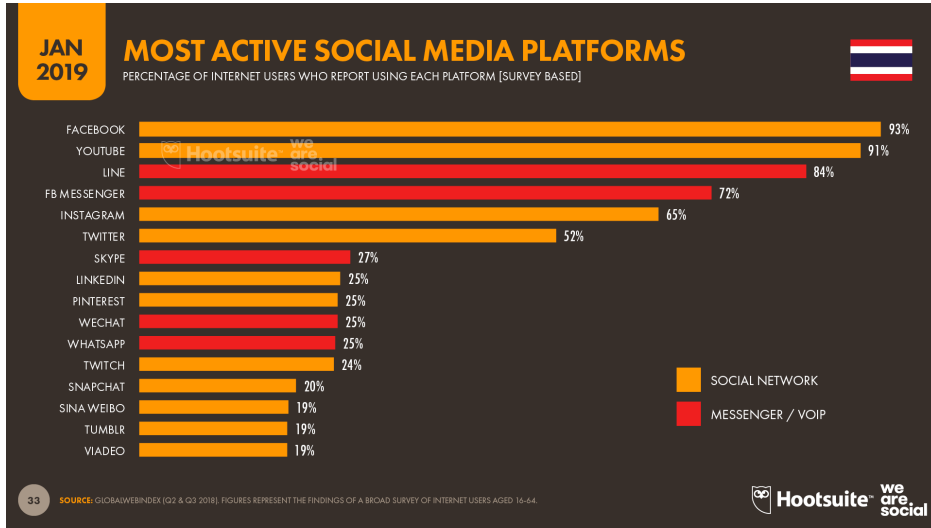
Figure 5. 16: Most Active Social Media Platforms

Source: Kemp & Moey, 2019
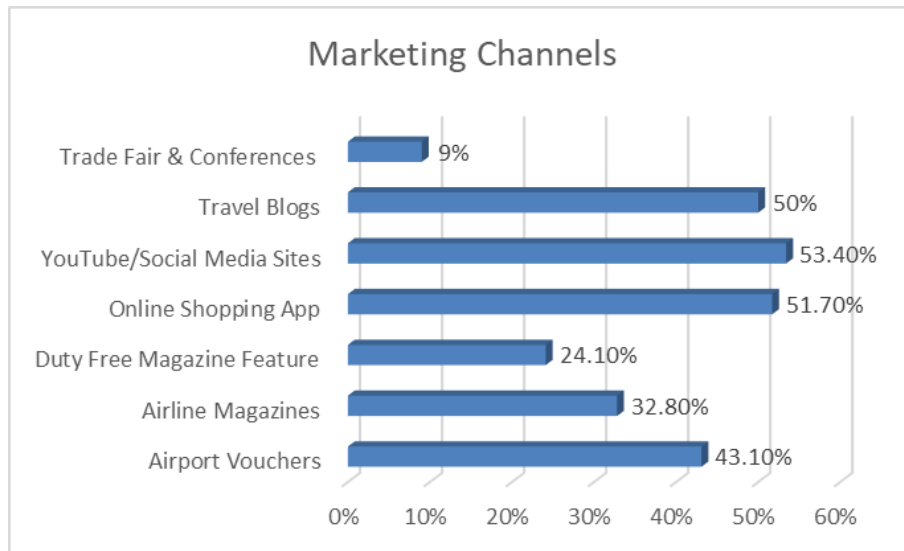
Figure 5. 17: Marketing Channels- Survey Results

5.4.4.3 Direct Marketing

With regards to direct marketing, GMC will focus on the strategy of email & telemarketing plus the distribution of free product samples to potential customers in Suvarnabhumi airport consisting of the secondary and indirect competitors with the

objective of converting them into partners. Brand Collaboration is seen to be one of the most critical parts of this promotional campaign to supply at least ten shop locations in the next 6months from the start of the campaign by turning competitors into partners. It was mentioned in the previous section that many potential shops at the airport are still not being supplied by Groovy Map, some of these shops are not even related to GMC's souvenir product offerings, however, and indirect competitors such as coffee shops can be a customer for personalized or customized souvenir products that have their logo or name on it. These types of collaboration have been seen with several brands such as Starbucks x Paul & Joe in 2018 (Songwara, 2018), Starbuck x Vera Wang in March 2020 (Starbucks, 2020).

To facilitate the process of integrating with the big brands in the market, enhanced email marketing, and telemarketing, as mentioned, are some of the ways GMC can introduce and promote products to these airport and travel-related business entities. Some organizations will also include tourism event organizers, tour operators, trade fair organizers, and famous tourist attractions or theme parks all over Thailand. These retailers are potential for supply partnership and a target for customized products that are also a way to reach the end consumers who are the target markets. These operators and business entities are catering to the needs of the Asian market and well acquainted with the needs of the segment. Thus, additional information for these different B2B entities is needed to pursue this strategy.

Furthermore, product sampling is another strategy to reach out to consumers by providing free product samples before making a purchase, to request for a sales meeting or an annual sales presentation or update of products. Over the course of time, this has been proven to get the corporate buyers' attention and have them sign up for a meeting and presentation request. This strategy's primary purpose is to give the buyers a head start on the product features, test the quality, and assess the designs. Most of the time, product sampling's effectiveness leads to an impulse decision made right there and then during the meeting. According to the Product Sampling Study conducted by Arbitron, 70 million consumers were successfully reached every quarter, and a one-third of these customers said they are likely to buy the sampled product on the same shopping trip and 58% of them will repurchase the same product (Lumen

Learning, n.d). The distribution technique will be more productive with a great packaging and precise identification of the full-sized package.

5.4.4.4 Personal Selling

Personal selling is all about building trust and relationships among its current customers and future customers. This strategy, relative to the previous promotional strategies mentioned, considered the "deal maker or breaker" stage of the campaign and is more likely to focus on B2B transactions. GMC's sales and marketing team are on top of this campaign, working closely with the graphic team by preparing merchandise proposals, setting up meetings with clients, submit reports and review presentations, and regular airport store visits. People skills are needed in this strategy so that the right marketing message will be communicated well with the clients, and the clients' needs will be discussed to craft the proper proposal for each need and increase product demand and awareness.

5.5 Value Proposition

Value Proposition is a way for Groovy Map to showcase what the company stands for, its products and services, and how well the company does best in catering to its customers' needs and, lastly, how it differentiates itself from its competitors. B2B partners (Airport retailers) is a way to provide to the end customers, are considered to develop this particular value proposition for this research study. The factors affecting the purchasing behavior of tourists and the factors that involve the airport retailers' concerns in carrying the products at their shops are all understood. From these factors, there was a deeper understanding of their needs, pain points, and expected value. It is a challenge for GMC to find a balance of both needs to send the right message to both customers. The information gathered from the literature review, survey results, and interview resulted in a deeper understanding of how to cater to the different needs of the market and come up with the solution. Therefore, as a result, figure 5.16 sums it all up in one photo that Groovy Map Company has to offer to its target market.

Groovy Gear, true to its mission statement, is "a celebration of travel, investing in memories rather than material things" reflected on the development of its value-for-money contemporary souvenirs, with a wide range of products of over 2,000 SKUs to choose from. It is a One-Stop-Shop for all souvenir needs. Plus, the convenience of

the online purchase services visa GMC website and Facebook and the added-value of Hotel Delivery services or Airport Pick-Up option. It is for the utmost satisfaction of the customer.
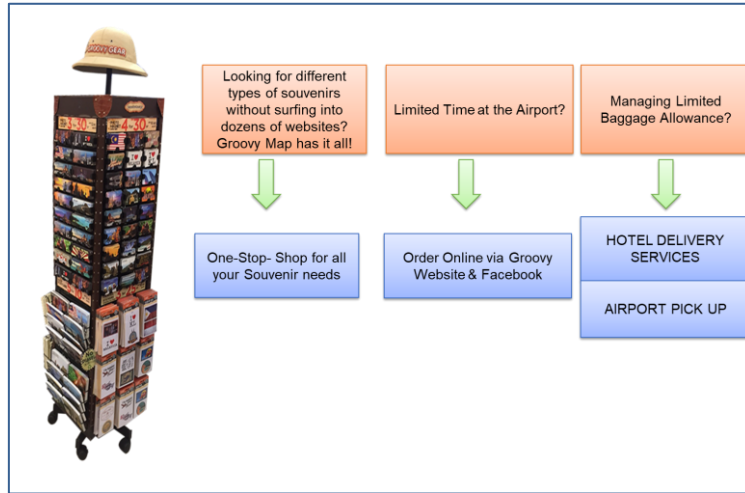
Figure 5. 18: Groovy Map Value Proposition

Source: Researcher, 2020

5.6 Conclusion

From the marketing strategies mentioned above, the researcher believes that there is a deeper potential underlying each section of the marketing mix. This study will set as a framework for further strategy research in the future to enhance competitiveness in the market and identify opportunities for Groovy Map Company.

4Ps + Inventory Management	Details
Product	Develop unique and colorful designs for best-selling product categories that suit the buying preferences of the target market. Conduct a pre-production survey for "souvenir masks" to set the trend to the growing market segment.
Price	Offer FREE products at the purchase of X amount to attract other potential market segments at the airport. This

	tactic is to make their last Baht spent on souvenirs rather than other stuff.
Place	To explore the idea of opening a pop-up shop at the airport in partnership with the airport retail partner. The costs and availability of space will determine the timeline for this strategy.
Promotion	Presence at trade fairs and conferences is something to explore in the future. This will help the company reach more market segments and opportunities that have not been realized before.
Inventory Management	Focus on the bestselling products that contribute to higher sales in the company. A Pareto Principle of 80/20 can be initiated in this regard. Inventory Management Software like Trade Gecko, Erplain, etc., is also something to be utilized.

Figure 5. 19: Future Strategies

Source: Researcher, 2020

CHAPTER 6
IMPLEMENTATION PLAN

The implementation plan is considered the most critical part of the marketing plan as it is key to getting the strategies done and executed. The details were analyzed and incorporated with the capabilities and the company's availability of resources. The basis of the implementation of the marketing plan and the financial information is the 'normal operation' of the airport retailing business situation. The uncertainties brought by COVID19 is deferred but not wholly ignored because in the initial draft of the implementation plan along with the research objectives were formulated before the situation escalated. Therefore, the actual operating processes are based on 2019 figures, adapted for 2020 projections.

6.1 Implementation Plan Timeline

As mentioned, the tactical promotional plan focuses on the short-term objectives of the company that will lead to strategic long-term goals accomplishment. The implementation timeline ranges from January 2020-December2020. It focuses on the target market at Suvarnabhumi airport, providing the right products plus added-value services for the out-most convenience of the customers. With the experience and production estimates of GMC, as well as the research for international supply chain regulations and delivery schedules, it takes an average of three months for the production process together with the account set-up. Thus it takes less than a month for account system set-up and stores display set-up completion.

Figure 6.1 below shows the timeline of the execution plan and the promotional activities' allocated budget. It considers the actual production timeline estimates as well as the exact schedule of getting the products to the airport shop, starting from the approval to product development and delivery. Therefore, the implementation plan reflects a realistic view of the business and the challenges faced along the way.

		IMPLEMENTATION MARKETING PLAN														
WHY	**WHAT**	**WHEN**												**WHO**	**WHERE**	**HOW**
	Budget THB					TIMELINE								The people directly involved in the fulfilment of the task at hand given the scale of the business.	Location: Online, In-Store, Head Office	
Marketing Channels	THB	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20			
In-Store Promotions/ Pricing Tactics	THB 30.00															
Cash Discount	N/A	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	Sales & Marketing Team	Airport (In-Store)	This is through Point of Sales(POS) system run at the stores.
Buy 2 Get 1 Free	N/A	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	Sales & Marketing Team	Airport (In-Store)	
50% Discount on selected items	N/A	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	Sales & Marketing Team	Airport (In-Store)	
Airport Cash Vouchers	THB 30,000.00						▓	▓	▓	▓	▓	▓	▓			
Advertising																
AOT Website Paid Advertising	THB 20,000.00						▓	▓	▓					Sales & Marketing Team + Graphics Dept	Online	Through Content Marketing & Product Reviews
Airport Promo Vouchers	THB 10,000.00						▓	▓	▓							
Social Media																
Facebook	THB 18,000.00	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	Sales & Marketing Team + Graphics Dept	Online	
Instagram	FREE	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	Sales & Marketing Team + Graphics Dept	Online	
Line	FREE	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	Sales & Marketing Team + Graphics Dept	Online	
YouTube Travel Influencers (Local)	THB 20,000.00						▓	▓	▓	▓	▓	▓	▓	Sales & Marketing Team + Graphics Dept	Online & In-Store	
Direct Marketing																
Brochure/ Printed Materials	THB 5,000.00	▓	▓	▓										Sales & Marketing Team + Graphics Dept.	Head Office	Collective efforts to get the products to the airport shop
Product Sample Distribution	THB120,000.00	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	Sales & Marketing Team + Warehouse Dept	Head Office	
Production Process	N/A						▓	▓	▓					Sales & Marketing Team + Graphics Dept.	Head Office	
Account Set-up + Product Launch	N/A										▓			Sales & Marketing Team	Head Office	
Added-Value Services																
Delivery Service Preparation process							▓	▓						Sales & Marketing Team + Graphics Dept.	Head Office	Partnership with airport retail shops as a test-run on how to
Hotel Delivery	N/A								▓	▓	▓	▓	▓	Sales & Marketing Team	Online	
Airport Pick-Up	N/A								▓	▓	▓	▓	▓	Sales & Marketing Team	Online	

Figure 6. 1: The Implementation Plan

Source: Researcher, 2020

6.2 Financial Information

The financial information section provides an overview of the costs involved in doing this marketing plan a success, which also reflects realistic estimates based on the internal records of Groovy Map Company. This section aims to show a more practical approach to reaching the target sales revenue for the company based on its capability in terms of resources to proceed with the set objectives. Promotional activity costing, current sales revenue vs. target sales revenue, profit and loss overview, and capital budgeting costings.

6.2.1 Promotional Expenses

Table 6.2 below illustrates a summarized total marketing activity of Groovy Map from April 2020-April 2021 with the budget indicated for each activity, which includes advertising, social media marketing, and direct marketing amounting to THB 213,000 in total. The details of the financial investment and operating costs of GMC will be further examined in the next section.

Table 6. 1: Promotional Plan Total Cost

Promotional Activity	Amount
Advertising	
AOT Website Paid Advertising	THB 20,000.00
Airport Cash Vouchers	THB 30,000.00
Social Media Marketing	
Facebook	THB 18,000.00
Instagram	FREE
Line	FREE
YouTube Travel Influencers (Local)	THB 20,000.00
Direct Marketing	
Brochure/ Printed Materials	THB 5,000.00
Product Sample Distribution	THB 120,000.00
TOTAL	**THB 213,000.00**

6.2.2 Projected Sales Revenue

From the promotional plans conducted, the researcher is projecting ten additional stores that will be supplied as the result of the direct marketing done for the first three months of product sample distribution, telemarketing/E-mail marketing, and all the other promotional activities mentioned in Table 6.2. Thus, new products are

expected to be added in the product mix once production is done before December 2020 role out at the stores.

Table 6. 2: Current Sales Revenue vs. Target Sales Revenue

No.of Stores	Spinner Products	Selling Price	No.of designs	Qty/spinner per Store	Sell Thru %	Sell Thru Qty.	Sales Revenue per Spinner /Month	Total Sales Revenue/Month (10 Spinners)	Total Sales Revenue Per Year
CURRENT SCENARIO						**SALES REVENUE (Current Scenario)**			
10	Magnets	THB 79.00	63	945	50%	473	THB 37,327.50	THB 373,275.00	THB 3,732,750.00
10	Keychains	THB 149.00	24	180	40%	72	THB 10,728.00	THB 107,280.00	THB 1,072,800.00
10	Postcard	THB 20.00	16	320	29%	93	THB 1,856.00	THB 18,560.00	THB 185,600.00
10	Sticker Pack	THB 79.00	9	270	10%	27	THB 2,133.00	THB 21,330.00	THB 213,300.00
10	Bottle Opener	THB 100.00	12	120	5%	6	THB 600.00	THB 6,000.00	THB 60,000.00
10	Tote Bags	THB 200.00	9	45	5%	2	THB 450.00	THB 4,500.00	THB 45,000.00
10	Notebooks	THB 100.00	9	45	2%	1	THB 90.00	THB 900.00	THB 9,000.00
				Average	**20%**		THB 53,184.50	THB 531,845.00	THB 5,318,450.00

No.of Stores	Spinner Products	Selling Price	No.of facings	Qty/ spinner	Sell Thru %	Sell Thru Qty.	Sales Revenue per Spinner /Month	Total Sales Revenue/Month (20 Spinners)	Total Sales Revenue Per Year
NEW MERCHANDISE PROPOSAL						**GROOVY MAP SALES REVENUE (TARGET)**			
20	Magnets	THB 79.00	63	945	50%	473	THB 37,327.50	THB 746,550.00	THB 8,958,600.00
20	Keychains	THB 149.00	24	180	40%	72	THB 10,728.00	THB 214,560.00	THB 2,574,720.00
20	Postcards	THB 20.00	16	320	29%	93	THB 1,856.00	THB 18,560.00	THB 222,720.00
20	Sticker Packs	THB 79.00	6	180	18%	32	THB 2,559.60	THB 25,596.00	THB 307,152.00
20	Photo Magnet (B) *New Product	THB 99.00	12	240	25%	60	THB 5,940.00	THB 118,800.00	THB 1,425,600.00
20	Keychains (B) *New Product	THB 199.00	12	240	20%	48	THB 9,552.00	THB 191,040.00	THB 2,292,480.00
				Average	**30%**	778	THB 67,963.10	THB 1,315,106.00	THB 15,781,272.00

6.2.3 Break-Even Analysis

The calculation shown below in Table 6.3 means, Groovy Map needs to sell a total of 50,788 units (round-off) in 1 year to break-even. The BEP in units is then divided per product category based on its assumed sales mix contribution, which is further illustrated in Table 6.4.

Table 6. 3: Break-Even Point

Break-even Point Calculation	
Total Fixed Costs	3,868,996.48
Weighted Average CM per unit	76.18
BEP in units	**50,787.56**

Table 6. 4: Break-Even Point in Units

Products	Weighted Ave Selling Price	Weighted Ave Variable expenses	Break Even Point (Units)
Magnets	44.85	13.45	28,830.72
Keychains	24.31	7.29	8,286.01
Postcards	0.28	0.08	716.76
Sticker Packs	1.54	0.46	988.48
Photo Magnets	8.94	2.68	4,587.89
Keychains (B)	28.91	8.67	7,377.70
	108.83	32.65	50,787.56

6.2.4 Total Costs of Investment

Table 6.5 illustrates the total costs of investment if Groovy Map pursues the additional ten spinners' set-up at the airport, with the total cost of investment of THB 516, 889.30, which includes product costs, display expenses, and all the other related costs. Sales Revenue of THB 679,631.00 is the target for one month with a sell-thru ranging from 18-50% depending on the type of product category. With just the first month, the costs of the investment are covered at a 31% ROI.

Table 6. 5: Product Investment Calculation

TOTAL COST OF INVESTMENT	THB 516,889.30
TOTAL SALES REVENUE	THB 679,631.00
GAIN FROM INVESTMENT	THB 162,741.70
RETURN ON INVESTMENT (ROI) %	31%
Payback Period (Months)	0.76

Moreover, Table 6.6 below shows an overview of the essential financial figures that Groovy Map is taking into consideration; a simplified Profit/Loss statement. The statement comes along with assumptions that the target sales revenue per month is met, and the investment costs are self-funded by the company. The researcher based the calculations on the current company policy, which ignores the time value of money and focus on generated sales per month from the airport retail stores.

Table 6. 6: Company Profit and Loss Overview

Groovy Map Profit & Loss	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	TOTAL
Revenues													
Total Sales Revenue	฿ 531,845	฿ 531,845	฿ 531,845	฿ 425,476	฿ 531,845	฿ 531,845	฿ 531,845	฿1,315,106	฿ 920,574	฿ 920,574	฿ 1,052,085	฿ 1,315,106	฿ 9,139,991.20
Cost of Sales (COGS)	฿ 159,554	฿ 159,554	฿ 159,554	฿ 127,643	฿ 159,554	฿ 159,554	฿ 159,554	฿ 394,532	฿ 276,172	฿ 276,172	฿ 315,625	฿ 394,532	฿ 2,741,997.36
Gross Profit	฿ 372,292	฿ 372,292	฿ 372,292	฿ 297,833	฿ 372,292	฿ 372,292	฿ 372,292	฿ 920,574	฿ 644,402	฿ 644,402	฿ 736,459	฿ 920,574	฿ 6,397,993.84
Expenses													
Selling & Distribution Expe	฿ 53,185	฿ 53,185	฿ 53,185	฿ 42,548	฿ 53,185	฿ 53,185	฿ 53,185	฿ 131,511	฿ 92,057	฿ 92,057	฿ 105,208	฿ 131,511	฿ 913,999.12
Administrative Expenses	฿ 159,554	฿ 159,554	฿ 159,554	฿ 127,643	฿ 159,554	฿ 159,554	฿ 159,554	฿ 394,532	฿ 276,172	฿ 276,172	฿ 315,625	฿ 394,532	฿ 2,741,997.36
Marketing Expenses	฿ -	฿ -	฿ -	฿ -	฿ -	฿ 35,500	฿ 35,500	฿ 35,500	฿ 35,500	฿ 35,500	฿ 35,500	฿ -	฿ 213,000.00
Other Expenses										฿ 100,000			
Total Expenses	฿ 212,738	฿ 212,738	฿ 212,738	฿ 170,190	฿ 212,738	฿ 248,238	฿ 248,238	฿ 561,542	฿ 403,730	฿ 503,730	฿ 456,334	฿ 526,042	฿ 3,968,996.48
Profit													
Profit Before Tax	฿ 319,107	฿ 319,107	฿ 319,107	฿ 255,286	฿ 319,107	฿ 283,607	฿ 283,607	฿ 753,564	฿ 516,845	฿ 416,845	฿ 595,751	฿ 789,064	฿ 5,170,994.72
Net Profit	฿ 296,770	฿ 296,770	฿ 296,770	฿ 237,416	฿ 296,770	฿ 263,755	฿ 263,755	฿ 700,814	฿ 480,665	฿ 387,665	฿ 554,048	฿ 733,829	฿ 4,809,025.09

CHAPTER 7
EVALUATION AND CONTROL

From the implementation plan presented previously comes the next phase of evaluating if every step is practical and working towards the common goal of every marketing campaign. Included in this section is the summary of the different SMART objectives Groovy Map works to attain during and after the marketing plan is implemented. Figure 7.1 below illustrates the various vital activities of the company, each objective and Key Performance Indicators (KPIs), to use in keeping track of the plan's actions.

First is the product strategy, which is the development of new designs to cater to the different buying preferences of the target market. It was indicated that designs and colors are considered most important by the respondents of the survey. As a result, the researcher believed it would help generate more sales revenue, Daily Traffic at the store, and increase the average sales per souvenir transaction at the shop. Second is the Price referring to the various price tactics are currently being run at the shops, which aims to increase sales of at least 5% more per price tactics and will be monitored by sales per product contribution as well as the increase in product turnover by percentage. The third is the Placement of products aiming to increase supply channels at Suvarnabhumi airport, creating more opportunities for GMC to sell their souvenir products and reach more target audience. And lastly, Promotional tactics aim to build brand awareness, improve relationships, and increase online presence and interaction with the changing demographics of travelers, especially with the increase in internet usage and e-commerce business. According to some studies mentioned earlier, adapting the new era of acquiring things over the internet by the target market will give a competitive advantage to GMC. Over-all, it is the main objective of the study to create the right products to the right market in Suvarnabhumi Airport; not only it caters to the needs of the target market, but in return allows the company to to generate sales even better. The regular evaluation and monitoring of KPIs should regularly and do the necessary alterations based on the situation, and the needs arise.

Key Activities	Objectives	Key Performance Indicator (KPI)
Product	To develop new product designs for best-selling categories of at least 12 models each. To increase the demand for souvenirs and maintain economies of scale per product category.	Increase of the following metrics: (1) Monthly Sales Revenue, (2) Daily Average Attendance (ADA), (3)Increase average sales per transaction.
Price	Increase store foot traffic by at least 10% through various pricing tactics in place for the next six months.	Increase in sales contribution per product and Increase in product turn over % compared to YOY.
Place	To increase the number of airport supply channels. The right products to the right customers in the right places. To acquire the proper placement of souvenirs at the center of the customer flow of the shop.	Sales contribution per shop location per month. Sell-thru per product category and an increase in total sales revenue monthly, quarterly, and yearly.
Promotion	To facilitate customer interaction and increase brand awareness through online portals in the first six months of a promotional marketing campaign.	Customer Acquisition Cost (CAC) through promotional efforts utilized by the company.
Personal Selling	To improve relationships with the existing customers and build trust to leverage new product launch. To build trust and confidence as a long-term partner in the airport retailing business.	Increase in the number of meetings and conferences being involved too. Increase in the store supply request indicating the level of confidence towards the brand and its people.
Advertising/ Social Media Marketing	To leverage online interaction, build social media presence, and increase brand awareness online, especially to the travel community.	The metrics to use are: (1) Increase in number of order inquiries, (2) number of followers and viewers in social media accounts, (3) comments and share in every post (4) number of product recommendations posted online tagging GMC
Direct Marketing & Product Sampling	To set-up ten additional shops to supply at the airport in the next six months. To reach or surpass the target sales performance per spinner.	Increase in the number of meeting appointments, proposal approvals, and shorter lead time for The ease of set-up and the costs per set-up will be monitored closely.
Over-All	An average of Sell-Thru of 30% per month per spinner during high season. Increase in Over-All Sales Revenue by at least 20% Year on Year (YOY).	Monthly, Quarterly, and Yearly Sales Revenue compared to the same date last year. Increase in the number of stores and sell-thru calculations. Increase in no. of retail partners.

Figure 7. 1: Evaluation and Control

7.1 Conclusion

The results of this study show that the target market of souvenir products in Suvarnabhumi Airport is massive, sustainable, and primarily dominated by its neighboring counties in Asia, especially with Chinese nationals. The market is composed of a huge gap in buying preference and purchasing power, which allows Groovy Map Company to offer various product options to the member so market segment and set prices that cater to the purchasing gap indicated. Thus, the buying preferences of the Leisure tourists are influenced primarily by their cultural background, family ties, and their travel motivation in coming to Thailand. Further studies are needed to understand deeper the types of Asian tourist that the preliminary results may evolve in the future given the present situation of COVID19 which is expected to mainly affect the way people travels in the coming months or years.

Tourism is a growth driver of the Thailand economy, generating a significant contribution to its GDP. With the natural beauty of its environment, and pristine beach white beaches, tourists from all over the world would come and experience what Thailand has to offer. By this, many tourism-related product activities are done, and a study shows that Shopping is a big part of it. It was indicated that there was hardly a person traveling outside their home country that never bought anything from the destination; therefore, there is an excellent opportunity for Groovy Map to cater to these leisure travelers.

Airport retailing business, on the other hand, was found to be a very competitive market yet the most stable source of income for Groovy Map Company. The competitor analysis shows that there is a reasonable amount of threat surrounding the positioning of Groovy Map, yet a lot of opportunities lie ahead that are not realized yet. Further study and marketing research is needed to pursue such opportunities and generate more revenue for the company. The results from the online survey were beneficial for this study and helped the researcher understand t tourists' travel motivation and buying preference towards souvenirs. The survey results also provided suggestions for future product development and the attributes that are important to them. In comparison, the interview results from the telephone conversations with airport retailers did not give much value to the research as the communication barrier was evident in the process of collecting their input. Thus, the results served as support and confirmation of the store

sales reports and the observation regularly conducted at the airport shops by the sales team of Groovy Map. To prevent bias in the study as the researcher is part of the sales team, the interview was conducted in the presence of multiple members of the team and the managing director.

This study has revealed market gaps in the industry, of which the researcher believes that with the right planning, continuous research and development, and proper utilization of the company's resources will bring great success to the organization. From the results of the study, it has provided bases for market segmentation and the development of marketing strategies. The value proposition was derived from the needs and preferences of the target market that provided value-added services for their utmost convenience. It is the desire of the researcher that going forward, for future planning, Groovy Map can conduct further market research on the possibility of getting its own space at Suvarnabhumi airport to directly cater to the needs of the growing market. However, given the current condition of COVID19 may take a bit more time and a thorough investigation of the risks of doing such a move and the effects it may happen on the current supply partners.

To conclude, the development of this tactical promotional plan aims to set a motion for further studies and research for Groovy Map team and incorporate this plan into its strategic planning. The limitations of the study were also mentioned, of which the research only focus at Suvarnabhumi airport and might be different from the other airports located in the whole country, even with the difference of product availability with its neighboring Don Mueang Airport. The limitations were also imposed on the ability of the researcher to interpret the results of the survey. A face-to-face interview with the airport retail shop staff is also recommended to be re-conducted to bridge the communication gap and collect the desired data input from the interviewees. Also, a face-to-face interview on-site for the tourists as respondents are also highly ideal as originally planned for.

Nevertheless, the researcher believes that the study objectives were achieved and has provided substantial evidence and value to help the company achieve its competitive advantage. Furthermore, implementation of the plan is set for success with the help of the collective efforts of the whole team of Groovy Map and its retailing partners at the airport, Thus, with the improvement in the relationship and increase in

the level of confidence towards the company in providing the right products to the right customers, will go the right direction in achieving its target sales revenue.

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APPENDIX A: Survey Questionnaire

TOURISTS SURVEY QUESTIONNAIRE

I am interested to know about your buying preferences towards souvenirs as we aim to provide products that match your needs and wants. Your participation in this survey is highly appreciated and will be a valuable input for my research study. All information will be treated with the utmost confidentiality.

Part I. Travel Motivation

1. **Do you buy souvenirs of any kind every time you travel?**
   ___Yes (Please continue)
   ___No (End of Questionnaire)

2. **Main purpose of travel**
   ___Tourism & Leisure Activities
   ___Visiting Family & Friends
   ___Medical Tourism
   ___Business Travel
   ___Others, please specify _____

3. **Size of Traveling Party**
   ___Solo Travel
   ___Couple
   ___Family with kids
   ___Group Travel

4. **Frequency of Travel to Bangkok**
   ___First time
   ___Second time
   ___More than 3 times
   ___Frequent

Part II. Souvenir Shopping Motivation

5. **Percentage of Travel Budget spent on souvenirs**
   ___$10- $49 (THB300- THB1,500)
   ___$50-$99 (THB1,550- THB3,000)
   ___$100-$149 (THB3,100-THB4,600)
   ___$150-$199 (THB4,650-THB6,200)
   ___$200-$249 (THB6,220-THB7,700)
   ___Above $250 (THB7,775 & above)

6. **Reasons for buying souvenirs**
   ___I wanted a REMINDER/EVIDENCE/MEMORY of the places I visit.
   ___I wanted to buy as a GIFT to my family and friends back home.
   ___Both.

7. **Top 3 Souvenirs you usually buy? (Pick/Tick 3)**

   ___Postcards   ___Pen/Pencil   ___Jewelry and accessories
   ___Notebooks   ___T-Shirts (Clothing) ___Food Souvenirs
   ___Magnets   ___Caps
   ___Keychains   ___Tote Bags
   ___Bottle Openers

8. Types of Products Usually Buy While at the Airport other than souvenirs

___Electronics

___Beauty Products & Perfumes

___Luxury Brands

___Toys

___Books/Literatures/Magazines

___Liquor Confectionary

___Other, please specify_____

Part III Marketing MIX

Souvenirs products can be in different forms, but the level of importance of each varies in your store.

On the scale of 1-5, check the number that best describes the importance of each variable.

1- Very Important

2- Important

3- Standard

4- Unimportant

5- Very Unimportant

9. 4P's Marketing Mix

Category	Level of Importance				
Product Attributes	1	2	3	4	5
1. Appealing designs & color combination					
2. Price					
3. Size of the products (portability)					
4. Uniqueness					
5. Attractive product packaging					
6. Wearable Items					
7. Quality of Materials					
8. Limited Edition Items (Seasonal)					
9. Locally made crafts/Handicrafts					
10. Volume Packs					

Price

10. How much per product are you willing to spend for a piece of the following prices per product?	0	1pc	2-5pcs	6-10pcs	Above 10pcs
$5-$10 (THB150-THB300)					
Photo Magnets					
Keychains					
Bottle Openers					
Pen/Pencil					
Stickers					

Shot glass					
Mugs					
Food Souvenirs					
$11-$20 (THB350-THB600)					
T-Shirts					
Caps					
Tote Bags					
Scarf					
Jewelry & Accessories					
Food Souvenirs					
$50 & Above (THB 1,550 & above)					
T-Shirts					
Scarf					
Caps					
Tote Bags					
Jewelry & Accessories					
Food Souvenirs					

Promotion

11. Which store promotion appeals more to you?
___Cash Discount
___"Buy 2 Get 1"
___Multi-Packs of the same product
___Cash Vouchers

12. What channels can we reach out to you effectively?
___Airport promotional vouchers
___Airline Travel Magazines
___Duty Free Magazine Featured products
___Online Shopping Applications (i.e Lazada, Shopee, Amazon)
___You Tube Influencers/Social Media Platforms (Facebook, Instagram)
___Travel Blogs/Vlogs
___Presence in Travel Gift Fairs/Conferences

13. What kind of souvenir displays catches your attention?
___Spinner displays
___Counter displays
___Table displays
___Shelving displays
___Not important, I buy souvenirs when I see them.

14. Overall, what kind/type of souvenir products you are looking for that is not mentioned on the lists? (Kindly indicate as many as you like).

_____
_____
_____

Part IV. Demographical Background

16. Gender
   ___Female
   ___Male

17. Age
   ___Under 18 year old
   ___19-29 years old
   ___30-49 years old
   ___50-69 years old
   ___70 and above

18. Nationality/Cultural Heritage _____

APPENDIX B: Interview Questions

Airport Retail Store Staff Interview Questionnaire

The purpose is to develop products that are in line with your perceived value of souvenirs, your priority and merchandise assortment that generates revenue to your retail shop.

Part I. Retail Operations

1. How long have you been working at the airport? _____

2. With your experience and estimation, what percentage are the tourists among the people who buy at your store? _____

3. What are the top 3 nationalities that spend the most at the store?
   _____,_____,_____,

4. What are the top 5 best-selling souvenirs in your store?
   _____
   _____
   _____

5. What things do tourists ask that you do not sell now?
   _____

6. Are you satisfied with the souvenir range you have at the store?
   _____

7. Which store promotions work best at your stores?
   _____

8. What promotions can you recommend for Groovy Map products?
   _____

9. What us the average amount spent per transaction for souvenirs?
   _____

Part II. Merchandise Assortment

Souvenir products can be in different forms but the level of importance of each varies in your store. In the scale of 1-5, check the number that best describes the level importance of each variable:

VERY IMPORTANT, 2-IMPORTANT, 3- STANDARD, 4-UNIMPORTANT,
5-as VERY UNIMPORTANT

10. Product Category	Level of Importance				
	1	2	3	4	5
Souvenir-Specific					
a) Postcards					
b) Magnets					
c) Keychains					
d) Bottle Openers					
e) Apparel					
f) Totes & Bags					
g) Art Crafts/ Handicrafts					
h) Food Souvenirs					
Other Travel-Related Items					
a) Books & Magazines					
b) Travel Accessories (i.e. neck pillow, travel plug, etc.)					
c) Toys					

Part III. Suggestions & Recommendations

Information that you think Groovy Map needs to know to be able to provide a better service and develop products tailored to the customers at Suvarnabhumi Airport.

11. Overall, how would you rate Groovy Map as a whole from 1-10? (1 as the lowest, and 10 as the highest)

   _____

12. What souvenir product do you think will sell best at the store that is not mentioned on the lists? And Why?

   _____
   _____
   _____.

13. What do you think of Groovy Map product range & services in general? Any comments and suggestions?

   _____
   _____
   _____
   _____-.

APPENDIX C: Survey & Interview Results

Survey Questionnaire Results

Travel Motivation		
	N	%
Tourism	208	75.6%
VFR	34	12.4%
Medical	5	1.8%
Business	23	8.4%
Others	5	1.8%

Gender		
	N	%
Male	176	64.0%
Female	99	36.0%

Nationality		
	N	%
Asian	213	77.5%
American	35	12.7%
European	10	3.6%
Australian	10	3.6%
Missing System	7	2.5%
Total	275	100.0%

Interview Results

Key Questions	Answers	Remarks
What percentage are tourists among the buyers at the store?	The range is from 50%-90%.	Different locations, different flights catered, which means diverse customer mix at the store. Some stores are located at the domestic departure gates; therefore, more included locals.
What are the top nationalities that spend the most?	Chinese European Indian Middle Eastern	Chinese were seen as the biggest spenders among all the other nationalities; however, the difference in locations affect the order. "Chinese spend more than THB 1,000.00 per transaction, only one book for a westerner." "White People do no buy souvenirs, only Asian." Chinese buys more, but some Indians buy only a little. Middle east buy, but the Chinese still buy more. I cannot say the amount.
What are the top-selling souvenirs at your store?	Magnets Keychains Postcards	Some souvenir products are minimized and regulated at the stores.
What products do tourists often ask that are not available at your store?	Food, Water, IT Support, T-Shirts, And many others.	The demand for food souvenirs in increasing in every store outlet. However, there are only selected shops that can sell this kind of souvenirs.
Are you satisfied with the souvenir range you carry?	Four of the five interviewees responded, "NOT SATISFIED."	Increase in allocated space for souvenirs and less for stationery and printed items.
What types of promotion can you recommend for Groovy products?	Price reduction promotions 50% Discount Maintain the current price tactics	The managers would like to move the inventory as fast as they can.

What do you think of Groovy Map product range in general?	"VERY GOOD"	Groovy Map has been supplying the airport for the past 20 years from maps to now souvenir range and is well acquainted with the long-term employees.
What souvenir products do you think will sell best at the store that was not mentioned on the list? And Why?	Bangkok Neck Pillow Souvenir Mask Sunglasses	Products that will set the trend and are a fresh addition to the souvenir range.
Overall, how would you rate Groovy Map as a supplier? From 1-10, (1 as the lowest and 10 as the highest)	Average of 7.2	Excellent product, friendly people, the right choice of keychains, but need to reduce designs of the same character—too many designs, hard to choose according to customers. The tourist will just leave as they cannot make a decision right away and would have to board soon.

BIOGRAPHY

NAME   **:**   I Vanne Javier Demiar

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EDUCATION   **:**

2020   Master of Business Administration

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