



**THE COMPETITIVENESS OF THAI DURIAN EXPORT
ENTERPRISES TO CHINA: A CASE STUDY OF
HKK TRADING & PROCESSING CO., LTD.**



**A THESIS SUBMITTED IN PARTIAL FULFILLMENT
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HKK TRADING & PROCESSING CO., LTD.**

by

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Abstract

The objectives of this research were 1) to analyze the competitive strategies of HKK Trading & Processing Co., Ltd. in the Chinese durian market, 2) to identify strategies for enhancing the competitiveness of Thai durian export companies, and 3) to evaluate the challenges and opportunities for HKK in expanding its market share in China. The study utilized a sample group consisting of the top five customers who purchased products from HKK Trading & Processing Co., Ltd. between 2021 and 2024 to determine the priorities of the Analytical Hierarchy Process (AHP) criteria based on customer input. The research employed SWOT analysis and AHP methodology, using HKK Trading & Processing Co., Ltd. as a case study to assess its competitive advantages and strengths within the global market.

The results of the study indicate the following key findings: (1) The recommended business strategy involves expanding marketing channels for the company's products in the People's Republic of China by leveraging the knowledge and expertise of executives who have been developing products using vacuum freeze-drying technology for over a decade. (2) The Analytical Hierarchy Process (AHP) analysis of competitive factors, specifically the "7R's" framework, ranked the priority criteria based on input from all customers, with an inconsistency ratio of 0.07. The highest priority factor identified was Product Quality as Required (Right Quality), with a weighting of 0.187. (3) HKK Trading & Processing Co., Ltd. possesses a strong foundation for success in the Chinese durian market; however, to maintain its competitive edge, the company must remain proactive in addressing emerging challenges. This includes prioritizing product quality, enhancing operational efficiency, leveraging sustainability, and continuously refining its business strategy to establish itself as a benchmark for leadership in the durian export industry.

(Total 82 pages)

Keywords: Chinese Durian Market, SWOT Analysis, Business Model Canvas,
 Competitive Advantage, Analytical Hierarchy Process

Student's Signature Thesis Advisor's Signature

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CHAPTER 1

INTRODUCTION

1.1 Background and Significance of the Problem

Durian is known as the “King of Fruits”, and Thailand is the world's largest durian importer. In 2018, China imported US\$418.37 million of durians from Thailand, and in 2019, it imported US\$849.74 million. China has imported large quantities of Thailand durians since 2004. During the 2020 COVID-19 epidemic, according to data from the Bangkok Post, China imported US\$567.29 million of durians from Thailand, and the proportion of Thailand’s durian exports to China increased significantly year by year. Although data from the Food and Agriculture Organization of the United Nations (FAO) in 2019 show that China is the third largest fruit producer after India and the Philippines, because the climate is not hot all year round, the taste and quality of the fruits grown are not as good as those in countries that are warm all year round. Likewise, Thailand has abundant rainfall throughout the year and temperatures suitable for growing tropical crops and fruits. In 2018, sales of Thailand's Golden Pillow durian on Tmall exceeded 80,000 orders in one minute. Jack Ma and Thai Deputy Prime Minister Songjit signed four major cooperation agreements between Ali and Thailand. Tmall will introduce two major agricultural products from Thailand to further develop Thailand's digital economy. According to the agreement, the two countries will cooperate in e-commerce, digital logistics, tourism, education and other fields. Chinese consumers order a total of 80,000 Thai durians on Tmall in one minute. Under the China-Thailand agreement, online shopping channels have made great efforts to promote durian and other fruits.

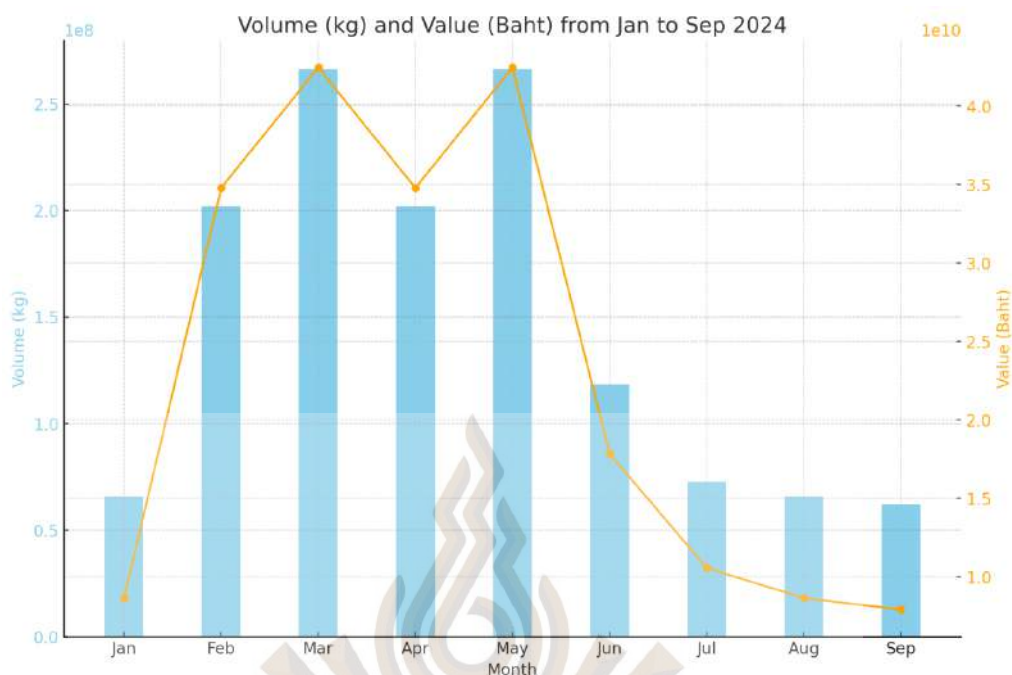


Figure 1.1 Thailand Export Volume and Value to China in 2024

Source: Office of Agricultural Economics, 2024c

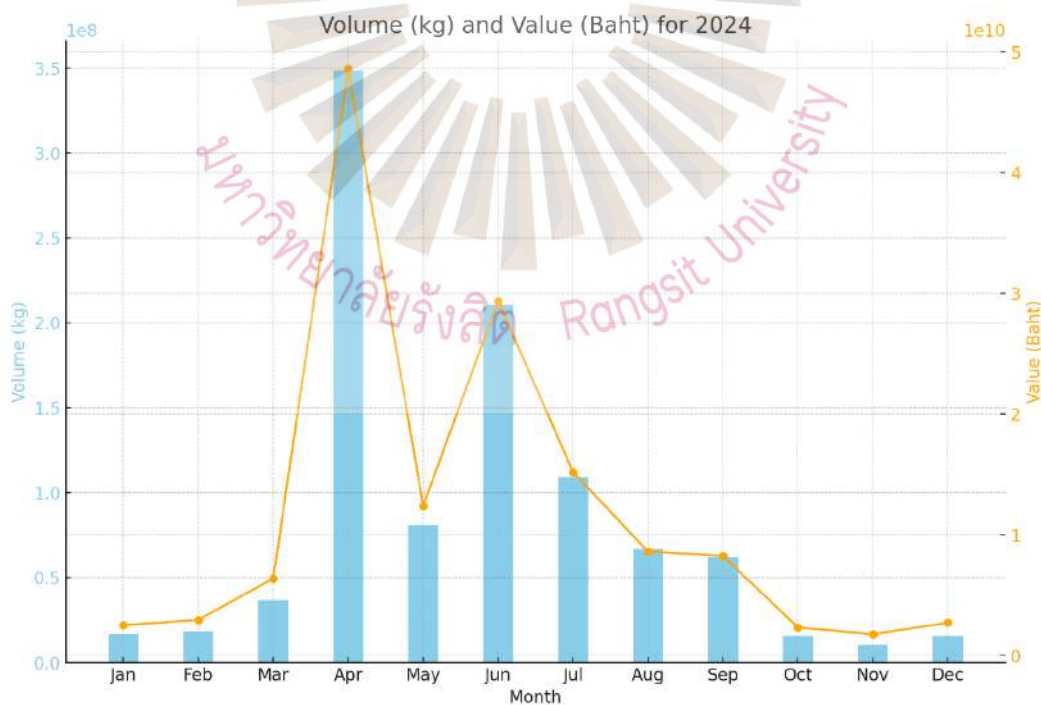


Figure 1.2 Thailand Export Volume and Value to China in 2023

Source: Office of Agricultural Economics, 2024b

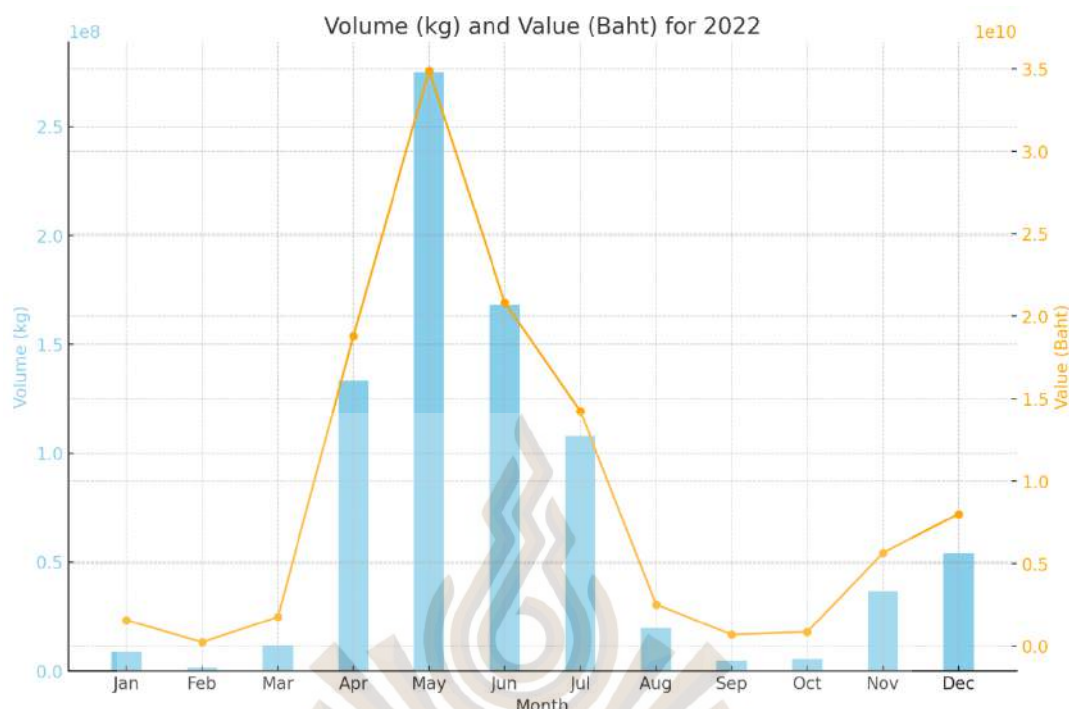


Figure 1.3 Thailand Export Volume and Value to China in 2022

Source: Office of Agricultural Economics, 2024a

Durian is a large perennial plant that grows well in warm and humid climates. Most of the main durian producing areas are in ASEAN countries, including Thailand, Vietnam, Malaysia, Indonesia and the Philippines. Due to climate, political, legal and other factors, these countries cannot export the same value as Thailand. And some data are not ready for analysis because the value is very different from Thailand. Thailand is the world's largest durian producer. How to keep the world's number one durian export for many years. Exporting durian has different situations in terms of the advantages and disadvantages of exporting/importing durian products. In the past few years, many factors have affected the export of Thai durian.

In 2024, Vietnam's durian exports to China increased by 30%. In the first quarter, Vietnam's durian exports to China increased by 105%, totaling 36,800 tons, while Thailand's durian exports to China were 17,900 tons in the same period. It is expected that in 2024, Vietnam will export 500,000 tons of durian to China, while Thailand will export 800,000 tons, a decrease of nearly 200,000 tons. The main reason

is that the production cost of Thai durian is twice that of Vietnamese. In 2023, the production cost of Vietnamese durian was 15 baht per kilogram, and it increased to 19 baht per kilogram in 2024, while at the same time, the production cost of Thai durian increased by 10 baht per kilogram. Thai durian exporters are facing huge competitive pressure.

HKK Trading and Processing Co., Ltd. has been producing durian products for the Chinese market for about ten years. They have five types of products for sale in China. However, they have had some problems delivering those products to their customers on time. They had a plan to enhance the Competitive advantage of Thai Durian export enterprises in China.

This study aims to analyze data and provide a strategy to enhance the Competitive advantage of Thai Durian export enterprises in China and optimize inventory management.

1.2 Research Objectives

1.2.1 Analyze HKK Trading and Processing Co., Ltd.'s competitive strategies in the Chinese durian market.

1.2.2 Finding ways and strategies to improve the competitiveness of Thai durian export companies

1.2.3 Evaluate the challenges and opportunities for HKK in expanding its market share in China.

1.3 Research Questions

1.3.1 What competitive strategies does HKK Trading and Processing Co., Ltd. employ to succeed in the Chinese durian market?

1.3.2 What methods and strategies can enhance the competitiveness of Thai durian export companies in China?

1.3.3 What challenges and opportunities does HKK face in expanding its market share in China, and how can these be addressed?

1.4 Research Framework

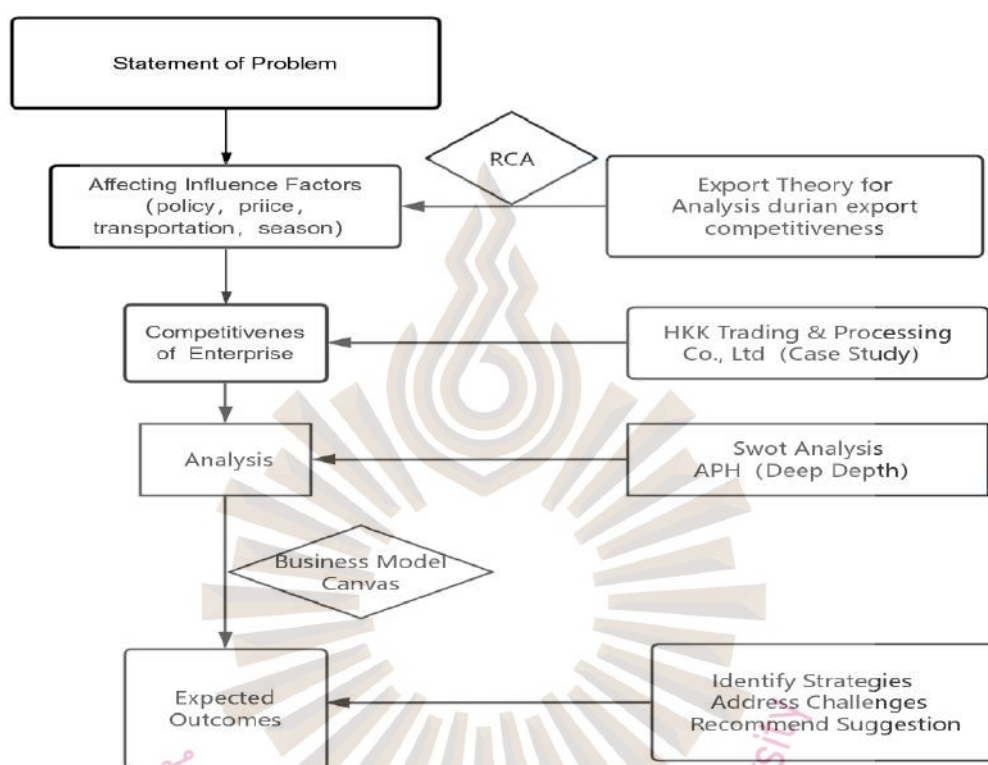


Figure 1.4 Research Framework

1.5 Definition of Terms

Business strategy: The company strategic initiatives a pursues to create value for the organization and its stakeholders and gain a competitive advantage in the market.

Comparative advantage: The important concepts in It is also a foundational principle in the theory of international trade, economic theory and a fundamental tenet of the argument that all actors, always, can mutually benefit from cooperation and voluntary trade.

Business Model: The company's plan for making a profit identifies the products or services the business plans to sell, its identified target market, and any anticipated expenses.

Comparative Advantage: The index used in international economics for calculating the relative advantage or disadvantage of a certain country in a certain class of goods or services as evidenced by trade flows.

Analytic Hierarchy Process: a structured decision-making tool developed by Thomas Saaty to assist with complex, multi-criteria decisions.



CHAPTER 2

LITERATURE REVIEW

This chapter will into the key factors of the competitiveness of Thai Durian Export Enterprises to China and provide a review of the relevant literature. The analysis is drawn from a variety of sources including academic journals, scholarly texts, industry reports, and case studies.

This chapter examines the following topics:

2.1 HKK Company Introduction

- 2.1.1 Company Positioning and Core Business
- 2.1.2 Quality Certifications and Technical Standards
- 2.1.3 Product Range and Market Distribution
- 2.1.4 Processing Workflow and Facility Advantages
- 2.1.5 Company Positioning and Core Business
- 2.1.6 Quality Certifications and Technical Standards

2.2 Current Status of Thai Durian Exports to China

2.3 Research on Enterprise Competitiveness

2.4 Business Model Canvas

2.5 SWOT Analysis

2.6 TOWS Analysis

2.7 AHP

2.8 Competitive Factors

- 2.8.1 The Right Quality
- 2.8.2 The Right Quantity
- 2.8.3 The Right Place
- 2.8.4 The Right Time
- 2.8.5 The Right Price
- 2.8.6 The Right Source
- 2.8.7 The Right Service

2.8.8 Packaging Characteristics

2.8.9 Raw Material Characteristics

2.1 HKK Company Introduction

HKK Trading & Processing Co., Ltd. (hereinafter referred to as HKK Company) was established in 2015 and is in Phrapradaeng District, Samutprakarn Province, Thailand. The company specializes in freeze-drying food processing services, covering various materials and packaging operations. HKK employs 20 staff members, operates a 540-square-meter factory, and has a monthly freeze-drying capacity of 3 tons and a packaging capacity of 5 tons.

Company Details		
Company Name	:	HKK Trading & Processing Co.,Ltd.
Address	:	44/25 Moo.3, Bangkru, Phrapradaeng, Samutprakarn 10130
Founding Year	:	2015
Our Business	:	Freeze Dry Service (All Materials)
Capacity/Month	:	Freeze Dry 3.0 Tons Packing 5.0 Tons
Employees	:	20 Persons
Factory Space	:	540 square meters
Office Space	:	80 square meters
Contact Persons	:	Pat +66 087 631 4558 email: patsmansin@gmail.com
	:	Nawamin +66 090 980 9790 email: nawamin88@gmail.com
Website	:	www.hkkfood.com
Line ID	:	@hkkfood

Figure 2.1 Company Details

Source: HKK Trading & Processing Co., Ltd., 2024

2.1.1 Company Positioning and Core Business

HKK focuses on delivering high-quality freeze-drying food processing services, offering a complete production chain from raw material preparation and freeze-drying to packaging. Its products cater to both domestic and international

markets, with a strong presence in China. The company's export brand, "Utopia Foods", primarily includes freeze-dried fruits such as durian, mango, and jackfruit. As show on Figure 2.1.



Figure 2.2 HKK Factory

Source: Researcher

2.1.2 Quality Certifications and Technical Standards

To ensure product quality and safety, HKK has obtained multiple international and regional quality certifications, including:

- 1) One Tambon One Product (OTOP)
- 2) Thailand Food and Drug Administration (FDA) certification
- 3) Good Manufacturing Practices (GMP)
- 4) Hazard Analysis and Critical Control Points (HACCP)
- 5) The Central Islamic Committee certification

These certifications demonstrate HKK's compliance and expertise in food safety, hygiene, and production standards.



Figure 2.3 Quality Certifications and Technical Standards

Source: HKK Trading & Processing Co., Ltd., 2024

2.1.3 Product Range and Market Distribution

HKK's product portfolio includes a variety of freeze-dried fruits and derivatives, such as freeze-dried durian, mango, and longan. Additionally, the company has developed innovative products that combine traditional Thai desserts, such as sticky rice with durian and sticky rice with mango. Its products are well-received, particularly in the Chinese market, showcasing the unique appeal and potential of Thai freeze-dried foods.

2.1.4 Processing Workflow and Facility Advantages

HKK employs advanced freeze-drying equipment with a capacity of 150 kilograms per batch, enabling efficient processing of various materials. The production workflow includes raw material preparation, cold storage, freeze-drying, packaging, and shipping. The company placed strong emphasis on quality control, operating a dedicated quality control room equipped with measuring instruments to ensure compliance with high international standards.



Changing Room

Cold Storage

Prepare Material

Figure 2.4 Production Processing Area

Source: Researcher

In summary, HKK has successfully established a strong corporate reputation in both domestic and international markets by leveraging its specialized production capabilities, stringent quality control, and diverse product offerings in the freeze-dried food sector.

2.2 Current Status of Thai Durian Exports to China

Thailand is the world's leading durian exporter, with China serving as its largest market due to increasing demand among Chinese consumers and the benefits of the ASEAN-China Free Trade Agreement (ASEAN Secretariat, 2020). In 2022, over 90% of Thailand's durian exports were destined for China, facilitated by the rise of e-commerce platforms like JD.com and Alibaba, which have introduced direct sales and innovative marketing strategies, including live-streaming campaigns (Ministry of Commerce, Thailand, 2022; Wang, Zhao, & Feng, 2021). The "Monthong" variety, renowned for its high quality, has solidified Thai durians as a premium product in China, where they are viewed as both luxurious and healthy (Chen & Zhang, 2021). Despite these advantages, Thailand faces growing competition from Vietnam, whose proximity to China allows for faster and cheaper transportation, along with expanding market access (FAO, 2022). Moreover, logistical challenges, such as port congestion and stricter phytosanitary measures introduced during the COVID-19 pandemic, have disrupted supply chains and posed additional barriers for Thai exporters (Narinthorn, 2021). To sustain its dominance in the Chinese market, Thailand must tackle these issues

while also exploring opportunities in value-added durian products and expanding to other export markets (Huang, Li, & Zhou, 2022; Jongwanich, 2021).

2.3 Research on Enterprise Competitiveness

Professor Michael E. Porter of Harvard Business School in the United States raised the issue of corporate competitiveness, focusing on the external environment of the enterprise, and paying less attention to the impact of the internal environment on the competitiveness of the enterprise. He believes that the elements of corporate competitiveness are in several aspects, such as affiliated industries, competitive strategies and crisis handling capabilities. He believes that the important foundation is that positioning and target market selection will enable enterprises to gain competitive advantages (David, F. R., David, F. R., & David, M., 2021, pp. 39-45). He believes that economies of scale, innovation strategies and cost strategies will also enable enterprises to gain competitive advantages. He also believes that strict environmental standards can enhance corporate environmental awareness, and that effective management and conservation of emission reduction resources can improve corporate competitiveness. In the 1980s, the International Institute for Management Development (IMD) and the World Economic Forum (WEF) proposed theories on international competitiveness. The theory found that the efficiency of the internal enterprise is very important for competitiveness.

At the same time, the most important impact on corporate competitiveness is the external environment of the enterprise (International Management Development, 2000, pp.58-59). Prahalad and Hamel (1990) proposed that the most important thing for an enterprise is the core of its competitiveness. They all proposed that the core competitiveness of an enterprise is based on the individuality that is gradually accumulated in the process of enterprise operation, which is difficult to imitate the level of enterprise technology and knowledge. Muhittin Oral proposed that three aspects have an impact on the competitive advantage of an enterprise, namely management advantage, policy advantage and cost advantage.

Only when these three aspects are effectively integrated can an enterprise have a competitive advantage, and only when these three aspects are possessed can an enterprise have a competitive advantage (Oral & Chabchoub, 1999). Billsiman (2023, pp. 23-24) believes that an enterprise can establish a cyclical operation mechanism based on circulation and innovation to achieve a win-win situation of environmental protection and economic benefits, and ultimately enhance the competitiveness of the enterprise. Kotler (2001, pp.121-122) believes that the ability of an enterprise to effectively meet the needs of consumers is the core of its competitiveness. Feurer (1995, pp. 11-21) believes that the factors affecting corporate competitiveness mainly include shareholder evaluation, customer evaluation and adaptability to the competitive environment. Corerigidity believes that the core rigidity of an enterprise is the core capability of the enterprise (Leonard-Barton, 1995, pp.11-21).

2.4 Business Model Canvas

In the process of studying business models, Alexander Osterwalder and Yves Pigneur proposed nine key elements of the business model canvas theory in their book *Business Model Generation*, including value proposition, customer relationship, customer segmentation, key business, channel, important partners, core resources, cost structure, and revenue source. It still has a considerable influence. At present, there are many directions in the research of the business canvas model. Some researchers have adjusted and optimized the business canvas model from the perspective of practicality.

American scholar Maurya (2010) designed the Lean Canvas model for the business model of startups. This theoretical model is similar to the framework of the business canvas model, but the nine elements have been adjusted to focus on the path of corporate strategic planning and the direction of entrepreneurial development. Compared with the previous business model canvas, the Lean Canvas has more advantages in quantitative testing. In response to the challenges of environmental and social changes, Canadian management scholars Joyce and Paquin (2016) integrated economic, environmental and social factors into the business canvas model, and

expanded it to form a three-layer business canvas model (Triple Layer Business Model Canvas).

Austrian scholar Sparviero (2019) made a case study on the phenomenon of the business canvas model developing into a social organization business model and proposed a set of research criteria for judging whether a business model is good or not. Polish scholars Dobrowolski and Sułkowski (2021) modified the development and application of the business canvas model in the energy field and proposed a new canvas model by adding two key blocks representing mission, energy responsibility and impact on stakeholders to the business model canvas.

2.5 SWOT Analysis

SWOT analysis was introduced by Albert Humphrey in the 1960s as a tool for strategic planning, allowing organizations to evaluate their internal strengths and weaknesses, along with external opportunities and threats. This tool quickly became a cornerstone of strategic management, helping companies assess their competitive position and guide decision-making. Over time, the basic SWOT framework has been extended, with scholars like.

Scholars such as Pickton and Wright (1998) argue that it oversimplifies complex issues, and Harrison and St. John (2012) highlight its static nature, which may not effectively address dynamic business environments. As a result, many recommend combining SWOT with other tools like PEST analysis or Porter's Five Forces. More recently, in response to the challenges of the digital age.

Kaufman, Moore, and McLaren (2017) suggested using big data and artificial intelligence to refine the SWOT process, making it more precise and adaptable to the fast-changing global market. This evolving landscape indicates that while SWOT remains a fundamental tool, its application is increasingly supplemented with more sophisticated, data-driven methods.

Economic issues of great relevance have been addressed through strategic management. One of these issues is the way traditionally successful organizations have developed capabilities that are difficult to replicate, in addition to technological and organizational resources that have allowed them to innovate (Teece, 2019). For their part, Basset, Mohamed, Sangaiah, and Jain (2018) defines strategic management as a set of managerial decisions and actions that determine a company's long-term performance. These decisions include strategy formulation, implementation, and evaluation and control. Excellent business performance is not achieved by chance, but it is determined by the decisions made by managers. Competitive advantages are, thus, gained through strategic management (Shujahat et al., 2017).

There are several tools to identify management strategies (Punt, 2017). One of them is the SWOT analysis, which is the most popular technique for decision making (Zakeri, Yang, & Hashemi, 2019). Its main premise is that strengths and weaknesses are the main factors from an internal point of view, while opportunities and threats are external factors. Particularly, organizations should focus on strengths and opportunities when designing a strategic plan (Abdel-Basset, Mohamed, & Smarandache, 2018). According to Rangkuti (2015), a SWOT analysis consists in the systematic identification of various factors to formulate a corporate strategy. This analysis has proven to be a very useful tool to carry out comparative analyses and define an effective way to understand an organization's factors that can be applied to various fields, such as the development of renewable energies (Elavarasan, Afridhis, Vijayaraghavan, Subramaniam, & Nurunnabi, 2020).

The SWOT analysis' usefulness and preference among companies and academics is thus evident, owing to its simplicity when applied to an organization's strategic planning process, in which analyzing and positioning its resources and environments in the four regions (internal and external) is considered to recognize the basic capacities for decision making (Phadermrod, Crowder, & Wills, 2019).

Furthermore, Rudy and Prasetya (2018) employed a SWOT analysis to define e-government policies in the local governments of Pemerintah Tana Tidung Regency using information technology. Aslan et al. (2012) developed strategies for sustainable development, international trade policy, and the development of the textile industry.

2.6 TOWS Analysis

A SWOT analysis and a TOWS matrix use the same acronyms and focus on the same elements – Strengths, Weaknesses, Threats, and Opportunities.

2.6.1 An Introduction to the TOWS Analysis

So, we're all familiar with the SWOT analysis, right? If you're not, then it's a model to look at the internal (micro) environment; strengths and weaknesses; as well as the external (macro) environment; the organization's threats and opportunities.

A TOWS analysis should be undertaken at any level of your business, the whole organization, a department or even a team. Additionally, you can use them to look at processes within your team, a communications campaign or, even undertake one for yourself. This tool is a fantastic way to look at the wider picture and start to develop some strategies.

As with all strategies. It is important that you and your team be specific and avoid areas of unknown. When looking at the external business environment or even other campaigns, it is always used to utilize the PESTLE analysis and a Porter's Five Forces model as these will make macro-environment analysis easier.

This should not be the only analysis undertaken. You should be complementing this with a VRIO analysis, PESTLE analysis, stakeholder mapping and the BCG Matrix, to name a few.

The TOWS (Threats, Opportunities, Weaknesses, Strengths) analysis builds on this tried and tested SWOT model. It allows you to think about strategies around the internal and external areas as shown in Figure 2.5

	Strengths	Opportunities
Threats	WT MINI-MINI Strategies	ST MAXI-MINI Strategies
Opportunities	WO MINI-MAXI Strategies	SO MAXI-MAXI Strategies

Figure 2.5 Shows the TOWS Matrix Model (1)

Source: Researcher

As with all strategies. It is important that you and your team be specific and avoid areas of unknown. When looking at the external business environment or even other campaigns, it is always used to utilize the PESTLE analysis and a Porter's Five Forces model as these will make macro-environment analysis easier.

This should not be the only analysis undertaken. You should be complementing this with a VRIO analysis, PESTLE analysis, stakeholder mapping and the BCG Matrix, to name a few.

However, whereas a SWOT analysis simply lists the facts, a TOWS matrix helps you to put the pieces together and formulate a plan to move forward. TOWS gives you the basis of a strategy you can use to identify what needs to change.

It can be used to:

- 1) Build on your strengths
- 2) Limit your weaknesses
- 3) Make the most of your opportunities
- 4) Reduce the risks that come from threats

2.6.2 Developing Strategies

A TOWS analysis helps identify four primary strategic areas by combining two sections of a SWOT analysis, namely WT, ST, WO, and SO. These four strategic groups allow you to address the following areas:

SO – How can you leverage the strengths you possess to maximize benefits and returns from opportunities in the marketplace?

ST – How can you sustainably leverage your strengths to mitigate threats in the marketplace?

WO – How can you utilize opportunities in the market to overcome the weaknesses you have identified?

WT – How can you mitigate threats within the marketplace and reduce the impact of the weaknesses you have identified?

The impact of the strategies identified will vary depending on the scale and context of your TOWS analysis. For example, let's consider you are the Communications Manager for an FMCG chocolate bar brand launching a new national campaign.

Maxi-Maxi Strategies (SO)

In this category, one potential strategy could be leveraging your strong, trusted brand to diversify your product range. For instance, you may notice a gap in the market for 85% cocoa chocolate and decide to introduce such a product. Another strategy might involve taking advantage of economies of scale by producing one million chocolate bars, allowing you to lower the price point and gain a competitive edge. These two

strategies capitalize on a trusted brand and economies of scale, enabling you to fill a market gap and increase market share. Strategies in this category should ideally result in a win-win scenario, leading to growth or a high return on investment (ROI).

Maxi-Mini Strategies (ST)

This strategy is more challenging, as you face some threats in the marketplace. However, by leveraging your strengths, you can mitigate these threats. For example, your competitor may have recently launched a new white chocolate Easter egg that is capturing market share from your milk chocolate products. However, by utilizing your strong research and development budget and brand loyalty, you can respond by introducing not only a white chocolate egg but one with raspberry, which can appeal to your loyal customers and compete with the competitor's product. This strategy would help address the competitive threat while capitalizing on your brand strength.

Mini-Maxi Strategies (WO)

Until this point, you have been using your strengths to address external factors, but now you must confront your internal weaknesses. One such weakness could be the high cost of producing and exporting chocolate in the UK. However, you may have identified a producer in France with a modern facility and access to the EU market. A potential strategy could involve acquiring this company for its assets and location, thereby overcoming your internal production weakness and enhancing your economies of scale as your business grows.

Mini-Mini Strategies (WT)

This is likely the most difficult category, as you are dealing with both internal weaknesses and external threats. Depending on the severity of these issues, the situation will vary. In the worst-case scenario, this could lead to business closure or a merger with another chocolate company, especially if the threats are significant and weaknesses overwhelming. Ideally, you would have more strategies in the ST, SO, and WO categories, reducing the need to focus heavily on the Mini-Mini strategies.

Panagiotou (2003) introduced the TOWS matrix, which integrates SWOT elements to develop actionable strategies by aligning internal and external factors. However, SWOT analysis has faced criticism for its simplicity and lack of standardization.

Fitriani (2022) study TOWS Analysis on Recissbar to Increase Its Competitiveness, this study is descriptive in scope. According to the results and the scores assigned to the external and internal factors, an aggressive growth strategy was found to be the most appropriate. Moreover, the total score of the opportunity and threat factors was 2.5, which suggests that Recissbar responds to existing opportunities by avoiding threats in the same market and could continue to innovate. For its part, the total score of the strength and weakness factors was 2.6, which indicates that Recissbar has the strength of having a good reputation and delicious taste. In general, Recissbar could implement a growth-oriented strategy, particularly by promoting products on social media, cooperating with several mini markets, and doing business-to-business online sales.

Kulshrestha and Puri (2017) state that a TOWS matrix can assist in making strategic decisions by maximizing existing strengths and opportunities.

2.7 AHP

Analytic Hierarchy Process (AHP) is a multi-criteria decision-making (MCDM) method developed by Saaty in the 1970s. AHP is widely used for decision problems involving complex and subjective criteria, allowing decision-makers to rank and prioritize alternatives based on pairwise comparisons. Initially introduced by Saaty (1977) in his seminal work “A Scaling Method for Priorities in Hierarchical Structures”, AHP provides a structured approach to decision-making by breaking down problems into a hierarchy, comparing elements pair by pair, and synthesizing results to determine an overall ranking.

Since its inception, AHP has been extensively applied in various fields, including business, engineering, healthcare, and environmental management. Scholars

like Vargas (1990) and Saaty and Vargas (2001) refined AHP by introducing advanced models to handle uncertainties, such as the Fuzzy AHP, which incorporates fuzzy logic to manage vagueness in human judgment. Other notable expansions of AHP include AHP-TOPSIS (Technique for Order Preference by Similarity to Ideal Solution), which combines AHP's decision matrix with the TOPSIS method to further refine rankings and alternative selections (Boran, Genç, & Akay, 2009).

Despite its widespread adoption, AHP has faced criticisms. Forman and Gass (2001) pointed out that the method's reliance on subjective judgments may lead to inconsistencies, particularly when decision-makers fail to maintain consistency in their pairwise comparisons. Zardari, S. N., Khan, and Zardari, S. (2013) further noted that AHP might not fully capture the dynamic and interdependent nature of decision factors, especially in complex, real-world applications where criteria influence one another.

In response to these limitations, recent studies have incorporated AHP into hybrid frameworks, such as AHP-ANP (Analytic Network Process) and AHP-DEA (Data Envelopment Analysis), to enhance its robustness and accuracy. Wang and Yang (2014) demonstrated the integration of AHP with ANP to address the interdependence of criteria, while Bădică, Stoica, and Rusu (2017) applied AHP-DEA to assess the efficiency of decision-making in industrial contexts, combining AHP's qualitative analysis with DEA's quantitative evaluation.

Damrongsakul (2020). Study multi-criteria decision making for selecting of Wood Chip Shipping Agents Using Analytical Hierarchy Process (AHP) Method, found that the factors were affecting the selection of wood chip agency to prioritize as follows: 1) Price elasticity (41.20%) 2) Stock (31.70%) 3) Capacity of product (14.10%) 4) Transport (8.30%) 5) Wood chip plant size (4.90%). When considering the agency's significance, it is found out that the agency with proper quality is wood chip agency with overall inconsistency a weight 0.07 and overall inconsistency less than 0.1. The proof proves high accuracy of the result analysis.

2.8 Competitive Factors

2.8.1 The Right Quality

Smart Procurement (2019) explained that the right quality was obtaining goods which are of a satisfactory quality as well as fit-for-purpose (suited to internal and external customer needs):

- 1) Accurate specification of requirements and quality standards
- 2) Supplier- and buyer-side quality management

Sherman (2018) explained that the term right quality refers to a suitability of an item for the designed purpose and that meets the customer requirement. For producing the goods of the best quality, the best grade of raw material may be the right quality whereas for producing items of medium quality, the average lowest grade may be the right quality. The quality of the item is called grades. It can be measured by physical tests, chemical analysis or by any other methods depending upon the nature of a product. The use of standard specifications, brand name or trade name helps in purchasing the required qualities of materials. “The quality must be built into the product”. It is the duty of the purchasing department to ensure that materials are purchased from those suppliers per the specifications and requirements.

For creating goodwill, right production, standardization, elimination of waste and for better results, right quality purchases are essential. Quality for different materials is decided by the departments concerned. In the case of workshop equipment, the decision is taken by the plant engineer and for stationery it is the user department. However, the purchase department may question the requirements of the different departments based on its experience and suggest various alternatives. The inspection or audit department must verify whether the goods supplied are in accordance with the order placed. Thus, the right quality is the suitability of items purchased for a given purpose. The best quality of materials purchased need not be the right quality.

The concept of the right goods now extends beyond physical items to include services, which have become more critical as service procurement surpasses goods acquisition. This requires striking a delicate balance: minimizing material and labor shortages while controlling unnecessary costs, stock obsolescence, and ensuring the accessibility of required skills. Challenges such as unpredictable supply markets, rapid technological or social changes, labor disruptions, fluctuating production schedules and lead times, as well as volatile shipping routes, climate events, or exchange rates (particularly in global procurement), add to the complexity.

The right goods and services mean more than simply matching the quantity in a box with a packing slip or ensuring third-party workers possess the necessary skills. It involves satisfying demand through a reliable, efficient, and optimized supply chain.

2.8.2 The Right Quantity

Ensuring the right quantity is also a balancing act, aiming to minimize shortages in materials and labor while reducing unnecessary costs and stock obsolescence. This challenge is compounded by uncertain supply markets, rapid technological or social changes, labor actions, shifting production schedules, volatile shipping routes, climate events, and fluctuating exchange rates in global procurement.

Achieving the right quantity now goes beyond ensuring the numbers match a packing slip. It requires optimizing processes—often involving complex algorithms—while ensuring supply chain reliability and efficiency.

2.8.3 The Right Place

The necessity of delivering products and services where they are needed makes this a timeless requirement. However, modern logistics demands procurement teams to develop greater logical and technological expertise.

Advances in technology have revolutionized delivery mechanisms. Robots now pick items in warehouses, drones or driverless vehicles deliver goods, and global sourcing brings products from anywhere in the world. Even labor can be delivered via cloud solutions, enabling global teams to collaborate through virtual technologies.

While the fundamental question of the “right place” remains unchanged, the methods and tools for achieving it have evolved significantly.

Uzir Hassain, Ahmad, and Awan (2021), study the effects of service quality, perceived value and trust in home delivery service personnel on customer satisfaction: Evidence from a developing country, found that the rapid growth of online purchasing in recent years has emphasized the accompanying role of home delivery service provided by delivery personnel in ensuring customer satisfaction.

2.8.4 The Right Time

The right time does not always mean the fastest time. Strategic timing—such as during market lulls, sales bonus periods, or specific points in a product lifecycle—can be critical. However, challenges arise when vendor acquisition and onboarding processes are lengthy, sometimes taking months or even a full year.

In today’s fast-paced environment, the need for speed often compromises other key factors of the supply chain. Achieving the right time requires a strong focus on lifecycle efficiency, seamless organizational coordination, and leveraging market intelligence alongside robust contract management practices.

Uzir Hassain et al. (2021), study the effects of service quality, perceived value and trust in home delivery service personnel on customer satisfaction: Evidence from a developing country, found that on-time delivery, better service, generating positive customer perceived value, and trust towards service providers are influential factors that contribute to customer satisfaction.

2.8.5 The Right Price

Securing all Seven Rights at the right price is often seen as procurement's primary goal. Ironically, this view tends to come more from procurement itself than from the business, which is typically more sensitive to failures in other areas like quality, quantity, place, and time.

An excessive focus on cost alone can backfire, as savings quickly evaporate when the other Rights fail, turning the lowest price into the highest cost for the business. Thus, the emphasis should shift from securing the "right price" to delivering the "right value", a more holistic approach that aligns with organizational goals.

Uzir Hassain et al. (2021), study the effects of service quality, perceived value and trust in home delivery service personnel on customer satisfaction: Evidence from a developing country, found that the findings revealed that service quality, customer perceived value, and trust influenced customer satisfaction. The relationship between service quality and customer satisfaction and the relationship between customer perceived value and satisfaction were both partially mediated by trust. The findings contribute to the development and validation of a trust-based satisfaction model by extending the SERVQUAL model to incorporate perceived value in the presence of trust, while complying with expectation disconfirmation theory. This study provides insights for managers to develop reliability and build trust in their service delivery personnel.

2.8.6 The Right Source

Increasingly, buying organizations are being held accountable for the social and ethical practices of their suppliers across the entire supply chain. The world has witnessed images of children stitching footballs in developing countries, garment brands linked to factory fires, and suicide prevention nets at manufacturing plants—all of which have brought hidden supply chain operations to light.

Corporate responsibility now transcends contractual boundaries, with consumers, voters, boards, and shareholders demanding accountability. Demonstrating the right source not only fulfills ethical obligations but also creates opportunities for brand differentiation and enhances employee perception of the workplace.

2.8.7 The Right Service

The right way emphasizes transparency—not just creating a strong process but ensuring it is visible to stakeholders. This requires a governance model that involves and supports all organizational stakeholders, not just procurement. Key enablers include intelligent lifecycle frameworks, advanced technologies, skilled procurement leaders, and the development of high-caliber professionals.

However, the right way goes beyond fraud prevention, reputational protection, and risk management. Modern organizations increasingly rely on their providers to deliver business outcomes and shareholder value. Achieving this requires more than the Seven Rights—it calls for recognizing and integrating the Eighth Right, which is becoming essential for organizational success.

Rasheed and Abadi (2014) study the Impact of Service Quality, Trust and Perceived Value on Customer Loyalty in Malaysia Services Industries, found that there is positive relationship between service quality and trust, service quality and perceived value, trust and customer loyalty and perceived value and customer loyalty. Consequently, based on findings, service quality, trust and perceived value are antecedents of customer loyalty.

2.8.8 Packaging Characteristics

In the logistics sector, packaging characteristics significantly influence supply chain efficiency, product safety, and cost management. Effective packaging must ensure the physical protection of goods during handling, transportation, and storage while optimizing space utilization and weight to reduce logistics costs (Singh, Kumar,

Panchal, & Tiwari, 2020). Durability and resilience are crucial, especially for perishable goods like freeze-dried foods, which require moisture-proof and temperature-resistant packaging materials to maintain quality (Zhou & Wang, 2021). Additionally, standardized packaging dimensions and barcoding facilitate seamless operations in automated warehouses and cross-border trade (García-Arca, Trinidad González-Portela, & Carlos Prado-Prado, 2019). Sustainability has emerged as a critical focus, with companies increasingly adopting eco-friendly materials and reusable packaging to meet regulatory requirements and consumer expectations (Lindh, Olsson, & Williams, 2020). Overall, packaging design in logistics must strike a balance between protection, cost efficiency, and environmental impact to support a resilient and sustainable supply chain.

2.8.9 Raw Material Characteristics

Raw material characteristics play a vital role in determining the efficiency of logistics and supply chain operations. Key attributes such as weight, volume, perishability, fragility, and homogeneity directly impact transportation costs, storage requirements, and handling processes (Christopher, 2016). For instance, perishable raw materials, such as fruits used in freeze-dried food production, require specialized cold chain logistics to maintain freshness and quality (Kumar & Singh, 2020). Fragility demands protective packaging and careful handling to minimize damage during transit (Rushton et al., 2021).

Moreover, the consistency and quality of raw materials influence production efficiency and final product standards. Standardized raw materials enable streamlined operations and reduce variability in processing, which is critical for industries such as food manufacturing (Stevenson, 2018). Additionally, sustainability considerations have driven companies to prioritize raw materials with minimal environmental impact, such as sourcing locally or selecting renewable and recyclable materials (Sharma, Sultan, Ding, & Trigg, 2020).

In logistics planning, understanding raw material characteristics helps optimize transportation modes, packaging, and inventory strategies, ultimately contributing to cost efficiency and supply chain resilience.



CHAPTER 3

RESEARCH METHODOLOGY

3.1 Population and Samples

This study focuses on the Thai frozen durian export market, specifically analyzing the competitiveness of HKK Trading & Processing Co., Ltd. in the Chinese market. The research examines factors affecting the demand for Thai frozen durian exports between 2019 and 2023. The target population includes stakeholders in the durian export industry, including company executives, suppliers, and buyers from China.

The sample selection includes:

Primary Data: Five major customers who have purchased durian products from HKK Trading & Processing Co., Ltd. during 2021–2024.

Secondary Data: Industry reports, government export data, and historical trade statistics related to Thai durian exports to China.

3.2 Research Instruments

This study employs a mixed-method approach, combining quantitative analysis with qualitative insights. The primary research instruments include:

Questionnaire Survey: A structured questionnaire based on the Analytical Hierarchy Process (AHP) framework, assessing factors such as quality, pricing, sourcing, and delivery efficiency.

Interviews: Semi-structured interviews with key stakeholders, including company executives and major buyers, to gain deeper insights into market dynamics and competitive strategies.

Document Analysis: Review of industry reports, government regulations, and previous research on Thai durian export competitiveness.

3.3 Data Collection

Data collection consists of both primary and secondary sources:

Primary Data Collection:

- 1) Online Questionnaire and in-person surveys with five major customers.
- 2) Interviews conducted via virtual meetings and direct consultations.

Secondary Data Collection:

- 1) Government trade reports from the Ministry of Commerce of Thailand.
- 2) Brainstorming sessions and focus group discussions to collect data for business reports, including SWOT Analysis, TOWS Analysis, and the Business Model Canvas, from the HKK Trading & Processing Co., Ltd management team.
- 3) Relevant academic literature and market analysis reports.

3.4 Data Analysis

To complete data analysis, this study employs SWOT analysis, AHP (Analytic Hierarchy Process), data analysis techniques, and the RCA (Revealed Comparative Advantage) index. Each method contributes to a comprehensive examination of the data, as follows:

RCA (Revealed Comparative Advantage):

The RCA index is calculated to assess the comparative advantage of specific products or services within the target market. By comparing the export performance of different items, RCA analysis reveals areas where the research subject holds competitive strengths in the global market.

SWOT Analysis, TOWS Analysis, and Business Model Canvas:

Conduct a SWOT analysis, TOWS analysis, and Business Model Canvas through group discussions to derive results. As shown in Figure 3.1-3.3

Strengths	Opportunities
Weakness	Threats

Figure 3.1 Show the Organizational Context “SWOT Analysis”

	Strengths	Opportunities
Threats	WT MINI-MINI Strategies	ST MAXI-MINI Strategies
Opportunities	WO MINI-MAXI Strategies	SO MAXI-MAXI Strategies

Figure 3.2 Shows the TOWS Matrix Model (2)

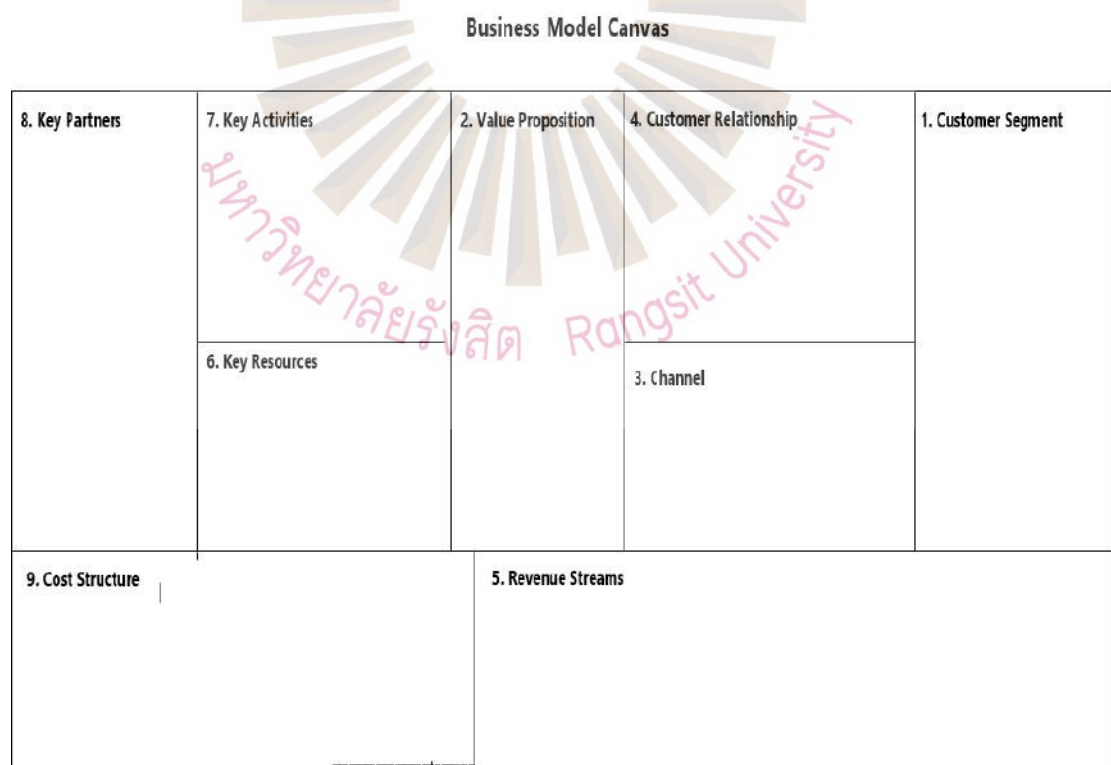


Figure 3.3 Show Business Model Canvas Framework

AHP Analysis

This analysis focuses on the AHP criteria derived from the top five customers of HKK Trading & Processing Co., Ltd., who purchased products during the years 2021 to 2024. A questionnaire was used to assess the importance of various criteria, including:

- “A1” Quality of products as specified (Right Quality)
- “A2” Source products from a reliable supplier (Right Source)
- “A3” Service quality and trustworthiness (Right Service)
- “A4” Ensure the availability of finished goods in the required quantity (Right Quantity)
- “A5” Ensure timely delivery of goods to the designated location (Right Place)
- “A6” Purchases at a fair and reasonable price (Right Price)
- “A7” Deliver products within the agreed timeframe (Right Time)
- “A8” Packaging characteristics
- “A9” Raw material characteristics

The goal was to determine the priorities of these AHP criteria based on input from all customers.

Application of AHP: After identifying the AHP criteria, the Analytic Hierarchy Process is employed to assign weights and rank these factors according to their relative importance. By breaking down each component into a hierarchical structure, AHP facilitates pairwise comparisons among the criteria, allowing for an assessment of how one criterion compares to another. As shown in Figure 3.4

Comparison of importance of criteria

Item	A	Comparison of importance of criteria									B							
		Most	Well, but not too much	Well	Quite Well	More than moderate but not as the much	Moderate	Fairly moderate	Not equal but still in the moderate	— Fair —		Not equal but still in the moderate	Fairly moderate	Moderate	More than moderate but not as the much	Quite Well	Well	Well, but not too much
Example 1: You prioritize aspect B over aspect A at level 4.																		
The importance of Quality of products as specified (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Deliver products on time (Right Time)
Example 2: You prioritize aspect A over aspect B at level 6.																		
The importance of Quality of products as specified (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of purchases at a fair and reasonable price (Right Price)
1 The importance of Quality of products as specified (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance to Deliver products within the agreed timeframe (Right Time)
2 The importance of Quality of products as specified (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of purchases at a fair and reasonable price (Right Price)
3 The importance of Quality of products as specified (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance to ensure timely delivery of goods to the designated location (Right Place)
4 The importance of Quality of products as specified (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of source products from a reliable suppliers (Right Source)
5 The importance of Quality of products as specified (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance to ensure service quality with a focus on reliability (Right Service)
6 The importance of Quality of products as specified (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Packaging Characteristics
7 The importance of Quality of products as specified (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Raw Material Characteristics
8 The importance of Quality of products as specified (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance to ensure the availability of finished goods in the required quantity (Right Quantity)
9 The importance to Deliver products within the agreed timeframe (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of purchases at a fair and reasonable price (Right Price)
10 The importance to Deliver products within the agreed timeframe (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance to ensure timely delivery of goods to the designated location (Right Place)
11 The importance to Deliver products within the agreed timeframe (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of source products from a reliable suppliers (Right Source)
12 The importance to Deliver products within the agreed timeframe (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance to ensure service quality with a focus on reliability (Right Service)
13 The importance to Deliver products within the agreed timeframe (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Packaging Characteristics
14 The importance to Deliver products within the agreed timeframe (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Raw Material Characteristics
15 The importance to Deliver products within the agreed timeframe (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance to ensure the availability of finished goods in the required quantity (Right Quantity)
16 The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance to ensure timely delivery of goods to the designated location (Right Place)
17 The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of source products from a reliable suppliers (Right Source)
18 The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance to ensure service quality with a focus on reliability (Right Service)
19 The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Packaging Characteristics
20 The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Raw Material Characteristics
21 The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance to ensure service quality with a focus on reliability (Right Service)
22 The importance to ensure timely delivery of goods to the designated location (Right Place)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of source products from a reliable suppliers (Right Source)
23 The importance to ensure timely delivery of goods to the designated location (Right Place)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance to ensure service quality with a focus on reliability (Right Service)
24 The importance to ensure timely delivery of goods to the designated location (Right Place)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Packaging Characteristics
25 The importance to ensure timely delivery of goods to the designated location (Right Place)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Raw Material Characteristics
26 The importance to ensure timely delivery of goods to the designated location (Right Place)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Goods in the right quantity as required
27 The importance of source products from a reliable suppliers (Right Source)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance to ensure service quality with a focus on reliability (Right Service)
28 The importance of source products from a reliable suppliers (Right Source)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Packaging Characteristics
29 The importance of source products from a reliable suppliers (Right Source)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Raw Material Characteristics
30 The importance of source products from a reliable suppliers (Right Source)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance to ensure the availability of finished goods in the required quantity (Right Quantity)
31 The importance to ensure service quality with a focus on reliability (Right Service)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Packaging Characteristics
32 The importance to ensure service quality with a focus on reliability (Right Service)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Raw Material Characteristics
33 The importance to ensure service quality with a focus on reliability (Right Service)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance to ensure the availability of finished goods in the required quantity (Right Quantity)
34 The Importance of Packaging Characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Raw Material Characteristics
35 The Importance of Packaging Characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance to ensure the availability of finished goods in the required quantity (Right Quantity)
36 The Importance of Raw Material Characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance to ensure the availability of finished goods in the required quantity (Right Quantity)

Please return the questionnaire by January 15, 2025. E-Mail: nawam.in88@gmail.com, luwanglin333@gmail.com
Thank you for completing the questionnaire.

Figure 3.4 Show the Analytic Hierarchy Process Questionnaire

CHAPTER 4

RESEARCH RESULTS

4.1 SWOT Analysis

4.1.1 SWOT Analysis

The company had been brainstorming within our organization to review the organizational context according to SWOT Analysis theory, which is shown on Table 4.1.

SWOT analysis is a method used to identify and evaluate the Strengths, Weaknesses, Opportunities, and Threats related to a research topic. By examining internal and external factors, this approach provides insights into strategic areas that can enhance competitiveness or help address potential challenges in the future. Our team has been brainstorming to review our policies, mission, and organizational context following the SWOT analysis principles in Tables 4.1.

Table 4.1 Show the Organizational Context

Strengths	Opportunities
1. The company develops products designed to extend shelf life, reduce storage space, and enhance the efficiency of freeze-drying systems in the fruit production industry. 2. The executives possess over 10 years of knowledge and expertise in product development related to vacuum freeze-drying systems. 3. The company has broadened its academic knowledge and introduced innovations in new products.	1. Our teams possess a deep understanding of continuous production development, benefiting from ongoing knowledge provided by experts in product development from both government and private sectors. 2. The company has received support and promotion from government agencies in areas such as product development, packaging, academic guidance, and marketing strategies.

Table 4.1 Show the Organizational Context (Cont.)

Weakness	Threats
1. There is a lack of a team with the knowledge and understanding necessary for continuously expanding production and developing systems to meet higher international standards. 2. There are insufficient funds to develop and expand factories that support marketing efforts.	1. Marketing channels have been unstable due to circumstances and economic conditions that impact investment risks.

4.1.2 Business Strategy

The company had been brainstorms the capabilities of organizations to use the TOWS Matrix Model “Maxi-Maxi Strategies (SO)” to developed Business strategy in the future from the organizational context according to SWOT Analysis theory, which Inside View (“S” Strengths) was “The executives possess over 10 years of knowledge and expertise in product development related to vacuum freeze-drying systems.” with Outside View (“O” Opportunities), “Our teams possess a deep understanding of continuous production development, benefiting from ongoing knowledge provided by experts in product development from both government and private sectors”, which show on Table 4.2.

Table 4.2 Show the Capabilities of Organizations and Businesses that Should be Developed Business Strategy in the Future

Strengths	Opportunities
1. The company develops products designed to extend shelf life, reduce storage space, and enhance the efficiency of freeze-drying systems in the fruit production industry.	1. Our teams possess a deep understanding of continuous production development, benefiting from ongoing knowledge provided by experts in product development from both government and private sectors.

Table 4.2 Show the Capabilities of Organizations and Businesses that Should be Developed Business Strategy in the Future (Cont.)

Strengths	Opportunities
2. The company develops products designed to extend shelf life, reduce storage space, and enhance the efficiency of freeze-drying systems in the fruit production industry. 3. The executives possess over 10 years of knowledge and expertise in product development related to vacuum freeze-drying systems. 4. The company has broadened its academic knowledge and introduced innovations in new products.	2. Our teams possess a deep understanding of continuous production development, benefiting from ongoing knowledge provided by experts in product development from both government and private sectors. 3. The company has received support and promotion from government agencies in areas such as product development, packaging, academic guidance, and marketing strategies.

From Table 4.2, the company should be developed Business strategy in the future such as “Expand the marketing channels for the company’s products in the People’s Republic of China by leveraging the knowledge and expertise of executives who have been developing products with a vacuum freeze-drying system for over 10 years.”

After setting up the business strategy for the future, the management team discussed the business strategy above. Finally, the management team has agreed to improve the business potential development plan for 2025 in Table 4.3.

4.2 AHP Analysis

The AHP analysis could show the priorities with respect from the top five customers as below.

4.2.1 The priorities of the AHP criteria from Customer No.1 with respect to, can be shown in table 4.4 and Figure 4.1.

Table 4.4 Show the Priorities of the AHP Criteria from Customer No.1

AHP criteria	Customer No.1	Sequent
Right Quality	0.298	1
Raw Material Characteristics	0.023	9
Right Source	0.215	2
Right Price	0.046	6
Right Place	0.052	5
Right Time	0.042	7
Packaging Characteristics	0.034	8
Right Service	0.057	3
Right Quantity	0.053	4
Inconsistency Ratio	0.1	

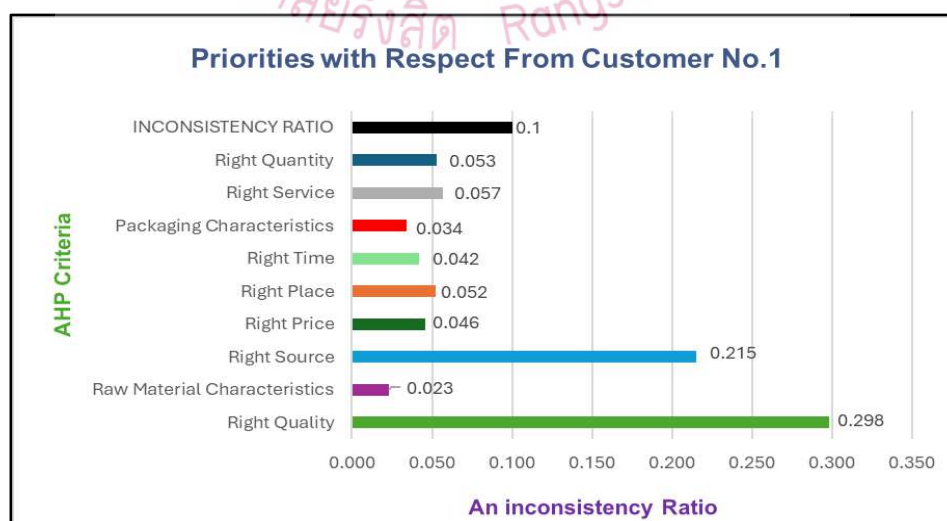


Figure 4.1 Show the Priorities with Respect from Customer No.1

The analysis results of the AHP criteria from Customer No.1 with respect from table 4.4 and Figure 4.1 showed that, For Customer No. 1, the priorities of the AHP criteria are ranked as follows based on their inconsistency ratios: the highest priority is Product Quality as required (Right Quality) with a ratio of 0.298, followed by Purchase products from a reliable source (Right Source) at 0.215, and Service quality as trustworthiness (Right Service) at 0.057. Next is Finish Goods in the right quantity as required (Right Quantity) at 0.053, Deliver goods to the desired location (Right Place) at 0.052, and Purchases at a fair and reasonable price (Right Price) at 0.046. Lower priorities include Deliver products on time (Right Time) at 0.042, Packaging Characteristics at 0.034, and finally Raw Material Characteristics at 0.023. This ranking reflects a significant emphasis on quality and sourcing reliability, with less importance placed on raw materials and packaging.

4.2.2 The priorities of the AHP criteria from Customer No.2 with respect to, can be shown in table 4.5 and Figure 4.2.

Table 4.5 Show the Priorities of the AHP Criteria from Customer No.2

AHP criteria	Customer No.2	Sequent
Right Quality	0.192	1
Raw Material Characteristics	0.108	3
Right Source	0.128	2
Right Price	0.103	5
Right Place	0.094	7
Right Time	0.077	9
Packaging Characteristics	0.090	8
Right Service	0.106	4
Right Quantity	0.102	6
Inconsistency Ratio	0.08	

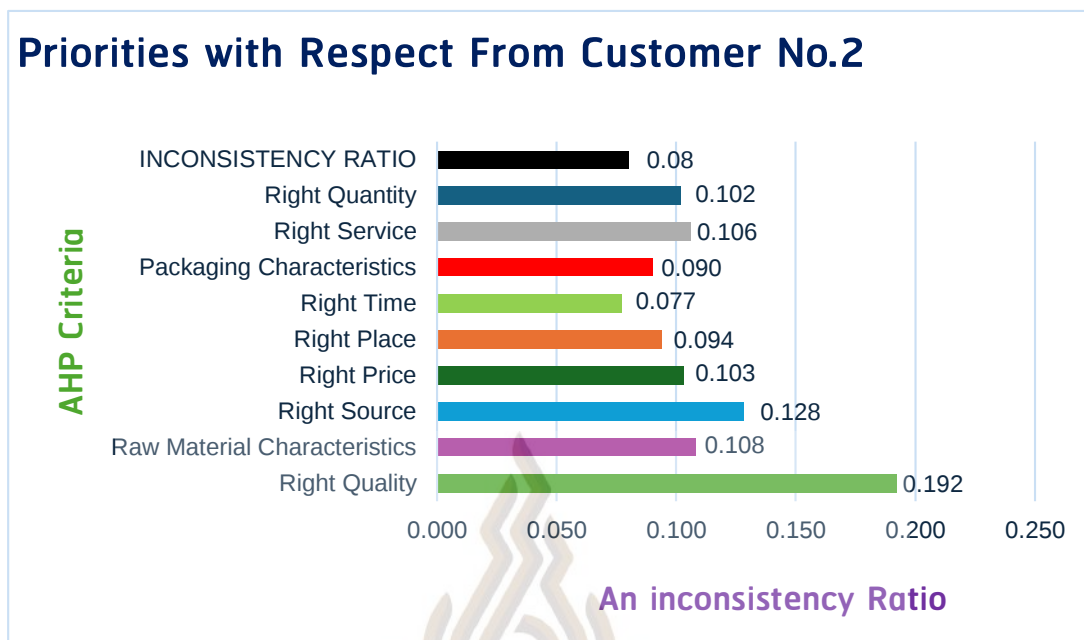


Figure 4.2 Show the Priorities with Respect from Customer No.2

The analysis results of the AHP criteria from Customer No.2 with respect from table 4.5 and Figure 4.2 showed that, For Customer No. 2, the priorities of the AHP criteria are ranked as follows based on their inconsistency ratios: the highest priority is Product Quality as required (Right Quality) with a ratio of 0.192, followed by Purchase products from a reliable source (Right Source) at 0.128, and Raw Material Characteristics at 0.108. Next is Service quality as trustworthiness (Right Service) at 0.106, Purchases at a fair and reasonable price (Right Price) at 0.103, and Finish Goods in the right quantity as required (Right Quantity) at 0.102. Lower priorities include Deliver goods to the desired location (Right Place) at 0.094, Packaging Characteristics at 0.090, and finally Deliver products on time (Right Time) at 0.077. This ranking highlights a strong emphasis on quality and sourcing, while placing less focus on delivery time and packaging.

4.2.3 The priorities of the AHP criteria from Customer No.3 with respect to, can be shown in Table 4.6 and Figure 4.3.

Table 4.6 Show the Priorities of the AHP Criteria from Customer No.3

AHP criteria	Customer No.3	Sequent
Right Quality	0.209	1
Raw Material Characteristics	0.094	6
Right Source	0.119	2
Right Price	0.118	3
Right Place	0.093	7
Right Time	0.074	9
Packaging Characteristics	0.085	8
Right Service	0.095	5
Right Quantity	0.109	4
Inconsistency Ratio	0.09	

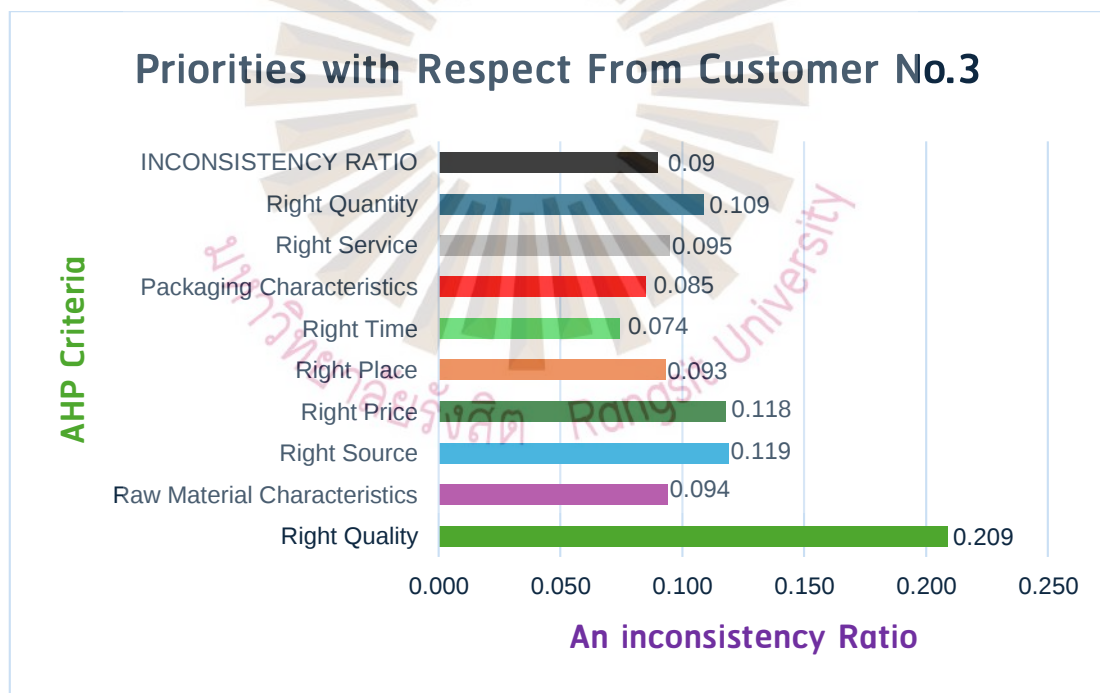


Figure 4.3 Show the Priorities with Respect from Customer No.3

The analysis results of the AHP criteria from Customer No.3 with respect from table 4.6 and Figure 4.3 showed that, For Customer No. 3, the priorities of the AHP

criteria are ranked as follows based on their inconsistency ratios: Product Quality as required (Right Quality) holds the highest priority with a ratio of 0.209, followed by Purchase products from a reliable source (Right Source) at 0.119, and Purchases at a fair and reasonable price (Right Price) at 0.118. Next is Finish Goods in the right quantity as required (Right Quantity) at 0.109, followed by Service quality as trustworthiness (Right Service) at 0.095 and Raw Material Characteristics at 0.094. Lower priorities include Deliver goods to the desired location (Right Place) at 0.093, Packaging Characteristics at 0.085, and finally Deliver products on time (Right Time) at 0.074. This ranking highlights a strong emphasis on product quality and reliability, with less focus on timeliness and packaging.

4.2.4 The priorities of the AHP criteria from Customer No.4 with respect to, can be shown in Table 4.7 and Figure 4.4.

Table 4.7 Show the Priorities of the AHP Criteria from Customer No.4

AHP criteria	Customer No.1	Sequent
Right Quality	0.250	1
Raw Material Characteristics	0.202	2
Right Source	0.078	7
Right Price	0.062	8
Right Place	0.090	4
Right Time	0.095	3
Packaging Characteristics	0.046	9
Right Service	0.089	5
Right Quantity	0.088	6
Inconsistency Ratio	0.05	

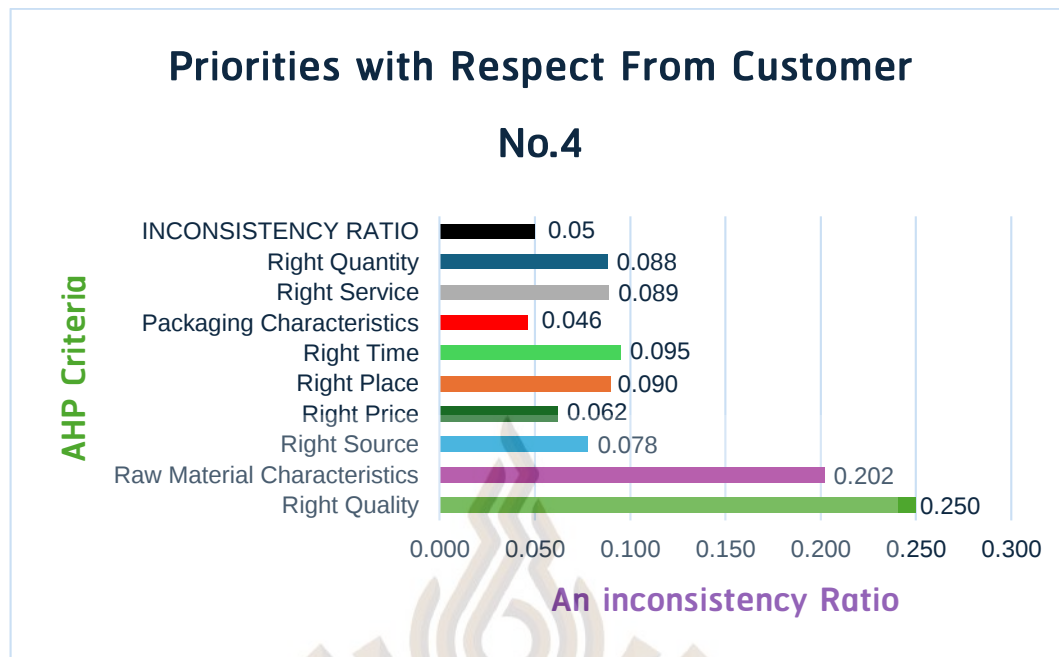


Figure 4.4 Show the Priorities with Respect from Customer No.4

The analysis results of the AHP criteria from Customer No.4 with respect from table 4.7 and Figure 4.4 showed that, For Customer No. 4, the priorities of the AHP criteria are ranked as follows: the highest priority is Product Quality as required (Right Quality) with an inconsistency ratio of 0.250, followed by Raw Material Characteristics at 0.202, Deliver products on time (Right Time) at 0.095, Deliver goods to the desired location (Right Place) comes next at 0.090, Service quality as trustworthiness (Right Service) at 0.089, and Next is Finish goods in the right quantity as required (Right Quantity) at 0.088, and comes next Purchase products from a reliable source (Right Source) at 0.078, followed by Purchases at a fair and reasonable price (Right Price) at 0.062, and finally, Packaging Characteristics at 0.046. This ranking highlights the emphasis on product quality and Raw Material Characteristics being the least prioritized.

4.2.5 The priorities of the AHP criteria from Customer No.5 with respect to, can be shown in Table 4.8 and Figure 4.5.

Table 4.8 Show the Priorities of the AHP Criteria from Customer No.5

AHP criteria	Customer No.5	Sequent
Right Quality	0.198	1
Raw Material Characteristics	0.164	2
Right Source	0.128	3
Right Price	0.090	6
Right Place	0.090	6
Right Time	0.066	8
Packaging Characteristics	0.073	7
Right Service	0.095	5
Right Quantity	0.097	4
Inconsistency Ratio	0.06	

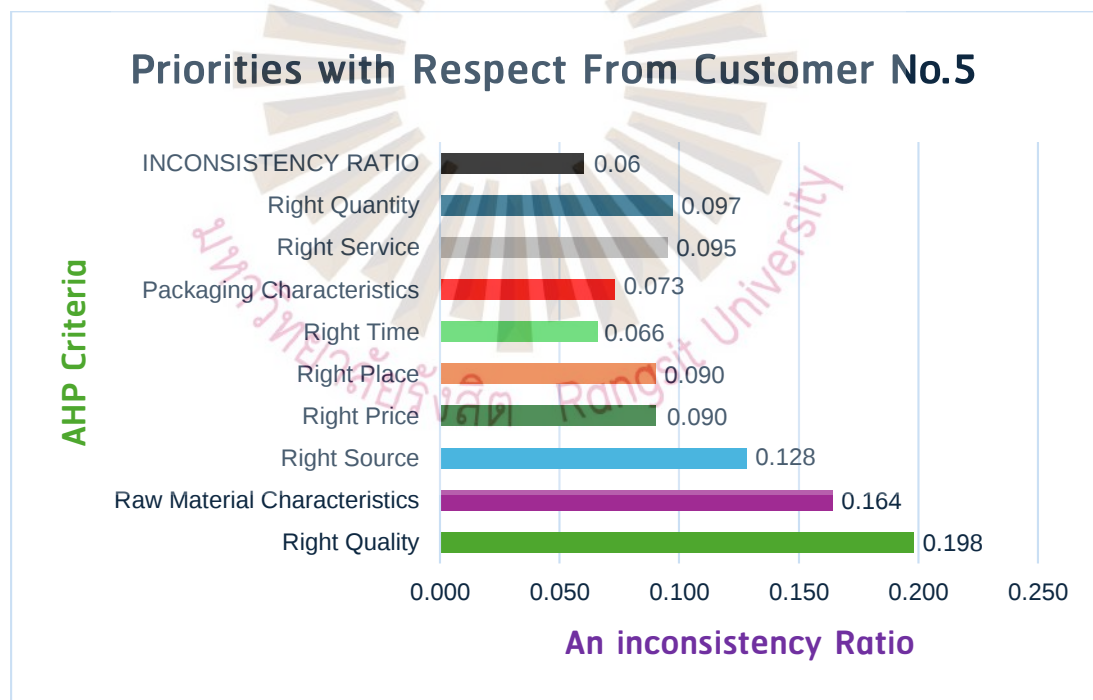


Figure 4.5 Show the Priorities with Respect from Customer No.5

The analysis results of the AHP criteria from Customer No.5 with respect from table 4.8 and Figure 4.5 showed that, For Customer No. 5, the priorities of the AHP

criteria are ranked as follows based on their inconsistent ratios: Product Quality as required (Right Quality) is the highest priority with a ratio of 0.198, followed by Raw Material Characteristics at 0.164 and Purchase products from a reliable source (Right Source) at 0.128, and This is followed by Finish Goods in the right quantity as required (Right Quantity) at 0.097 Service quality as trustworthiness (Right Service) at 0.095, Purchases at a fair and reasonable price (Right Price) and Deliver goods to the desired location (Right Place) at 0.090, Next in priority are Packaging Characteristics at 0.073, and finally Deliver products on time (Right Time) at 0.066. This ranking underscores the importance of quality and reliability while placing less emphasis on timely delivery.

4.2.6 The priorities of the AHP criteria from all Customers with respect to, can be shown on Table 4.9 and Figure 4.6.

Table 4.9 Show the Priorities of the AHP Criteria from All Customers

AHP criteria	All Customers	Sequent
Right Quality	0.187	1
Raw Material Characteristics	0.164	2
Right Source	0.119	3
Right Price	0.085	6
Right Place	0.096	5
Right Time	0.073	8
Packaging Characteristics	0.074	7
Right Service	0.105	4
Right Quantity	0.096	5
Inconsistency Ratio	0.07	



Figure 4.6 Show the Priorities with Respect from all Customers

The analysis results of the AHP criteria from all Customers with respect from table 4.9 and Figure 4.6 showed that, The priorities of the AHP criteria, based on input from all customers, are ranked as follows according to their inconsistency ratios was 0.07: the highest priority is Product Quality as required (Right Quality) with a ratio of 0.187, followed by Raw Material Characteristics at 0.164 and Purchase products from a reliable source (Right Source) at 0.119. Next is Service quality as trustworthiness (Right Service) at 0.105, Deliver goods to the desired location (Right Place) and Finish Goods in the right quantity as required (Right Quantity) at 0.096. This is followed by Purchases at a fair and reasonable price (Right Price) at 0.085, and Packaging Characteristics at 0.074, and finally, Deliver products on time (Right Time) at 0.073. This ranking reflects a collective emphasis on quality and reliability, with less focus on timely delivery.

4.3 Business Model Canvas

Business Model Canvas Using the Business Model Canvas to analyze SWOT results allows companies to map strategic insights directly into actionable parts of their business model. Strengths can enhance areas such as Value Proposition and Key Resources, while weaknesses guide improvements in Cost Structure or Customer Relationships. Opportunities often inspire growth in Customer Segments or Channels, and threats lead to adjustments in Cost Structure and Key Partnerships to mitigate risks. As shown on Figure 4.7.

HKK has been setting an overarching framework for developing a business strategy, a detailed business plan, and a prioritized action plan as shown on Figure 4.7.

BUSINESS MODEL CANVAS																																					
8. Key Partners Suppliers: Local farmers and agricultural cooperatives for fresh fruits and vegetables. Technology Providers: Companies providing freeze-drying equipment and packaging solutions. Logistics Providers: Domestic and international freight companies for shipping. Distributors/Retailers: Local grocery stores, international distributors, and online platforms. Government and Trade Associations: Department of Industrial Promotion, Department of Agriculture, Department of Livestock Development, Support for export regulations and promotional activities. Financial Institution: SCB Bank, Bangkok Bank, KSB Bank, and Executive Capital. Certifying Bodies: Organic, GHP, HACCP, HALAL, and ISO 9001 certification.		7. Key Activities - Procuring high-quality fresh produce. - Processing and freeze-drying fruits and vegetables. - Packaging with eco-friendly and innovative designs. - Marketing campaigns targeting health-conscious and eco-friendly consumers. - Expanding distribution channels domestically and internationally. - Ensuring compliance with food safety and export standards. - R&D for product innovation and diversification.		2. Value Proposition - Offering nutritious, lightweight, and long-lasting freeze-dried fruits and vegetables. - Emphasizing organic and sustainable production processes. - Providing a healthier snack alternative for modern consumers. - Catering to the demand for convenience in snacking and cooking. - Meeting export market expectations with certified and premium-grade products.																																	
9. Cost Structure <table><tr><td>• Capital</td><td>2,000,000.-</td><td>Baht</td></tr><tr><td>• Working Capital</td><td>2,000,000.-</td><td>"</td></tr><tr><td>• Total Investment</td><td>4,000,000.-</td><td>"</td></tr><tr><td>Cost Structure</td><td>Baht/Month</td><td>%</td></tr><tr><td>• Sales</td><td>2,500,000</td><td></td></tr><tr><td>• Cost of Goods Sold</td><td>1,125,000</td><td>45</td></tr><tr><td>• Gross Profit (GP)</td><td>1,375,000</td><td>55</td></tr><tr><td>• Deduct marketing costs</td><td>125,000</td><td>5</td></tr><tr><td>• Cost of sales</td><td>125,000</td><td>5</td></tr><tr><td>• Transportation costs</td><td>125,000</td><td>5</td></tr><tr><td>• Administrative costs</td><td>125,000</td><td>5</td></tr></table>		• Capital	2,000,000.-	Baht	• Working Capital	2,000,000.-	"	• Total Investment	4,000,000.-	"	Cost Structure	Baht/Month	%	• Sales	2,500,000		• Cost of Goods Sold	1,125,000	45	• Gross Profit (GP)	1,375,000	55	• Deduct marketing costs	125,000	5	• Cost of sales	125,000	5	• Transportation costs	125,000	5	• Administrative costs	125,000	5	Cost of Goods Sold Procurement of raw materials. Operation of freeze-drying technology. Labor costs and training for employees. Packaging and branding expenses. Marketing campaigns and export documentation. Logistics and warehousing costs.		
• Capital	2,000,000.-	Baht																																			
• Working Capital	2,000,000.-	"																																			
• Total Investment	4,000,000.-	"																																			
Cost Structure	Baht/Month	%																																			
• Sales	2,500,000																																				
• Cost of Goods Sold	1,125,000	45																																			
• Gross Profit (GP)	1,375,000	55																																			
• Deduct marketing costs	125,000	5																																			
• Cost of sales	125,000	5																																			
• Transportation costs	125,000	5																																			
• Administrative costs	125,000	5																																			
		4. Customer Relationship GET = New Customer - Active engagement through social media and e-commerce platforms. - Collaborating with health influencers and nutritionists for brand advocacy. KEEP = Retaining old customers - Personalized services through direct consumer feedback channels. - Active engagement through social media and e-commerce platforms. - Establishing loyalty programs and subscription boxes.		1. Customer Segment B2C Domestic: Online Market Merchant, Health-conscious individuals, families, and foodies. Niche Markets: Outdoor sales, Night market, and premium gift market. B2B Export: International distributors, organic and health food stores, and e-commerce markets.																																	
		3. Channel Domestic: Grocery stores, organic shops, and online marketplaces (Line Official, Facebook, Email). International: Export partnerships, global e-commerce platforms, and food expos. Direct-to-Consumer: Own e-commerce website and social media (Grab, Kerry-X, Flash, JET).																																			
		5. Revenue Streams 2.5 million baht <table><tr><td>• Direct sales through e-commerce platforms.</td><td>Baht/Month</td></tr><tr><td>• Wholesale partnerships with distributors and retailers.</td><td>400,000</td></tr><tr><td>• Export sales to international markets.</td><td>200,000</td></tr><tr><td>• Licensing and private labeling for other brands.</td><td>1,500,000</td></tr><tr><td>• Other</td><td>300,000</td></tr><tr><td></td><td>100,000</td></tr><tr><td>Total</td><td>2,500,000</td></tr></table>		• Direct sales through e-commerce platforms.	Baht/Month	• Wholesale partnerships with distributors and retailers.	400,000	• Export sales to international markets.	200,000	• Licensing and private labeling for other brands.	1,500,000	• Other	300,000		100,000	Total	2,500,000																				
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• Licensing and private labeling for other brands.	1,500,000																																				
• Other	300,000																																				
	100,000																																				
Total	2,500,000																																				

Figure 4.7 Show HKK's Business Model Canvas

The results of the business model, HKK has been setting an overarching framework for developing a business strategy, a detailed business plan, and a prioritized action plan included.

4.3.1 Customer Segments

HKK focuses their customer segment in 2 parts

1) As part of their B2C (business-to-customer) strategy, they focus on domestic markets such as Online Market Merchants, Health-conscious individuals, families, and foodies, and Niche Markets such as Outdoor sales, Night markets, and premium gift markets.

2) Part B2B (Business to Business), they had appointments and started export market to China and other countries with a variety of products such as international distributors, organic and healthy food stores, and e-commerce markets.

4.3.2 Value Proposition

HKK product products or services will you offer to meet the needs of their customers by offering nutritious, lightweight, and long-lasting freeze-dried fruits and vegetables, emphasizing organic and sustainable production processes, Providing a healthier snack alternative for modern consumers, Catering to the demand for convenience in snacking and cooking, and Meeting export markets' expectations with certified and premium-grade products.

4.3.3 Sales Channels

HKK focuses their Sales Channels in 3 parts

1) Domestic: HKK focuses on Grocery stores, organic shops, and online marketplaces (Line Official, Facebook. Email).

2) International: HKK focuses on Export partnerships, global e-commerce platforms, and food expos.

3) Direct-to-Consumer: HKK focuses on its e-commerce website and social media (Grab, Kerry-X, Flash, JET).

4.3.4 Customer Relationships

HKK focuses on and sets up its relationship and expectations from each customer segment in 2 parts

1) GET = New Customers such as active engagement through social media and e-commerce platforms and collaborating with health influencers and nutritionists for brand advocacy.

2) KEEP = Retaining old customers such as personalized services via direct consumer feedback channels, active engagement through social media and e-commerce platforms, and establishing loyalty programs and subscription boxes.

4.3.5 Revenue Streams

HKK set up each revenue stream to contribute to their overall annual revenue for their product or service with an amount of 2.5 million baht per month including:

Direct sales through e-commerce platforms.	400,000 Baht/Month
Wholesale partnerships with distributors and retailers.	200,000 Baht/Month
Export sales to international markets.	1,500,000 Baht/Month
Licensing and private labeling for other brands.	300,000 Baht/Month
Other	100,000 Baht/Month
Total	2,500,000 Baht/Month

4.3.6 Key Resources

HKK prepares and sets up key resources to create value for their customers and sustain their business including Freeze-drying facilities and equipment, a Skilled workforce in food processing and quality assurance, a Marketing team with expertise in

digital and export marketing, Partnerships with logistics and distribution channels, and R&D team for product innovation.

4.3.7 Key Activities

The most important activities HKK has engaged in to fulfill its value proposition, secure distribution channels, create and strengthen customer relationships, optimize revenue streams, and more include Procuring high-quality fresh produce, Processing and freeze-drying fruits and vegetables, Packaging with eco-friendly and innovative designs, Marketing campaigns targeting health-conscious and eco-friendly consumers, Expanding distribution channels domestically and internationally, Ensuring compliance with food safety and export standards, and R&D for product innovation and diversification.

4.3.8 Key Partners

HKK needs to communicate with its buyers and suppliers, what they need to form relationships with their buyers and suppliers, what other alliances will help them accomplish core business activities and fulfill its value proposition to customers in each group such as

Suppliers: Local farmers and agricultural cooperatives for fresh fruits and vegetables.

Technology Providers: Companies provide freezing dry equipment and packaging solutions.

Logistics Providers: Domestic and international freight companies for shipping.

Distributors/Retailers: Local grocery stores, international distributors, and online platforms.

Government and Trade Associations: Department of Industrial Promotion, Department of Agriculture, Department of Livestock Development, Support for export regulations and promotional activities.

Financial Institution: SCB Bank, Bangkok Bank, KSB Bank, and Executive Capital

Certifying Bodies: Organic, GHP, HACCP, HALAL, and ISO 9001 certification.

4.3.9 Cost Structure

All the costs that HKK will incur while operating their business with two primary types of cost structures: value-driven and cost-driven. HKK determines which structure makes the most sense for your business and factor that into your cost strategy 2 parts include:

Cost Structure (Baht/Month)		
Capital	2,000,000.	Baht
Working Capital	2,000,000.	Baht
Total Investment	4,000,000.	Baht
Cost Structure	Baht/Month	%
Sales	2,500,000	-
Cost of Goods Sold	1,125,000	45 %
Gross Profit (GP)	1,375,000	55 %
Deduct marketing costs	125,000	5 %
Cost of sales	125,000	5 %
Transportation costs	125,000	5 %
Administrative costs	125,000	5 %
Net profit	875,000	35 %

Cost of Goods Sold such as Procurement of raw materials, operation of freeze-drying technology, Labor costs, training cost for employees, Packaging and branding expenses, Marketing campaigns and export documentation, and Logistics and warehousing costs.

CHAPTER 5

CONCLUSION, DISCUSSIONS AND RECOMMENDATIONS

The last chapter of this thesis consists of three basic sections including the 1) conclusion of study, 2) discussions of findings, and 3) recommendations for further research.

5.1 Conclusion of Study

5.1.1 SWOT Analysis

A Case Study of HKK Trading & Processing Co., Ltd., these could be developing and setting strategic role and challenges to be the Competitive advantage of Thai Durian Export Enterprises to China As below:

HKK's Strengths:

- 1) The company develops products designed to extend shelf life, reduce storage space, and enhance the efficiency of freeze-drying systems in the fruit production industry.
- 2) The executives possess over 10 years of knowledge and expertise in product development related to vacuum freeze-drying systems.
- 3) The company has broadened its academic knowledge and introduced innovations in new products.

HKK's Weakness:

- 1) There is a lack of a team with the knowledge and understanding necessary for continuously expanding production and developing systems to meet higher international standards.

2) There are insufficient funds to develop and expand factories that support marketing efforts.

HKK's Opportunities:

1) Our teams possess a deep understanding of continuous production development, benefiting from ongoing knowledge provided by experts in product development from both government and private sectors.

2) The company has received support and promotion from government agencies in areas such as product development, packaging, academic guidance, and marketing strategies.

HKK's Threats:

1) Marketing channels have been unstable due to circumstances and economic conditions that impact investment risks.

5.1.2 Business Strategy

The company had been brainstormed the capabilities of organizations and businesses that should be developed Business strategy in the future such as “Expand the marketing channels for the company’s products in the People’s Republic of China by leveraging the knowledge and expertise of executives who have been developing products with a vacuum freeze-drying system for over 10 years”.

5.1.3 AHP Analysis

The analysis results of the AHP criteria from all Customers, the priorities of the AHP criteria, based on input from all customers, are ranked as follows according to their inconsistency ratios was 0.07. The highest priority is Product Quality as required (Right Quality) with a ratio of 0.187, followed by Raw Material Characteristics at 0.164 and Purchase products from a reliable source (Right Source) at 0.119. Next is Service quality as trustworthiness (Right Service) at 0.105, Deliver goods to the desired location

(Right Place) and Finish Goods in the right quantity as required (Right Quantity) at 0.096. This is followed by Purchases at a fair and reasonable price (Right Price) at 0.085, and Packaging Characteristics at 0.074, and finally, Deliver products on time (Right Time) at 0.073. This ranking reflects a collective emphasis on quality and reliability, with less focus on timely delivery.

5.2 Discussions of Findings

This study provides the Competitiveness of Thai Durian Export Enterprises to China: A Case Study of HKK Trading & Processing Co., Ltd. As below:

5.2.1 SWOT Analysis

HKK Trading & Processing Co., Ltd. (HKK), as a case study company, have been brainstorming their people with SWOT analysis according with Asana Platform (2024), said that competitive analysis involves identifying your direct and indirect competitors using research to reveal their strengths and weaknesses in relation to your own and you can use your marketing strategy to improve your business, and according to Kaufman et al. (2017) suggested using big data and artificial intelligence to refine the SWOT process, making it more precise and adaptable to the fast-changing global market.

5.2.2 Business Strategy

HKK have been developed and set the business strategy in the future include “Expand the marketing channels for the company’s products in the People’s Republic of China by leveraging the knowledge and expertise of executives who have been developing products with a vacuum freeze-drying system for over 10 years”. According with the Food and Agriculture Organization of the United Nations (FAO) in 2019 show that China is the third largest fruit producer after India and the Philippines and following under the China-Thailand agreement in 2018, online shopping channels have made great

efforts to promote durian and other fruits. Chinese consumers order a total of 80,000 Thailand's Golden Pillow durian on Tmall in one minute. Following with their business strategy, HKK could be challenges to be the competitive advantage of Thai Durian Export Enterprises to China and other country in the world.

5.2.3 AHP Analysis

The analysis results of the AHP criteria from all Customers showed the inconsistency ratio was 0.07 according to Saaty (1977) in his seminal work said that “A Scaling Method for Priorities in Hierarchical Structures”, AHP provides a structured approach to decision-making by breaking down problems into a hierarchy, comparing elements pair by pair, and synthesizing results to determine an overall ranking,

1) The analysis results of the AHP criteria for each factor found that the highest priority is Product Quality as required (Right Quality) showed the inconsistency ratio was 0.187, which according to Smart Procurement (2019) explained that the right quality was obtaining goods which are of a satisfactory quality as well as fit-for-purpose, and Sherman (2018) explained that the term right quality refers to a suitability of an item for the designed purpose and that meets the customer requirement. It can be measured by physical tests, chemical analysis or by any other methods depending upon the nature of a product, use of standard specifications, brand name or trade name helps in purchasing the required qualities of materials, and the quality must be built into the product and the duty of the purchasing department to ensure that materials are purchased from those suppliers by specifications and requirements, that difference the study by Kingkeaw (2020) was found that the most important weight is Raw Materials and Natural Resources, with an importance weight of 0.217, and the study by Siwakorn Damrongsakul (2020) found that the factors affecting the selection of wood chip agency to prioritize as follows: (1) Price elasticity (41.20%) (2) Stock (31.70%) (3) Capacity of the product (14.10%) (4) Transport (8.30%) (5) Wood chip plant size (4.90%), but considering the agency's significance, it is found out that the agency with proper quality is a wood chip agency with overall inconsistency a weight 0.07.

2) Raw Material Characteristics at 0.164, according to the study by Kingkeaw (2020), found that the most important weight is Raw Materials, with an important weight of 0.217 and Lindh et al. (2020), found that sustainability has emerged as a critical focus, with companies increasingly adopting eco-friendly materials and reusable packaging to meet regulatory requirements and consumer expectations.

3) Purchase products from a reliable source (Right Source) at 0.119, according to the study by Kingkeaw (2020), found that the most important weight is Natural Resources, with an important weight of 0.217.

4) Service quality as trustworthiness (Right Service) at 0.105, according to the study by Al and Abadi (2014) found that there is positive relationship between service quality and trust, service quality and perceived value, trust and customer loyalty and perceived value and customer loyalty. Consequently, based on findings, service quality, trust and perceived value are antecedents of customer loyalty.

5) Deliver goods to the desired location (Right Place) and Finish Goods in the right quantity as required (Right Quantity) at 0.096 according to the study by Uzir Hassain et al. (2021), found that the rapid growth of online purchasing in recent years has emphasized the accompanying role of home delivery service provided by delivery personnel in ensuring customer satisfaction.

6) Purchases at a fair and reasonable price (Right Price) at 0.085 according to the study by Damrongsakul, (2020), found that the factor effecting the selection of wood chip agency to prioritize are as follows: (1) Price elasticity (41.20%) (2) Stock (31.70%) (3) Capacity of the product (14.10%) (4) Transport (8.30%) (5) Wood chip plant size (4.90%),

7) Packaging Characteristics at 0.074 according to Singh et al. (2020) found that in the logistics sector, packaging characteristics significantly influence supply chain efficiency, product safety, and cost management. Effective packaging must ensure the physical protection of goods during handling, transportation, and storage while optimizing space utilization and weight to reduce logistics costs

8) Deliver products on time (Right Time) at 0.073, according to the study by Uzir Hassain et al. (2021), found that on-time delivery, better service, generating

positive customer perceived value, and trust towards service providers are influential factors that contribute to customer satisfaction.

5.2.4 Business Model Canvas

The analysis results of the business model, HKK has been setting an overarching framework for developing a business strategy, a detailed business plan, and a prioritized action plan included.

5.2.4.1 Customer Segment

HKK focuses their customer segment in 2 parts

(1) As part of their B2C (business-to-customer) strategy, they focus on domestic markets such as Online Market Merchants, Health-conscious individuals, families, and foodies, and Niche Markets such as Outdoor sales, Night markets, and premium gift.

(2) Part B2B (Business to Business), they had appointments and started export market to China and other countries with a variety of products such as international distributors, organic and healthy food stores, and e-commerce markets.

5.2.4.2 Customer Value Proposition

HKK product products or services will you offer to meet the needs of their customers by offering nutritious, lightweight, and long-lasting freeze-dried fruits and vegetables, emphasizing organic and sustainable production processes, Providing a healthier snack alternative for modern consumers, Catering to the demand for convenience in snacking and cooking, and Meeting export markets' expectations with certified and premium-grade products.

5.2.4.3 Sales Channels

HKK focuses their Sales Channels in 3 parts

(1) Domestic: HKK focuses on Grocery stores, organic shops, and online marketplaces (Line Official, Facebook. Email).

(2) International: HKK focuses on Export partnerships, global e-commerce platforms, and food expos.

(3) Direct-to-Consumer: HKK focuses on its e-commerce website and social media (Grab, Kerry-X, Flash, JET).

5.2.4.4 Customer Relationships

HKK focuses on and sets up its relationship and expectations from each customer segment in 2 parts

(1) GET = New Customers such as active engagement through social media and e-commerce platforms and collaborating with health influencers and nutritionists for brand advocacy.

(2) KEEP = Retaining old customers such as personalized services via direct consumer feedback channels, active engagement through social media and e-commerce platforms, and establishing loyalty programs and subscription boxes.

5.2.4.5 Revenue Streams

HKK set up each revenue stream to contribute to their overall annual revenue for their product or service with an amount of 2.5 million baht per month including:

Direct sales through e-commerce platforms.	400,000 Baht/Month
Wholesale partnerships with distributors and retailers.	200,000 Baht/Month
Export sales to international markets.	1,500,000 Baht/Month
Licensing and private labeling for other brands.	300,000 Baht/Month
Other	100,000 Baht/Month
Total	2,500,000 Baht/Month

5.2.4.6 Key Resources

HKK prepares and sets up key resources to create value for their customers and sustain their business including Freeze-drying facilities and equipment,

a Skilled workforce in food processing and quality assurance, a Marketing team with expertise in digital and export marketing, Partnerships with logistics and distribution channels, and R&D team for product innovation.

5.2.4.7 Key Activities

The most important activities HKK has engaged in to fulfill its value proposition, secure distribution channels, create and strengthen customer relationships, optimize revenue streams, and more include Procuring high-quality fresh produce, Processing and freeze-drying fruits and vegetables, Packaging with eco-friendly and innovative designs, Marketing campaigns targeting health-conscious and eco-friendly consumers, Expanding distribution channels domestically and internationally, Ensuring compliance with food safety and export standards, and R&D for product innovation and diversification.

5.2.4.8 Key Partners

HKK needs to communicate with its buyers and suppliers, what they need to form relationships with their buyers and suppliers, what other alliances will help them accomplish core business activities and fulfill its value proposition to customers in each group such as

Suppliers: Local farmers and agricultural cooperatives for fresh fruits and vegetables.

Technology Providers: Companies provide freezing dry equipment and packaging solutions.

Logistics Providers: Domestic and international freight companies for shipping.

Distributors/Retailers: Local grocery stores, international distributors, and online platforms.

Government and Trade Associations: Department of Industrial Promotion, Department of Agriculture, Department of Livestock Development, Support for export regulations and promotional activities.

Financial Institution: SCB Bank, Bangkok Bank, KSB Bank, and Executive Capital.

Certifying Bodies: Organic, GHP, HACCP, HALAL, and ISO 9001 certification.

5.2.4.9 Cost Structure

All the costs that HKK will incur while operating their business with two primary types of cost structures: value-driven and cost-driven. HKK determines which structure makes the most sense for your business and factor that into your cost strategy 2 parts include:

Cost Structure (Baht/Month)		
Capital	2,000,000.	Baht
Working Capital	2,000,000.	Baht
Total Investment	4,000,000.	Baht
Cost Structure	Baht/Month	%
Sales	2,500,000	-
Cost of Goods Sold	1,125,000	45 %
Gross Profit (GP)	1,375,000	55 %
Deduct marketing costs	125,000	5 %
Cost of sales	125,000	5 %
Transportation costs	125,000	5 %
Administrative costs	125,000	5 %
Net profit	875,000	35 %

Remark: Cost of Goods Sold such as Procurement of raw materials, operation of freeze-drying technology, Labor costs, training cost for employees, Packaging and branding expenses, Marketing campaigns and export documentation, and Logistics and warehousing costs.

Finally, The Competitiveness of Thai Durian Export Enterprises to China: A Case Study of HKK Trading & Processing Co., Ltd., found that this study suggests that HKK Trading & Processing Co., Ltd. has a strong foundation to thrive in the Chinese durian market but must remain proactive in addressing emerging challenges. By prioritizing quality, enhancing operational efficiency, and leveraging sustainability, HKK can maintain its leadership position and set a benchmark for the durian export industry.

In conclusion, Thailand's durian export industry, led by companies like HKK, holds immense potential for growth despite increasing competition. Through strategic innovation, targeted investments, and a customer-centric approach, HKK can transform challenges into opportunities, ensuring long-term success in the global marketplace.

5.3 Recommendations for Future Research

5.3.1 Decision-makers often overlook some factors, while giving equal weight to each element. Therefore, when developing an analytical hierarchical model to assess the competitiveness of Thai durian export enterprises targeting China, it is essential to focus on the significant factors that influence decision-making. This case study suggests that factors considered unimportant or assigned to equal weight should be excluded from the hierarchical model. By doing so, we can establish a more comprehensive and streamlined decision-making process.

5.3.2 The data collected for this study provides adequate information for analyzing the AHP criteria based on feedback from the top five customers. However, this limited scope does not yield substantial insights, and the RCA analysis does not effectively identify areas where the research subject could strengthen its position in the global market.

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APPENDICES



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APPENDIX A

AHP CRITERIA AND QUESTIONNAIRE FORM

Questionnaire respondent information: Name:..... Company name:..... Position:.....

In this questionnaire, which aspect do you place more importance on, A or B?

If you choose an aspect that you place more importance on, please indicate the level of importance of that aspect from 1-9.

Comparison of importance of criteria

Item	A	Most Well, but not too much	Well	Quite Well	More than moderate but not quite much	Moderate	Fairly moderate	Not equal but not quite moderate	Equal	Not equal but not quite moderate	Fairly moderate	Moderate	More than moderate but not quite much	Quite Well	Well	Most Well, but not too much	B	
Example 1: You prioritize aspect B over aspect A at level 4.																		
	The importance of Quality of products as specified (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of Delivery products on time (Right Time)
Example 2: You prioritize aspect A over aspect B at level 6.																		
	The importance of Quality of products as specified (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of purchases at a fair and reasonable price (Right Price)
1	The importance of Quality of products as specified (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance to Deliver products within the agreed timeframe (Right Time)
2	The importance of Quality of products as specified (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of purchases at a fair and reasonable price (Right Price)
3	The importance of Quality of products as specified (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance to ensure timely delivery of goods to the designated location (Right Place)
4	The importance of Quality of products as specified (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of source products from a reliable suppliers (Right Source)
5	The importance of Quality of products as specified (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance to ensure service quality with a focus on reliability (Right Service)
6	The importance of Quality of products as specified (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The Importance of Packaging Characteristics
7	The importance of Quality of products as specified (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The Importance of Raw Material Characteristics
8	The importance of Quality of products as specified (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance to ensure the availability of finished goods in the required quantity (Right Quantity)
9	The importance to Deliver products within the agreed timeframe (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of purchases at a fair and reasonable price (Right Price)
10	The importance to Deliver products within the agreed timeframe (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance to ensure timely delivery of goods to the designated location (Right Place)
11	The importance to Deliver products within the agreed timeframe (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of source products from a reliable suppliers (Right Source)
12	The importance to Deliver products within the agreed timeframe (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance to ensure service quality with a focus on reliability (Right Service)
13	The importance to Deliver products within the agreed timeframe (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The Importance of Packaging Characteristics
14	The importance to Deliver products within the agreed timeframe (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The Importance of Raw Material Characteristics
15	The importance to Deliver products within the agreed timeframe (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance to ensure the availability of finished goods in the required quantity (Right Quantity)
16	The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance to ensure timely delivery of goods to the designated location (Right Place)

Comparison of importance of criteria

Item	A	Most Well, but not too much	Well	Quite Well	More than moderate but not quite much	Moderate	Fairly moderate	Not equal but not quite moderate	Equal	Not equal but not quite moderate	Fairly moderate	Moderate	More than moderate but not quite much	Quite Well	Well	Most Well, but not too much	B	
17	The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of source products from a reliable suppliers (Right Source)
18	The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance to ensure service quality with a focus on reliability (Right Service)
19	The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of Packaging Characteristics
20	The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of Raw Material Characteristics
21	The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance to ensure the availability of finished goods in the required quantity (Right Quantity)
22	The importance to ensure timely delivery of goods to the designated location (Right Place)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of source products from a reliable suppliers (Right Source)
23	The importance to ensure timely delivery of goods to the designated location (Right Place)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance to ensure service quality with a focus on reliability (Right Service)
24	The importance to ensure timely delivery of goods to the designated location (Right Place)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of Packaging Characteristics
25	The importance to ensure timely delivery of goods to the designated location (Right Place)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of Raw Material Characteristics
26	The importance to ensure timely delivery of goods to the designated location (Right Place)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The Importance of Goods in the right quantity as required
27	The importance of source products from a reliable suppliers (Right Source)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance to ensure service quality with a focus on reliability (Right Service)
28	The importance of source products from a reliable suppliers (Right Source)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of Packaging Characteristics
29	The importance of source products from a reliable suppliers (Right Source)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of Raw Material Characteristics
30	The importance of source products from a reliable suppliers (Right Source)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance to ensure the availability of finished goods in the required quantity (Right Quantity)
31	The importance to ensure service quality with a focus on reliability (Right Service)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of Packaging Characteristics
32	The importance to ensure service quality with a focus on reliability (Right Service)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of Raw Material Characteristics
33	The importance to ensure service quality with a focus on reliability (Right Service)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance to ensure the availability of finished goods in the required quantity (Right Quantity)
34	The importance of Packaging Characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of Raw Material Characteristics
35	The importance of Packaging Characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance to ensure the availability of finished goods in the required quantity (Right Quantity)
36	The importance of Raw Material Characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance to ensure the availability of finished goods in the required quantity (Right Quantity)

Please return the questionnaire by January 15, 2025. E-Mail: newsamink@gmail.com, liuwanglin333@gmail.com

Thank you for completing the questionnaire.

The image features a large, faint watermark of the Rangsit University logo in the background. The logo is circular, with a stylized flame or sunburst design at the top. Below the design, the text "มหาวิทยาลัยรังสิต" (Mahavithayalai Rangsit) is written in Thai script, and "Rangsit University" is written in English, both following the curve of the bottom of the logo.

APPENDIX B

AHP CRITERIA AND QUESTIONNAIRE DATA

AHP Criteria and Questionnaire Customer # 1

Questionnaire respondent information: Name: [REDACTED] Company name: [REDACTED] Position: [REDACTED]

In this questionnaire, which aspect do you place more importance on, A or B?

If you choose an aspect that you place more importance on, please indicate the level of importance of that aspect from 1-9.

Comparison of importance of criteria

Item	A	Most Well, but not too much	Well	Quite Well	More than moderate but not quite much	Moderate	Early moderate	Not equal but not quite moderate	Not equal but not quite moderate	Early moderate	Moderate	More than moderate but not quite much	Quite Well	Well	Most	B			
Example 1: You prioritize aspect B over aspect A at level 4.																			
The importance of Products Quality as required (Right Quality)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Deliver products on time (Right Time)
Example 2: You prioritize aspect A over aspect B at level 6.																			
The importance of Products Quality as required (Right Quality)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of purchases at a fair and reasonable price (Right Price)
1 The importance of Products Quality as required (Right Quality)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Deliver products on time (Right Time)
2 The importance of Products Quality as required (Right Quality)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of purchases at a fair and reasonable price (Right Price)
3 The importance of Products Quality as required (Right Quality)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Deliver goods to the desired location (Right Place)
4 The importance of Products Quality as required (Right Quality)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Purchase products from a reliable source (Right Source)
5 The importance of Products Quality as required (Right Quality)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Service quality is trustworthiness (Right Service)
6 The importance of Products Quality as required (Right Quality)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Packaging Characteristics
7 The importance of Products Quality as required (Right Quality)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Raw Material Characteristics
8 The importance of Products Quality as required (Right Quality)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance Fresh Goods in the right quantity as required (Right Quantity)
9 The importance of Deliver products on time (Right Time)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of purchases at a fair and reasonable price (Right Price)
10 The importance of Deliver products on time (Right Time)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Deliver goods to the desired location (Right Place)
11 The importance of Deliver products on time (Right Time)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Purchase products from a reliable source (Right Source)
12 The importance of Deliver products on time (Right Time)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Service quality is trustworthiness (Right Service)
13 The importance of Deliver products on time (Right Time)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Packaging Characteristics
14 The importance of Deliver products on time (Right Time)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Raw Material Characteristics

Questionnaire respondent information: Name: [REDACTED] Company name: [REDACTED] Position: [REDACTED]

In this questionnaire, which aspect do you place more importance on, A or B?

If you choose an aspect that you place more importance on, please indicate the level of importance of that aspect from 1-9.

Comparison of importance of criteria

Item	A	Most Well, but not too much	Well	Quite Well	More than moderate but not quite much	Moderate	Early moderate	Not equal but not quite moderate	Equal	Not equal but not quite moderate	Moderate	More than moderate but not quite much	Quite Well	Well	Most Well, but not too much	B	
Example 1: You prioritize aspect B over aspect A at level 4.																	
The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of Deliver products on time (Right Time)
Example 2: You prioritize aspect A over aspect B at level 6.																	
The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of purchases at a fair and reasonable price (Right Price)
1 The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of Deliver products on time (Right Time)
2 The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of purchases at a fair and reasonable price (Right Price)
3 The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of Deliver goods to the desired location (Right Place)
4 The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of Purchase products from a reliable source (Right Source)
5 The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of Service quality is trustworthiness (Right Service)
6 The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The Importance of Packaging Characteristics
7 The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The Importance of Raw Material Characteristics
8 The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The Importance Fresh Goods in the right quantity as required (Right Quantity)
9 The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of purchases at a fair and reasonable price (Right Price)
10 The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of Deliver goods to the desired location (Right Place)
11 The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of Purchase products from a reliable source (Right Source)
12 The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The importance of Service quality is trustworthiness (Right Service)
13 The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The Importance of Packaging Characteristics
14 The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	The Importance of Raw Material Characteristics

AHP Criteria and Questionnaire Customer # 2

Questionnaire respondent information: Name..... Company name..... Position.....

In this questionnaire, which aspect do you place more importance on, A or B?

If you choose an aspect that you place more importance on, please indicate the level of importance of that aspect from 1-9.

Comparison of importance of criteria

Item	A	Least	Well, but not too much	Well	Quite Well	More than moderate but not quite much	Moderate	Fairly moderate	Not essential but quite moderate	Essential	Not essential but quite moderate	Fairly moderate	Moderate	More than moderate but not quite much	Quite Well	Well	Least	B	
Example 1: You prioritize aspect B over aspect A at level 4.																			
The importance of Products Quality as required (Right Quality)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Deliver products on time (Right Time)
Example 2: You prioritize aspect A over aspect B at level 8.																			
The importance of Products Quality as required (Right Quality)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of purchases at a fair and reasonable price (Right Price)
1 The importance of Products Quality as required (Right Quality)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Deliver products on time (Right Time)
2 The importance of Products Quality as required (Right Quality)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of purchases at a fair and reasonable price (Right Price)
3 The importance of Products Quality as required (Right Quality)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Deliver goods to the desired location (Right Place)
4 The importance of Products Quality as required (Right Quality)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Purchase products from a reliable source (Right Source)
5 The importance of Products Quality as required (Right Quality)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Service quality is trustworthiness (Right Service)
6 The importance of Products Quality as required (Right Quality)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Packaging Characteristics
7 The importance of Products Quality as required (Right Quality)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Raw Material Characteristics
8 The importance of Products Quality as required (Right Quality)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Finish Goods in the right quantity as required (Right Quantity)
9 The importance of Deliver products on time (Right Time)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of purchases at a fair and reasonable price (Right Price)
10 The importance of Deliver products on time (Right Time)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Deliver goods to the desired location (Right Place)
11 The importance of Deliver products on time (Right Time)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Purchase products from a reliable source (Right Source)
12 The importance of Deliver products on time (Right Time)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Service quality is trustworthiness (Right Service)
13 The importance of Deliver products on time (Right Time)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Packaging Characteristics
14 The importance of Deliver products on time (Right Time)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Raw Material Characteristics
15 The importance of Deliver products on time (Right Time)		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Finish Goods in the right quantity as required (Right Quantity)

Questionnaire respondent information: Name..... Company name..... Position.....

In this questionnaire, which aspect do you place more importance on, A or B?

If you choose an aspect that you place more importance on, please indicate the level of importance of that aspect from 1-9.

Comparison of importance of criteria

Item	A	Least	Well, but not too much	Just	Quite Well	More than moderate but not quite much	Moderate	Fairly moderate	Not essential but quite moderate	Essential	Not essential but quite moderate	Fairly moderate	Moderate	More than moderate but not quite much	Quite Well	Just	Well, but not too much	Least	B
Example 1: You prioritize aspect B over aspect A at level 4.																			
	The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Deliver products on time (Right Time)
Example 2: You prioritize aspect A over aspect B at level 8.																			
	The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of purchases at a fair and reasonable price (Right Price)
1	The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Deliver products on time (Right Time)
2	The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of purchases at a fair and reasonable price (Right Price)
3	The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Deliver goods to the desired location (Right Place)
4	The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Purchase products from a reliable source (Right Source)
5	The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Service quality is trustworthiness (Right Service)
6	The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Packaging Characteristics
7	The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Raw Material Characteristics
8	The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Finish Goods in the right quantity as required (Right Quantity)
9	The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of purchases at a fair and reasonable price (Right Price)
10	The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Deliver goods to the desired location (Right Place)
11	The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Purchase products from a reliable source (Right Source)
12	The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Service quality is trustworthiness (Right Service)
13	The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Packaging Characteristics
14	The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Raw Material Characteristics
15	The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Finish Goods in the right quantity as required (Right Quantity)

AHP Criteria and Questionnaire Customer # 3

Questionnaire respondent information: Name: [REDACTED] Company name: [REDACTED] Position: [REDACTED]

In this questionnaire, which aspect do you place more importance on, A or B?

If you choose an aspect that you place more importance on, please indicate the level of importance of that aspect from 1-9.

Comparison of importance of criteria

Item	A									B								
	Most	Well, but not too much	Well	Quite Well	More than moderate but not quite much	Moderate	Fairly moderate	Not equal but not quite moderate	Equal	Not equal but not quite moderate	Fairly moderate	Moderate	More than moderate but not quite much	Quite Well	Well	Well, but not too much	Most	
Example 1: You prioritize aspect B over aspect A at level 4.																		
The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Deliver products on time (Right Time)
Example 2: You prioritize aspect A over aspect B at level 6.																		
The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of purchases at a fair and reasonable price (Right Price)
1 The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Deliver products on time (Right Time)
2 The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of purchases at a fair and reasonable price (Right Price)
3 The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Deliver goods to the desired location (Right Place)
4 The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Purchase products from a reliable source (Right Source)
5 The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Service quality is trustworthiness (Right Service)
6 The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Packaging Characteristics
7 The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Raw Material Characteristics
8 The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Deliver goods in the right quantity as required (Right Quantity)
9 The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of purchases at a fair and reasonable price (Right Price)
10 The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Deliver goods to the desired location (Right Place)
11 The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Purchase products from a reliable source (Right Source)
12 The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Service quality is trustworthiness (Right Service)
13 The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Packaging Characteristics

Item	A									B								
	Most	Well, but not too much	Well	Quite Well	More than moderate but not quite much	Moderate	Fairly moderate	Not equal but not quite moderate	Equal	Not equal but not quite moderate	Fairly moderate	Moderate	More than moderate but not quite much	Quite Well	Well	Well, but not too much	Most	
15 The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Deliver goods in the right quantity as required (Right Quantity)
16 The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Deliver goods to the desired location (Right Place)
17 The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Purchase products from a reliable source (Right Source)
18 The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Service quality is trustworthiness (Right Service)
19 The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Packaging Characteristics
20 The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Raw Material Characteristics
21 The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Deliver goods in the right quantity as required (Right Quantity)
22 The importance of Deliver goods to the desired location (Right Place)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Purchase products from a reliable source (Right Source)
23 The importance of Deliver goods to the desired location (Right Place)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Service quality is trustworthiness (Right Service)
24 The importance of Deliver goods to the desired location (Right Place)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Packaging Characteristics
25 The importance of Deliver goods to the desired location (Right Place)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Raw Material Characteristics
26 The importance of Deliver goods to the desired location (Right Place)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Goods in the right quantity as required
27 The importance of Purchase products from a reliable source (Right Source)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Service quality is trustworthiness (Right Service)
28 The importance of Purchase products from a reliable source (Right Source)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Packaging Characteristics
29 The importance of Purchase products from a reliable source (Right Source)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Raw Material Characteristics
30 The importance of Purchase products from a reliable source (Right Source)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Deliver goods in the right quantity as required (Right Quantity)
31 The importance of Service quality is trustworthiness (Right Service)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Packaging Characteristics
32 The importance of Service quality is trustworthiness (Right Service)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Raw Material Characteristics
33 The importance of Service quality is trustworthiness (Right Service)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Deliver goods in the right quantity as required (Right Quantity)
34 The Importance of Packaging Characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Raw Material Characteristics
35 The Importance of Packaging Characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Deliver goods in the right quantity as required (Right Quantity)
36 The Importance of Raw Material Characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The Importance of Deliver goods in the right quantity as required (Right Quantity)

Please return the questionnaire by January 15, 2025. E-Mail: mawamln88@gmail.com, lluwangln333@gmail.com

AHP Criteria and Questionnaire Customer # 4

Questionnaire respondent information: Name.....Company name.....Position.....

In this questionnaire, which aspect do you place more importance on, A or B?

If you choose an aspect that you place more importance on, please indicate the level of importance of that aspect from 1-9.

Comparison of Importance of criteria

Item	A	Most	Well, but not too much	Well	Quite Well	More than moderate but not quite much	Moderate	Fairly moderate	Not equal but not quite moderate	Equal	Not equal but not quite moderate	Fairly moderate	Moderate	More than moderate but not quite much	Quite Well	Well	Well, but not too much	Most	B
Example 1: You prioritize aspect B over aspect A at level 4.																			
The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Deliver products on time (Right Time)
Example 2: You prioritize aspect A over aspect B at level 6.																			
The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of purchases at a fair and reasonable price (Right Price)
1. The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Deliver products on time (Right Time)
2. The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of purchases at a fair and reasonable price (Right Price)
3. The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Deliver goods to the desired location (Right Place)
4. The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Purchase products from a reliable source (Right Source)
5. The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Service quality is trustworthiness (Right Service)
6. The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Packaging Characteristics
7. The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Raw Material Characteristics
8. The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Deliver goods in the right quantity as required (Right Quantity)
9. The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of purchases at a fair and reasonable price (Right Price)
10. The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Deliver goods to the desired location (Right Place)
11. The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Purchase products from a reliable source (Right Source)
12. The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Service quality is trustworthiness (Right Service)
13. The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Packaging Characteristics
14. The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Raw Material Characteristics

Item	A	Most	Well, but not too much	Well	Quite Well	More than moderate but not quite much	Moderate	Fairly moderate	Not equal but not quite moderate	Equal	Not equal but not quite moderate	Fairly moderate	Moderate	More than moderate but not quite much	Quite Well	Well	Well, but not too much	Most	B
15. The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Deliver goods in the right quantity as required (Right Quantity)
16. The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Deliver goods to the desired location (Right Place)
17. The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Purchase products from a reliable source (Right Source)
18. The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Service quality is trustworthiness (Right Service)
19. The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Packaging Characteristics
20. The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Raw Material Characteristics
21. The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Deliver goods in the right quantity as required (Right Quantity)
22. The importance of Deliver goods to the desired location (Right Place)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Purchase products from a reliable source (Right Source)
23. The importance of Deliver goods to the desired location (Right Place)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Service quality is trustworthiness (Right Service)
24. The importance of Deliver goods to the desired location (Right Place)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Packaging Characteristics
25. The importance of Deliver goods to the desired location (Right Place)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Raw Material Characteristics
26. The importance of Deliver goods to the desired location (Right Place)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Goods in the right quantity as required
27. The importance of Purchase products from a reliable source (Right Source)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Service quality is trustworthiness (Right Service)
28. The importance of Purchase products from a reliable source (Right Source)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Packaging Characteristics
29. The importance of Purchase products from a reliable source (Right Source)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Raw Material Characteristics
30. The importance of Purchase products from a reliable source (Right Source)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Deliver goods in the right quantity as required (Right Quantity)
31. The importance of Service quality is trustworthiness (Right Service)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Packaging Characteristics
32. The importance of Service quality is trustworthiness (Right Service)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Raw Material Characteristics
33. The importance of Service quality is trustworthiness (Right Service)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Deliver goods in the right quantity as required (Right Quantity)
34. The importance of Packaging Characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Raw Material Characteristics
35. The importance of Packaging Characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Deliver goods in the right quantity as required (Right Quantity)
36. The importance of Raw Material Characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		The importance of Deliver goods in the right quantity as required (Right Quantity)

Please return the questionnaire by January 15, 2025. E-Mail: nawandn88@gmail.com, Buwangha333@gmail.com

AHP Criteria and Questionnaire Customer # 5

Questionnaire respondent information: Name: [REDACTED] Company name: [REDACTED] Position: [REDACTED]

In this questionnaire, which aspect do you place more importance on, A or B?

If you choose an aspect that you place more importance on, please indicate the level of importance of that aspect from 1-9.

Comparison of importance of criteria

Item	A									B								
Example 1: You prioritize aspect B over aspect A at level 4.																		
The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Deliver products on time (Right Time)
Example 2: You prioritize aspect A over aspect B at level 6.																		
The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of purchases at a fair and reasonable price (Right Price)
1 The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Deliver products on time (Right Time)
2 The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of purchases at a fair and reasonable price (Right Price)
3 The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Deliver goods to the desired location (Right Place)
4 The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Purchase products from a reliable source (Right Source)
5 The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Service quality is trustworthiness (Right Service)
6 The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Packaging Characteristics
7 The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Raw Material Characteristics
8 The importance of Products Quality as required (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Finish Goods in the right quantity as required (Right Quantity)
9 The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of purchases at a fair and reasonable price (Right Price)
10 The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Deliver goods to the desired location (Right Place)
11 The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Purchase products from a reliable source (Right Source)
12 The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Service quality is trustworthiness (Right Service)
13 The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Packaging Characteristics
14 The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Raw Material Characteristics

Item	A									B								
15 The importance of Deliver products on time (Right Time)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Finish Goods in the right quantity as required (Right Quantity)
16 The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Deliver goods to the desired location (Right Place)
17 The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Purchase products from a reliable source (Right Source)
18 The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Service quality is trustworthiness (Right Service)
19 The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Packaging Characteristics
20 The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Raw Material Characteristics
21 The importance of purchases at a fair and reasonable price (Right Price)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Finish Goods in the right quantity as required (Right Quantity)
22 The importance of Deliver goods to the desired location (Right Place)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Purchase products from a reliable source (Right Source)
23 The importance of Deliver goods to the desired location (Right Place)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Service quality is trustworthiness (Right Service)
24 The importance of Deliver goods to the desired location (Right Place)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Packaging Characteristics
25 The importance of Deliver goods to the desired location (Right Place)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Raw Material Characteristics
26 The importance of Deliver goods to the desired location (Right Place)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Goods in the right quantity as required
27 The importance of Purchase products from a reliable source (Right Source)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Service quality is trustworthiness (Right Service)
28 The importance of Purchase products from a reliable source (Right Source)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Packaging Characteristics
29 The importance of Purchase products from a reliable source (Right Source)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Raw Material Characteristics
30 The importance of Purchase products from a reliable source (Right Source)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Finish Goods in the right quantity as required (Right Quantity)
31 The importance of Service quality is trustworthiness (Right Service)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Packaging Characteristics
32 The importance of Service quality is trustworthiness (Right Service)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Raw Material Characteristics
33 The importance of Service quality is trustworthiness (Right Service)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Finish Goods in the right quantity as required (Right Quantity)
34 The importance of Packaging Characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Raw Material Characteristics
35 The importance of Packaging Characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Finish Goods in the right quantity as required (Right Quantity)
36 The importance of Raw Material Characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Finish Goods in the right quantity as required (Right Quantity)

Please return the questionnaire by January 15, 2025. E-Mail: mawmlo88@gmail.com, luwanglin333@gmail.com

The background of the page features a large, faint watermark of the Rangsit University logo. The logo is circular, with a stylized flame or sunburst design at the top. Below the design, the text "มหาวิทยาลัยรังสิต" (Mahavithayalai Rangsit) is written in Thai script, and "Rangsit University" is written in English, both in a light pink color.

APPENDIX C

AHP CRITERIA AND QUESTIONNAIRE RESULT

AHP Criteria and Questionnaire Result

Questionnaire respondent information: Name.....Company name.....Position.....

In this questionnaire, which aspect do you place more importance on, A or B?

If you choose an aspect that you place more importance on, please indicate the level of importance of that aspect from 1-9.

Comparison of importance of criteria

Item	A	Most	Well, but not too much	Well	Quite Well	More than moderate but not quite much	Moderate	Slightly moderate	Not equal but not quite moderate	Equal	Not equal but not quite moderate	Slightly moderate	Moderate	More than moderate but not quite much	Quite Well	Well	Well, but not too much	Most	B	
Example 1: You prioritize aspect B over aspect A at level 4.																				
	The importance of Quality of products as specified (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of Deliver products on time (Right Time)	
Example 2: You prioritize aspect A over aspect B at level 6.																				
	The importance of Quality of products as specified (Right Quality)	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	The importance of purchases at a fair and reasonable price (Right Price)	
1	The importance of Quality of products as specified (Right Quality)							1	4										The importance to Deliver products within the agreed timeframe (Right Time)	
2	The importance of Quality of products as specified (Right Quality)								1		4								The importance of purchases at a fair and reasonable price (Right Price)	
3	The importance of Quality of products as specified (Right Quality)							1		4									The importance to ensure timely delivery of goods to the designated location (Right Place)	
4	The importance of Quality of products as specified (Right Quality)								1		4								The importance of source products from a reliable suppliers (Right Source)	
5	The importance of Quality of products as specified (Right Quality)							1		4									The importance to ensure service quality with a focus on reliability (Right Service)	
6	The importance of Quality of products as specified (Right Quality)								1		4								The Importance of Packaging Characteristics	
7	The importance of Quality of products as specified (Right Quality)									1		4							The Importance of Raw Material Characteristics	
8	The importance of Quality of products as specified (Right Quality)										1		4						The importance to ensure the availability of finished goods in the required quantity (Right Quantity)	
9	The importance to Deliver products within the agreed timeframe (Right Time)											1		4					The importance of purchases at a fair and reasonable price (Right Price)	
10	The importance to Deliver products within the agreed timeframe (Right Time)												1		4				The importance to ensure timely delivery of goods to the designated location (Right Place)	
11	The importance to Deliver products within the agreed timeframe (Right Time)													1		4			The importance of source products from a reliable suppliers (Right Source)	
12	The importance to Deliver products within the agreed timeframe (Right Time)														1		4		The importance to ensure service quality with a focus on reliability (Right Service)	
13	The importance to Deliver products within the agreed timeframe (Right Time)															1		4	The Importance of Packaging Characteristics	
14	The importance to Deliver products within the agreed timeframe (Right Time)																1		4	The Importance of Raw Material Characteristics
15	The importance to Deliver products within the agreed timeframe (Right Time)																	1	4	The importance to ensure the availability of finished goods in the required quantity (Right Quantity)

Item																				
		More	Well, but not too much	Well	Quite Well	More than moderate but not quite much	Moderate	Slightly moderate	Not equal but not quite moderate	Equal	Not equal but not quite moderate	Slightly moderate	Moderate	More than moderate but not quite much	Quite Well	Well	Well, but not too much	Most		
16	The importance of purchases at a fair and reasonable price (Right Price)										3								The importance to ensure timely delivery of goods to the designated location (Right Place)	
17	The importance of purchases at a fair and reasonable price (Right Price)					1		3		1									The importance of source products from a reliable suppliers (Right Source)	
18	The importance of purchases at a fair and reasonable price (Right Price)									2									The importance to ensure service quality with a focus on reliability (Right Service)	
19	The importance of purchases at a fair and reasonable price (Right Price)	1								4									The Importance of Packaging Characteristics	
20	The importance of purchases at a fair and reasonable price (Right Price)	1									4								The Importance of Raw Material Characteristics	
21	The importance of purchases at a fair and reasonable price (Right Price)										5								The importance to ensure the availability of finished goods in the required quantity (Right Quantity)	
22	The importance to ensure timely delivery of goods to the designated location (Right Place)											5							The importance of source products from a reliable suppliers (Right Source)	
23	The importance to ensure timely delivery of goods to the designated location (Right Place)												3	2					The importance to ensure service quality with a focus on reliability (Right Service)	
24	The importance to ensure timely delivery of goods to the designated location (Right Place)										4	1							The Importance of Packaging Characteristics	
25	The importance to ensure timely delivery of goods to the designated location (Right Place)										4	1							The Importance of Raw Material Characteristics	
26	The importance to ensure timely delivery of goods to the designated location (Right Place)									1		4							The importance to ensure the availability of finished goods in the required quantity (Right Quantity)	
27	The importance of source products from a reliable suppliers (Right Source)										4	1							The importance to ensure service quality with a focus on reliability (Right Service)	
28	The importance of source products from a reliable suppliers (Right Source)											4	1						The Importance of Packaging Characteristics	
29	The importance of source products from a reliable suppliers (Right Source)									1		4							The Importance of Raw Material Characteristics	
30	The importance of source products from a reliable suppliers (Right Source)									3		2							The importance to ensure the availability of finished goods in the required quantity (Right Quantity)	
31	The importance to ensure service quality with a focus on reliability (Right Service)										1	4							The Importance of Packaging Characteristics	
32	The importance to ensure service quality with a focus on reliability (Right Service)											1	4						The Importance of Raw Material Characteristics	
33	The importance to ensure service quality with a focus on reliability (Right Service)											2	3						The importance to ensure the availability of finished goods in the required quantity (Right Quantity)	
34	The Importance of Packaging Characteristics									2		2	1						The Importance of Raw Material Characteristics	
35	The Importance of Packaging Characteristics									1	3	1							The importance to ensure the availability of finished goods in the required quantity (Right Quantity)	
36	The Importance of Raw Material Characteristics										1	4							The importance to ensure the availability of finished goods in the required quantity (Right Quantity)	

Please return the questionnaire by January 15, 2025. E-Mail: nawamin88@gmail.com, Buwanguin333@gmail.com

Thank you for completing the questionnaire.

The background of the page features a large, faint watermark of the Rangsit University logo. The logo is a circular emblem with a stylized flame or sunburst at the top, radiating lines in the center, and the university's name in Thai and English at the bottom.

APPENDIX D

**LETTER OF ACCEPTANCE ALLOWS THE NAME
OF THE ORGANIZATION**

GS.6881/094

January 21, 2025

Subject: Request permission to identify and disclose the name of the organization in the thesis

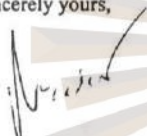
Dear Mr. Nawamin Samarnsin

Managing Director, HKK Trading & Processing Co., Ltd.

At this time, Mr. Wanglin Liu, student ID 6609038, a student of the Master of Science Program in Management of Logistics, Graduate School, Rangsit University, is conducting an thesis research on "The Competitiveness of Thai Durian Export Enterprises to China: A Case Study of HKK Trading & Processing Co., Ltd.", with Dr. Bavornwit Rojsuwan as an advisor.

Therefore, the student would like to request permission to identify and disclose the name "HKK Trading & Processing Co., Ltd." in the thesis title and in the thesis book for research purposes.

Sincerely yours,



Dr. Chanakiat Samarnbutra

Director of Master of Science Program in Management of Logistics
Graduate School, Rangsit University

Tel + 66 2 997 2200 Ext. 4183



Approve


c Mr. Nawamin Samarnsin
Managing Director

BIOGRAPHY

Name	Wanglin Liu
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Education background	Chengdu University, China Bachelor of Arts in English, 2023 Rangsit University, Thailand Master of Science in Management of Logistics, 2024
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