

Competitiveness of Freeze Dried Durian Industry A Case Study of ABC (Thailand) Co. Ltd

Wittwat Smansin and Asst. Prof. Sakda Siriphathrasophon

College of Graduate Study in Management, Khon kaen University, Thailand

Abstract: *The freeze dried fruit industry is a huge industry and other industries that affect many aspects and also indicates the growth of other industries as well. Since most products are consumed in large numbers. The current freeze dried fruit has been extremely popular. Because the freeze dried fruit can be preserved consumed more than one year. And also a variety of forms. Which can add value to the product as well. In this study aimed to identify competitive advantages in the production of freeze-dried fruit of Thailand ABC. And educational levels and the competitiveness of the industry and competitive trends freeze drying the fruit of Thailand. By comparing the data with business partners in the industry, dried fruit freezing questionnaire was used for data analysis. The study was qualitative research. Depth interviews with industry manufacturers, dried fruit frozen 10 companies. Results showed that information about the different business resulted in the competitiveness of the company ABC differences affecting the competitiveness of industrial drying frozen durian. And reviews of companies engaged in the industry with the ability to influence. Tournament of ABC Company. Affecting the competitiveness of industrial drying frozen durian. It can implies that the four countries have also gain a comparative advantage in the export of Durian freeze-drying in world market under harmonize code 0810.60.00*

Keywords: *Competitiveness Competitive Advantage*

1. Introduction

Durian is a fruit that has marketing potential. Due to the durian production in Thailand. The best taste in the world. In recent years, durian from Thailand has been recognized as a good quality, popular in consumption, durian price is very high in foreign countries, such as in Japan more than 28 times in Thailand. (kosin jumnonthai and Wuttiwat kongratpraseart , BE.2545)

Meanwhile, overproduction of agricultural products. Especially when it comes to summer fruits will produce a lot. As a result, prices fall. So the best way is to bring the fruit to the picture. Nowadays, it has freeze dried technology (Freeze dried Technology) to give the taste of fruit, value and taste as close to nature as possible. And that is the way that the world accepts. It is a food preservation process that can preserve food, taste, smell and shape as close to fresh food as possible. It has the ability to maintain the food and nutritional value of the most complete.

So from the above issues. The researcher selected the research under the topic of advantage. ABC's competition in the Thai frozen durian industry. To study the competitive advantage in the production of dried durian. And to study the level. And the competitiveness and competitiveness of the industry. The result of this research is to know the competitive advantage in the production of dried durian. To develop Enhance the competitiveness of the company. And to become a leader in the frozen durian industry in Thailand. It is a way to know the level. And what is the competitive edge of the company? And know the advantages. The disadvantage of the company. And the competitive trend of Thai frozen durian industry continues.

2. Research Objectives

1. To study the competitive advantage in the production of dried durian. Thailand's ABC
2. To study the level and competitiveness and competitiveness of Thai frozen durian industry.

3. Research Mythology

3.1. Demographics and Sampling Methods

- Demographics and population in research data collection. Is a manufacturer of frozen durian in Thailand. The researcher identified 10 samples.
- Sampling method for sampling. The researcher used a sample of 10 specimens (kalya Wanitumnoypong, BE 2008) from the population and samples.

3.2. Tools used in Research

framework. Based on a theoretical study. Documents and related studies. The questionnaire was divided into 3 parts.

Part 1: Information about the business of the respondent company.

Part 2: Information on the competitiveness of the respondents. The researcher selected 39 questionnaires that matched the research questionnaire. The questionnaire was based on the Likert's Scale (Likert, 1961). Referenced in Narong Popungsanung BE BE2550). There are **5 levels** with the scoring criteria as follows:

It is divided into 5 levels.

Most Levels 5 Very level 4 Medium 3 Low level 2
Minimal level 1

For interpretation, use the formula to calculate the range.

$$\begin{aligned} &= (5 - 1)/5 \\ &= 0.80 \end{aligned}$$

Interpretation criteria To rank average In the following points.

Average	4.21 – 5.00	much agree
Average	3.41 – 4.20	agree
Average	2.61 – 3.40	Uncertain
Average	1.81 – 2.60	Disagree
Average	1.00 – 1.80	Strongly Disagree

Part 3: Additional Information

4. Creating and Finding Tool Quality

1. Study theories, theories and related research. This is a guideline for creating a questionnaire.
2. Identify issues and create questionnaires for data collection. Consider content issues that are consistent. And meet the objectives set.
3. The completed questionnaire was proposed by three experts to examine the content validity of the Index of Consistency (IC) Select questions with a consistency index of 0.50.(Suwimon Trikanan BE.2555) and revised as recommended by the experts.
4. Try out the sample with the population that closely resembles that of the sample. 3 samples to find the confidence. (Reliability) of the tool. Measurement of Internal Consistency with Cronbach's Alpha Method (Cronbach, 1970 cited in narong Potisanang BE. 2007).
5. Modify and modify the questionnaire after the trial (Get out) to get more complete research tools. To collect data from real samples.

5. Data Collection

Data collection in this research. The data used in the research are as follows.

1. Primary data is collected from the questionnaire. (Questionnaires), a total of 10 competitors in the frozen durian industry.
2. Secondary data is the study of books, print media, journals, statistical data, reports, articles, analysis of the Internet.

5. Data Analysis And statistics used

Take the information from the questionnaire. (Questionnaire) The researcher analyzed data classified into 3 types as follows:

- 1) Analyzing data based on competitive advantage theory. (Competitive Advantage Theory) using the Value Chain concept (Porter, 1985). Analysis of Primary Activities And Support Activities To understand the competitive advantages of the industry. Dried Durian Of Thailand
- 2) Analysis of data according to 5 pressure theories. Using Five-Forces Model Factors or Competition in Durian Drying Industry Analyze all 5 aspects.
 - Pressure from competitors in the industry (Rivalry Among Existing Firms)
 - The pressure of entry into the industry of new entrants.
 - Substitute pressure
 - Pressure from the negotiating power of the Buyers.
 - Pressure from the negotiating power of the suppliers to know the source of the violence. And the influence of the frozen durian industry on competition.
- 3) SWOT Analysis By analyzing the state of the organization Or the current agency. To find strengths, weaknesses, opportunities and obstacles. Or factors that threaten the organization's operations by analyzing both 2 aspects are internal And external conditions To make known the changes that occur. Change in the future Including the impact of these changes on business organizations.

6. Transcript

Studying ABC's competitive edge in Thai frozen durian industry Data were collected by using questionnaire to inquire from 10 competitors. In the frozen durian industry. The study data are as follows. Competitive intelligence information

- The results of a competitive advantage based on Porter's Value Chain Theory. A Comparative Study of Porter Value Chain Theory from the overall table, ABC has a competitive advantage over Porter's Value Chain Theory. Especially the company will accept orders from the contact only. Processes that are considered to be unique. Has a special license to sell products in foreign countries. The company's products are specially designed for overseas customers.

Indicators	INDUSTRY	ABC
Your company has effective financial management in the range. 2-3 years ago	uncertain	uncertain
You want to enter the international market in order to maximize the remaining capacity.	agree	agree
You will receive orders only from the contact. (Not regular customers)	uncertain	agree extremely
- Export is one of the strategies of companies looking to expand their business to the world's major markets.	agree	agree
Your company has a systematic and reliable marketing process.	uncertain	uncertain
- Your company has the potential to train employees on how to recommend products to overseas customers.	agree	agree
- Your product is not large and not very large. The cost of transportation is not too high.	uncertain	uncertain
- Your product is unique, unlike any other product.	agree	agree
Your production process is unique.	agree	agree

Indicators	INDUSTRY	ABC
		extremely
Your company has more research and development costs than other competitors.	uncertain	uncertain
- The dealer does not need to reserve inventory. In excess	uncertain	uncertain
Your product has a special license for the product being sold abroad.	agree	agree extremely
Your products are manufactured to meet international standards	uncertain	uncertain
Your products are specially designed for overseas customers.	agree	agree extremely
- Your business is budgeting for overseas investment.	uncertain	agree
There is a variety of cultural management training. And negotiation in your company.	uncertain	agree
have training on Management of multiculturalism and negotiation in your company.	agree	agree

- The study results of competition in each industry. The theory of pressure 5. Five-Force Model Study results of competition in each industry. Five-Force Theory from the table on all sides ABC company Competitive potential According to pressure theory.5 Five-Force Model Higher Than Industry Especially the products of the company are featured in the price and appearance. Compared to other companies. It is more prominent in terms of price than other competitors. And the company has sufficient knowledge about the products and marketing strategies of its competitors abroad. In addition, the Company's executives have been trained in international business in depth to manage the export.

Indicators	INDUSTRY	ABC
Your products are featured in price and appearance. Compared to other companies.	agree	agree extremely
- The purpose of your visit to the international market. You want your company to earn a steady income from fluctuations in domestic sales.	agree	agree
- The main purpose of entering the international market is to increase the long-term return on investment of the company.	agree	agree
- You enter the international market in order to move ahead with other competitors in the market.	uncertain	uncertain
- Your product is more prominent in terms of price than other competitors.	uncertain	agree extremely
- Your company has the ability to access external funding. To use in export business.	agree	agree
- Your company has sufficient funds and time to support international business. It will not affect the business in the country.	uncertain	uncertain
Your company has sufficient knowledge about the products and marketing strategies of its competitors abroad.	agree	agree extremely
Your company has sufficient knowledge about the terms and conditions of doing business overseas.	agree	agree
Your company has sufficient knowledge about international trade sources. And the acquisition of information.	agree	agree
- Executives in your company have been trained in international business in depth to manage the export.	agree	agree extremely

- The study of the environment of Thai frozen durian industry today by SWOT AnalysisThe study of the environment of Thai frozen durian industry today by SWOT Analysis ABC Strengths or Advantages (Strengths) and Opportunities (SWOT Analysis) is higher than the industry. In particular, the team of the company has experienced executives and creative newcomers to the team. We are in a growing phase with more professional executives joining. And the board of directors in the company. Experience in export facilities such as banking, transportation law, etc. There are also board members in the company with experience in doing international business.

7. Summarize and Discuss the Results

1) Study of the competitive advantages of industry Dried Durian according Porter Value Chain Theory The study indicated that On all sides, ABC has a competitive edge on Porter's Value Chain Theory. Higher than industry Especially the company will accept orders from the contact only. Processes that are considered to be

unique. Has a special license to sell products in foreign countries. The company's products are specially designed for overseas customers.

2) Study on competitive conditions of durian drying industry. Five-Force Theory. The study indicated that ABC has the potential to compete. According to pressure theory 5 Five-Force Model Higher Than Industry Especially the products of the company are featured in the price and appearance. Compared to other companies. It is more prominent in terms of price than other competitors. And the company has sufficient knowledge about the products and marketing strategies of its competitors abroad. In addition, the Company's executives have been trained in international business in depth to manage the export.

3) Study of the environment of Thai frozen durian industry today by SWOT Analysis.

ABC Company Strengths or Opportunities (Strengths) and Opportunities (SWOT Analysis) is higher than the industry. In particular, the team of the company has experienced executives and creative newcomers to the team. We are in a growing phase with more professional executives joining. And the board of directors in the company has experience in working on export facilities. There are also board members in the company who have experience in doing international business.

8. Discussions

1) Especially the company will accept orders from the contact only. Processes that are considered to be unique. Has a special license to sell products in foreign countries. The company's products are specially designed for overseas customers. Because of the past, the company has focused on all aspects of the benefits. Corresponds to Porter (1985) In the activities related to the selection, picking, inputting, used to produce goods / services. Including the conversion of inputs.

Product / Service It also organizes activities to make products / services known to customers. Such as advertising, promotion, sales, quotation, selecting suppliers, Create and maintain relationships with distributors (Channel Relations), pricing .Continuous With Thailand, we have the skills and skills. There are workers who have been working in the food industry for a long time. To date, Thailand has more food scientists, which is beneficial to research and product development. Consistent Pontip Sangsungsrir (BE.2551)

Thailand is a factor that pushed the frozen durian industry. Thailand has the potential to compete. The advantage of durian abundance in Thailand. The durian of Thailand is also accepted in the taste. And quality to the world. The production of durian feed into the factory for processing. It is equipped with highly skilled and experienced durians in the processing industry. Nowadays, the frozen durian industry in Thailand Have a drawback And some barriers that affect the potential of the frozen durian industry in Thailand are: Competitions from neighboring countries include China, Vietnam and the Philippines. Thailand has lower wages And the farmers in Thailand are sensitive and volatile, so the operators have to manage the cost of raw materials (Araya Soontornvicak, 2010).

Based on the analysis of the factors affecting the competitiveness of Thai frozen durian industry at the industrial level. The primary data obtained from interviews with entrepreneurs. Secondary data from public and private agencies also found that Thailand's freeze-dried durian industry has a competitive advantage in terms of availability of inputs. The rich durian. The cost of labor is not very high. And the market has the opportunity to grow both domestically and internationally. In addition, entrepreneurs are encouraged to develop the production process. There are scientists and experts from government agencies to help with research. Provide knowledge in production technology and machinery. However, Thailand lacks scientific research related to food safety and To educate entrepreneurs on food safety measures and production process standards. In addition, the quality of production techniques (Jarawan pongrod, BE2553)

Many times entrepreneurs are faced with the problem of exclusion. Or return a product The chemicals are contaminated beyond the standard. The standard is not GMP, HACCP. The private sector and the public sector should cooperate in training. Educate entrepreneurs in the durian drying industry. It makes entrepreneur's know.

Understand more rules. The product can be manufactured to international standards. And can be exported to foreign countries as well.

2) Analysis of competitive conditions of frozen durian industry. Five-Force Theory

The analysis found that. ABC has the potential to compete. Five-Force Theory Higher than industry Especially the products of the company are considered. Featured The price and appearance. Compared to other companies. The company is trying to adapt. In order to meet the competition of durian drying industry. According to interviews with operators in the Thai frozen durian industry. It was found that the competition of dry durian industry in both domestic and foreign markets was quite competitive. The dried Durian product is a unique product. And can make a difference (Product differentiation) and add value to the product is difficult Buyers can change to purchase. Of other companies easily. And entrepreneurs need to sell products at similar price levels. Due to the higher price of the overall product, the buyer will not be able to shop (Arvind Sahay, 1998, cited in Chingjit janjanjit, 2001).

In addition, it faces competition that is larger than the larger operators. Due to the pressure of new entrants who are foreign companies and face the operators. There is a lot in the industry and no power to negotiate with buyers and suppliers. Very raw The company has to adjust itself by increasing production standards for its products. Standard and higher quality. And marketing strategies. And create their own brand. To be known To reduce dependence on intermediaries, Apiwat nimlamai (BE.2547)

To study the competitiveness of Thai exports. At present, the export of Thai products is more competitive. So to increase market share. Thailand needs to study the market. And always improve the quality of production. In addition, the company now manages and manages the raw materials by contract farming with the gardeners and uses the strategy of operation. Focus on research and development. To enhance the difference and value of our products (Product Differentiation) Research and development of products will be beneficial to entrepreneurs in the field of new products to market. At the same time, try to plan the market. To create a reputation in the company's brand in the international market as well. And develop quality products. And meet the needs of both domestic and foreign buyers.

9. Analysis of the Environment of Thai Frozen Durian Industry today by SWOT Analysis

The analysis found that. ABC Strengths and Opportunities (SWOT analysis) is higher than the industry. Especially the team of the company has both experienced executives and new generation executives who are creative. Experienced in export and international business facilities. When considering the size of the operator, it was found. Small entrepreneurs have strong experience and relationships with raw material suppliers and buyers. In addition, there is an opportunity for growth as the demand for intermediaries continues to increase. And agricultural-related industries are often supported by the government (Piyanut Rendkajong ,ED.2548)

But small operators have weaknesses in operational planning. And marketing To the standard of the product. It also faces competition from Chinese merchants who turn to be the producers themselves. The company has strengths in product quality. Standard production process The planning and implementation of marketing strategies to enhance competitiveness. It also has a bargaining power with sources. In addition to benefiting from the opening of free trade with trading partners. Sales increased. However, the company has a weakness in cost. Due to high investment in machinery. But some production still needs labor. The wages continue to rise. Make sure to have a fixed cost. And the reliance on foreign markets has been greatly affected by the global economic crisis. Entrepreneurs also face competition from major operators in neighboring countries, which has the advantage of lower labor costs. The government sector and government policy are important factors that affect the competitiveness of the Thai durian industry. Tidarate Chocksuchart (BE.2554)

10. Suggested Research Results

This is to strengthen and enhance the capability of Thailand's frozen durian industry. This study has the following suggestions:

1. The problem of dependence on the middleman too. Operators in Thailand's freeze-dried durian industry should be marketed both domestically and internationally. In turn, we deal with local and foreign buyers. And find the channel manually. Reduce trade with middlemen, most of them foreigners. Especially the Chinese. This often influences the pricing and quantity of the purchase. The bargaining power of the entrepreneur. And entrepreneurs have the risk that these middlemen will turn to be manufacturers with competitors in the future.
2. Due to the increasing competition of major competitors, foreign companies Government agencies should have a policy to support the industry operators involved in the processing of agricultural products in Thailand. Currently, the government is providing support to foreign investors who are involved in the processing of agricultural products. It is important to be cautious in taking over the market share of foreign investors from the operators of the country. And came to dominate the market. In fact, these industries should be protected. To benefit only domestic operators.
3. From volatility issues And the price of agricultural products. Government agencies should be more involved in agricultural development. The plan is concrete. About the Awareness And demonstrating how to grow durian with international standards. To build more commercial durian. The government should set up a policy to promote and support entrepreneurs in the Thai frozen durian industry. And a foreign entrepreneur with high capital and technology to invest in the country is a double-edged sword. Because these operators have a competitive advantage with the operators of Thailand already. The introduction of tax privileges further enhances the advantages for these foreign operators. In the short term, it may be beneficial for the development of Thai frozen durian industry. Because these investors will bring the production technology. And management system. International standard. But on the other hand, it is the market share of the operators of Thailand. And long-term may cause freeze-dried durian entrepreneurs. Especially small and medium enterprises are out of the competition. And need to shut down.

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