

Business Approach And Branding Of Healthy Bakery In Thailand

Associate Professor Dr.Jiraphon Kanthong

Pathumthani University, Thailand.

E-mail: aeng.kanthong@hotmail.com

Abstract

The purposes of this research were: 1) to examine the brand value of health-oriented bakery products in Thailand; 2) to investigate the importance of factors influencing business strategies in the production of health-oriented bakery products in Thailand; 3) to compare the importance levels of factors influencing business strategies in the production of health-oriented bakery products in Thailand, categorized by the basic characteristics of survey respondents; 4) to explore a relationship between brand equity and factors influencing business strategies in the production of health-oriented bakery products in Thailand; and 5) to propose business strategies and branding for health-oriented bakery products in Thailand. This study applied a mixed research methodology: quantitative and qualitative method. Quantitative data were collected from customers who used to purchase healthy bakery products via accidental sampling of 385 respondents, and qualitative data were collected from in-depth interview with 5 key informants. The research instrument was a research questionnaire. Statistics used in this study were frequency, percentage, mean, standard deviation, Pearson Product-Moment Correlation, and Multiple Regression Analysis. The research results were as follows: 1) The overall brand equity creation of healthy bakery products were at a high important level, which can be ranked by mean as brand awareness, brand identity, brand preferment, and loyalty respectively; 2) The overall factors leading to business approach of healthy bakery products were at a high important level, which be ranked by mean as competitiveness, product value, packaging, distribution, marketing promotion, and price setting respectively; 3) A relationship between the overall of brand equity creation and factors leading to business approach of healthy bakery products were at a moderate level; 4) The overall independent variables can predict the business approach

of healthy bakery products at 68.8%, which can be presented as brand preference, packaging, competitive potential, product value, distribution, and marketing promotion respectively.

Keywords: business approach, brand equity creation, bakery products.

Introduction

The bakery market has been experiencing rapid growth and expansion continuously, even though we have been consuming bakery products since the ancient times up to the present day. Despite our long history of consuming bakery items, they remain popular and staple for many consumers. However, the trends in bakery product popularity are expected to change continually. In the year 2020, the global bakery market was valued at a high approximately 349.4 billion dollars, comparable to the GDP of Denmark alone. It is projected that the value of the bakery market will continue to grow at an average rate of 3.9% annually, reaching around 457.4 billion dollars in 2027. The largest market for bakery products is in the United States, with an estimated value of around 94.2 billion dollars. China, currently the second-largest economy, is expected to have a bakery market value of approximately 98.2 billion dollars, with a noticeable growth rate of 7.1% per year. It may take up to 7 years, or until 2027, for China to surpass the numbers of the United States. The growth rate is significantly higher compared to European countries, which have a growth rate of only 2% per year. The bakery market in the Asia-Pacific region is also growing rapidly, with an estimated growth rate of 8.33% per year until 2025. Modern consumers in the Southeast Asian region have an increased demand for additional values in bakery products. This includes considerations for health, unique flavors and scents, freshness, and adherence to religious standards such as Halal and Kosher. Innovations in these aspects are helping manufacturers meet specific consumer needs, particularly in terms of attractive appearance and delectable taste. Luxurious packaging also plays a role in attracting customer interest in bakery products and contributes to increased sales. Modern consumers are becoming more discerning, choosing products that offer health benefits and are willing to spend more on items that are good for their well-being. In Thailand, Vietnam, and the Philippines, there is a growing preference for smaller-sized bakery items such as cookies, brownies, muffins, and bread that can be consumed in a

single serving. This trend is driven by the affordability of these products and their lower calorie content. Examples include Swiss roll cakes and various stuffed buns such as taro, red bean, salted egg, minced pork, and cream. Japanese-style pastries is also gaining popularity in the ASEAN region. Furthermore, consumers in Southeast Asia are actively seeking new flavors. Some producers are innovating unique tastes to elevate bakery products. Some flavors that were once considered unique, such as pandan, salted egg, black sesame, and lychee, have now become commonplace ("Bakery Market, Irresistible No Matter How Many Times You Eat It," 2021). In the year 2022, there is a need to rapidly adapt and adjust as the market is not expected to expand. Towards the end of the year 2019, continuing into the beginning of the year 2021, bakery business owners have been consistently adjusting their marketing strategies to stimulate consumption. The use of pricing strategies remains a key approach to attract customers, with many businesses continuing to employ various discount strategies.

For the year 2022, it is considered a challenging year for the bakery product market. The Thai KASIKORN Research Center Limited estimates that the market value will be close to that of 2021. This is influenced mainly by the decreasing production costs resulting from the lower prices of wheat and dairy products in 2021, which are expected to continue to trend downwards. However, bakery product business operators need to quickly adapt, especially by making efforts to diversify sales channels to maintain consistent sales throughout the year. Finding market opportunities to increase sales, particularly in provincial markets and in the mid to lower-tier bakery product markets, is crucial. These markets are expected to continue growing as they align with consumer behavior emphasizing cost-saving measures. Both of these markets have captured the attention of bakery business operators who are interested in expanding and penetrating new markets. Successful expansion also relies on understanding the behaviors and preferences of consumers in each region (KASIKORN Research Center Limited, 2022).

In summary, the year 2019 marked a clear slowdown in the bakery product business. KASIKORN Research Center Limited estimated the bakery market value at 7 billion baht. This represents a growth rate of only 1-3%, a significant drop from the average annual growth rate of 5-7% seen in previous years. Various factors

contribute to this decline, especially the high production costs associated with raw materials, particularly wheat and dairy products, which have seen an upward adjustment. Additionally, the sales of bakery products have experienced a downturn due to reduced purchasing power resulting from economic challenges, job security concerns, and future income uncertainties. Consumers are emphasizing cost-saving measures, and there is intense competition among bakery product manufacturers. Interestingly, while high-end bakery products have experienced a noticeable decline, mid to lower-tier bakery products show positive growth trends. This is attributed to the price sensitivity of consumers during economic downturns. Business operators in the bakery product industry need to adapt their strategies to survive amidst diverse challenges. Notably, products in the mid and lower-tier markets show growth potential, while high-end bakery products must maintain their uniqueness in terms of taste and premium decorations to continue attracting consumers willing to pay premium prices.

In 2022, it is anticipated to be particularly challenging for business operators in the bakery industry. According to KASIKORN Research Center Limited, it is expected that the bakery product market will have a market value close to that of 2017, representing only a 5% expansion. The supporting factor is primarily the anticipated decrease in production costs, as global market trends suggest a reduction in the prices of wheat and dairy products. However, business operators still need to continuously adapt, especially considering economic concerns and the declining purchasing power of consumers amid various persistent factors. There is hope among business operators for the latter half of the year, as economic conditions are predicted to show signs of improvement. This is expected to positively impact the sales of bakery products, particularly in the latter part of the year (Thabpila, 2018).

There is a growing and powerful movement in premium health-oriented bakery trends. Health-focused baked goods industries continue to use innovation to enhance both taste and health benefits, gaining recognition and top rankings. However, the strong trend towards health has driven the need for innovative reinforcements in the bakery sector. The initiative to incorporate research into the business began in the year 2017. The development started with sweet grass syrup as an ingredient for

producing Foi Thong (also known as Fios de ovos) and bakery products to cater to customers concerned about weight gain and those in control of low-sugar, health-conscious diets. The initial research did not meet expectations due to the lack of consistency in the sweet grass syrup to produce Foi Thong. Multiple formula adjustments were required until success was achieved with the introduction of "Sugar-free Foi Thong" in 2016, which received better-than-expected responses. This success led to an expansion of production capacity and the adaptation of various other products, such as Foi Thong rolls, sugar-free eclairs, and more (Salinee Thabpila, 2018). Moreover, the trend of healthy baked goods is on the rise. Brands like Fai Bakery from the northern region of Thailand have embraced this trend, using innovation to make tasty and beneficial baked goods. The initial success has paved the way for opportunities to expand the premium health-oriented product line further. Collaborations with researchers from Chiang Mai University and Maejo University have been established to continuously develop premium health-oriented products. In 2017, a new brand called "Fai Health" was introduced. These products are made from natural ingredients, with a highlight being extracts from Jerusalem artichokes which are rich in inulin, a complex sugar that provides high dietary fiber and is not easily digested in the stomach and intestines. This makes it suitable for health-conscious individuals or those looking to control their weight and sugar intake. The flagship products of Fai Health are divided into two groups: those using Jerusalem artichokes and collagen extracts, and those using Jerusalem artichokes and plant sterol esters. Plant sterol esters are extracts found in corn, wheat bran, rice bran, and other plants. They possess properties that inhibit the absorption of cholesterol from the digestive tract. Additionally, ongoing research is being conducted on Cha Miang, a local northern snack made from fermented tea, to develop into new and innovative bakery products.

In summary, this research aims to study the business strategies and create a brand of bakery products for health in Thailand. The research findings will serve as a guide for improving marketing, production, and other aspects to meet consumer needs and contribute to the success of the business.

Research Objectives:

1. To examine the brand value of health-oriented bakery products in Thailand.
2. To investigate the importance of factors influencing business strategies in the production of health-oriented bakery products in Thailand.
3. To compare the importance levels of factors influencing business strategies in the production of health-oriented bakery products in Thailand, categorized by the basic characteristics of survey respondents.
4. To explore the relationship between brand equity and factors influencing business strategies in the production of health-oriented bakery products in Thailand.
5. To propose business strategies and branding for health-oriented bakery products in Thailand.

Research Methodology:

1. The research approach is a combination between Qualitative Research and Quantitative Research.
2. Population and Sample: Individuals who have purchased or considered purchasing health-oriented bakery products in Thailand, comprising both males and females. The sample size was determined using a sample size calculation formula for unknown population, resulting in a total of 385 samples.
3. Research Instrument: A questionnaire was used for data collection.
4. Data Collection: Sampling was conducted using purposive sampling, with samples drawn from individuals who have previously purchased condominiums in Thailand. The Index of Congruence (IOC) was 0.96, and the reliability was 0.89.
5. Data Analysis: Data were analyzed using SPSS software. Statistical analyses included frequency, percentage, mean, standard deviation, t-test, F-test, and Stepwise Multiple Regression Analysis.

Research Results

1. The majority of respondents are females, totaling 200 people, accounting for 51.9%. The predominant age group is 41-50 years old, with 117 individuals, representing 30.4%. Regarding education, most have a bachelor's degree, with 205 people,

making up 53.2%. The majority also have an average monthly income between 25,001-30,000 Baht, comprising 145 people, or 37.6%.

2. The overall and specific aspect of the perceived value of health-oriented bakery products are at high importance level. Analyzing the coefficient of variation (CV), product awareness, brand uniqueness, liking for the brand, and positive attitudes towards the brand are the top-ranking aspects.

3. The overall and specific aspect of factors influencing the business of health-oriented bakery products reveal high importance. Considering the CV ranking, the importance level from high to low are competitive potential, product value, packaging, distribution, promotion and pricing respectively.

4. Respondents' demographics, including gender, age, income, and education, do not significantly differ in their perceived importance of factors influencing health-oriented bakery product businesses.

5. The overall perceived value of health-oriented bakery products correlates moderately with the overall factors influencing the bakery business model for health-oriented products.

6. Guidelines for conducting business and building a brand for health-oriented bakery = .825 Brand Preference + .731 Packaging + .722 Competitive Potential + .710 Brand Value + .631 Distribution + .610 Promotion (Adjust R square =.688)

The Results of Statistical Analysis on Brand Equity of Thai Health-oriented Bakery Products

Table 1: Brand Equity of Thai Health-oriented Bakery Products

Brand Equity of Thai Health-oriented Bakery Products	$\bar{X}$	SD.	Level of Importance	CV (%)	Rank
1. Brand Recognition	4.06	.733	High	18.055	1
2. Brand Preference	3.54	.756	High	21.35	3
3. Brand Loyalty	3.51	.970	High	27.63	4
4. Brand Identity	4.04	.745	High	18.44	2
Overall	3.71	.821	High		

From the table 1, it is observed that the overall and specific aspects of the perceived value of health-oriented bakery products are highly important, which can be ranked as brand recognition, brand identity, brand preference and brand loyalty respectively.

The Results of Statistical Analysis on Factors Influencing the Business Model of Health-oriented Bakery Products in Thailand

Table 2: Factors Influencing the Business Model of Health-oriented Bakery Products

Factors Influencing the Business Model of Health-oriented Bakery Products	$\bar{X}$	S.D.	Level of Importance	CV (%)	Rank
1.Competitive Potential	4.19	.401	High	9.57	1
2. Marketing Promotion	4.09	.733	High	17.92	5
3.Pricing	4.07	.748	High	18.37	6
4.Distribution	4.12	.683	High	16.57	4
5.Packaging	4.13	.629	High	15.23	3
6.Product Value	4.16	.602	High	14.47	2
Overall	4.04	.583	High		

From the table 2, it is found that the overall and specific aspects of the factors influencing the business direction of health-oriented bakery product manufacturing are of high-level importance, which can be ranked as competitive potential, product value, packaging, distribution, promotion, and pricing respectively.

Table 3: The Relationship between the Brand Equity of Health-oriented Bakery Products and Factors Influencing the Business Model of Health-oriented Bakery Products in Thailand

	Brand Recognition	Brand Preference	Brand Loyalty	Brand Identity
Factors Influencing the Business Model of Health-oriented Bakery Products				
1.Competitive Potential	r=.56 Medium	r =.79 High	r=.73 High	r =.57 Medium
2.Marketing Promotion	r=.81 High	r= .28 Low	r=.56 Medium	r=.76 High
3.Pricing	r =.83 High	r=.71 High	r =.52 Medium	r=.68 Medium
4.Distribution	r=.71 High	r =.91 High	r=.78 High	r=.65 Medium
5.Packaging	r=.74 High	r=29 Low	r=54 Medium	r =.72 High
6.Product Value	r=.30 Low	r=.88 High	r =.87 High	r=.26 Low

Overall	$r=.65$ Medium	$r=.61$ Medium	$r=.74$ High	$r=.61$ Medium
---------	-------------------	-------------------	-----------------	-------------------

Significance Level at .05

Guidelines for Operating a Business and Creating Product Brand
for Health-oriented Bakery Product in Thailand

Table 4: Factors Influencing the Business Model of Health-oriented
Bakery Products

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Factors Influencing the Business Model of Health-oriented Bakery Products	.744	.704	.688	.421

Predictive Ability of Independent Variables on Dependent
Variables Reveals that:

1) The ability to predict the independent variable (X) with the dependent variable (Y) has a correlation coefficient (R) equal to 0.744.

2) The influence of the independent variable (X) on the dependent variable (Y) is indicated by the coefficient of determination (R Square) = 0.704, or 70.40%.

3) Given the analysis involves 10 independent variables, the consideration of the influence of independent variables uses the Adjusted R Square value, which is 0.688, or 68.80%.

4) The Standard Error of the Estimate, representing the standard deviation of the prediction of the dependent variable based on the independent variables in the health-oriented bakery business model, is 79.90%, with a standard error in predicting the dependent variable equal to 0.421.

5) The correlation coefficient of guidelines for operating a business and creating a product brand for health-oriented bakery product in Thailand are as follow:

Table 5: Brand Equity and Factors Influencing the Business Model
of Health-oriented Bakery Products

Brand Equity and Factors Influencing the Business	Unstandardized Coefficients	Standardized Coefficients
--	--------------------------------	------------------------------

Model of Health-oriented Bakery Products						
	B	Std. Error	Beta	t	Sig	Relationship
1.Brand Recognition	1.456	.445	1.034	3.521	.091	No
2.Brand Preference	.882	.163	.825*	1.453	.001	Yes
3.Brand Loyalty	.726	.094	.825	4.853	.122	No
4.Brand Identity	.645	.051	.612	4.071	.171	No
5.Competitive Potential	.782	.187	.722*	1.456	.003	Yes
6.Marketing Promotion	.624	.411	.610*	1.234	.004	Yes
7.Pricing	.678	.251	.600	3.200	.121	No
8.Distribution	.662	.240	.631*	1.311	.001	Yes
9.Packaging	.799	.140	.731*	1.312	.004	Yes
10.Product Value	.750	.240	.710*	1.131	.001	Yes

*Statistically significant at .05 level

R squares adjust = .688, R square = .704, Durbin-Watson = 3.10

Standard error of the estimate = .421,

The guidelines for operating a business and creating a product brand for health-oriented bakery products in Thailand can be summarized as follows:

Guidelines for operating a business and creating a product brand for health-oriented bakery products = .825 Brand Preference + .731 Packaging + .722 Competitive Potential + .710 Product Value + .631 Distribution + .610 Marketing Promotion

Discussion

From the results of the quantitative and qualitative analyses, guidelines for operating a business and creating a product brand for health-oriented bakery products have been identified. The researcher elaborates on the research findings as follows:

Business owners should proceed as follows in order to create guidelines for operating a business and creating a product brand for health-oriented bakery products:

According to the Guidelines for operating a business and creating a product brand for health-oriented bakery products = .825 Brand Preference + .731 Packaging + .722 Competitive Potential + .710 Product Value + .631 Distribution + .610 Promotion, the researcher elaborates on the research findings as follows:

1. Brand Preference emerges as the primary factor influencing the direction of the business and the creation of a brand for health-oriented bakery products. Therefore, business managers should focus on fostering a positive liking for the values associated with the bakery products, particularly those promoting health. Managers can achieve this by encouraging customers to try health-oriented bakery products and generating favorable reviews on social media. Positive customer experiences, whether obtained through firsthand consumption or influenced by online reviews and advertisements, play a crucial role in aligning with the findings of the research conducted by Sirirat (2016). Her study investigated factors related to consumer behavior in the consumption of bottled water products under the Nestle Pure Life brand in Nonthaburi Province. The study concluded that brand preference significantly impacts consumer purchasing behavior for bottled water.

2. Packaging is the second most influential factor guiding the business direction and brand creation for health-oriented bakery products. Therefore, business managers should focus on creating aesthetically pleasing packaging that can attract customers to make a purchase. Beautifully designed packaging can also serve as a gift item. Utilizing environmentally friendly materials for packaging is recommended, as it aligns with contemporary environmental preservation efforts. Packaging should be designed to maintain the freshness of bakery products, be easy to handle, and easy to open. The ease of use of packaging can contribute to the success of a health-oriented bakery business, which is consistent with the findings of the research conducted by Fanprommin (2017). The study investigated the influence of packaging on consumer purchasing decisions for bottled water in the Bangkok metropolitan area and found that packaging is a critical marketing factor influencing customer product purchases. The study also aligns with the research by Poonkasem (2015), which explored the development of prototype media presenting information about products from HOME Bakery. The research aimed to develop prototype media presenting information about HOME Bakery's products at Suan Dusit University, studying consumer satisfaction and opinions regarding the presentation of information. In the first step, product prototypes were selected through both qualitative and quantitative selection methods, finding that packaging significantly influenced the sales of the

products, particularly items like toffee cake, whole grain cake, mushroom-stuffed bun, and ham and cheese-stuffed bun.

3. **Competitive potential** is the third most influential factor guiding the business direction and creating brands for health-oriented bakery products. The result of this study is relevant to a study of Wongmarapinya et al. (2024) who found that business managers should focus on fostering competitiveness through innovation, creating differentiation through innovative production processes that benefit health. Therefore, utilizing production technologies that extend the shelf life of bakery products at normal temperatures is advised. The differences in raw material sources for producing bakery items that have a well-balanced taste, are toxin-free, differ in taste, color, and nutritional value from imitating competitors, and the differences in the nutritional content of health-oriented bakery products, respectively, are essential. This aligns with the research conducted by Channuwong (2014) and Praserttham (2017), which studied the decision-making behavior of consumers purchasing ready-to-drink fruit juices in Bangkok. Their study aimed to understand the personal characteristics of consumers buying ready-to-drink fruit juices, investigate the decision-making behavior, and examine market factors for consumers in Bangkok. These researches used a survey to collect data from consumers who decided to purchase ready-to-drink fruit juices, showing that creating competitive potential and offering distinct flavors significantly influence customer motivation to make a purchase.

4. **Product value** stands as the fourth factor guiding the business direction and creating brands for health-oriented bakery products. Therefore, business managers should focus on creating product value, indicating that the bakery items are fresh from nature, delicious in taste, and contain organic ingredients such as milk, butter, and chemical-free flour. Bakery products with ingredients and sweetness derived from natural sources without added sugar should be emphasized. These products should possess nutritional value, with easily digestible dietary fiber and natural raw materials contributing to health. This aligns with the research conducted by Siri-on (2015), which studied marketing mix factors affecting the intention to purchase bakery products online among customers in Sriracha district, Chonburi province. The objectives of this research were to examine the level of influence of marketing mix factors on the intention to purchase bakery products online and analyze the influencing factors that affect the intention to

purchase bakery products online. The research sample consisted of 400 consumers who had purchased bakery products online in Sriracha district, Chonburi province. The statistical analysis used for data interpretation included percentages, averages, standard deviations, and multiple regression analysis. The research findings indicate that marketing mix factors significantly influence the intention to purchase bakery products online, with a particular emphasis on product-related factors.

5. **Distribution** emerges as the fifth factor influencing business strategies and brand creation for health-oriented bakery products. Therefore, business managers should establish distribution channels through online platforms (websites, Facebook, Instagram), sell in vegetable and fruit stores, health food stores (e.g., Golden Place project), participate in exhibitions, and collaborate with businesses in the food industry. Distribution through convenience stores and modern retail outlets (Tesco, Lotus, or Big C) and through platforms like Omi that cover both online and mobile applications should be implemented. This aligns with the research conducted by Sisaeng (2008), analyzing the operational results of S&P Syndicate Public Company Limited. The research aimed to study the current state of the restaurant and bakery business and analyze the company's operational results using concepts and theories to provide frameworks and guidelines for the study. The analysis included basic factor analysis, SWOT analysis, financial statement analysis using financial ratios, vertical analysis, and horizontal analysis. Secondary data from the financial statements of S&P Syndicate Public Company Limited for the years 2005-2007 were used for analysis. The study found that the distribution channel plays a crucial role in business performance and is consistent with the research of Siamipak (2016), which identified factors influencing consumer decisions to purchase bottled mineral water in the Bangkok metropolitan area and suburbs. Currently, consumers prioritize health care more, and ordinary water, which is a significant factor in sustaining life, may not be enough to meet the health trend. The research revealed that the distribution channel is a crucial factor.

6. **Promotion** is the sixth in influencing business strategies and building a brand for health-oriented bakery products. Therefore, business managers should promote marketing activities by participating in exhibitions related to health products and supporting health-related events. Additionally, they should collaborate with convenience stores and modern retail outlets

(Tesco, Lotus, or Big C) to implement promotions such as a "Buy 5, Get 1 Free" offer every Tuesday. Public relations can be enhanced through live streaming on Facebook, showcasing the product's values and benefits. Furthermore, customers can accumulate loyalty points, receiving 1 point for every 100 Baht spent. Once they reach 10 points, they can exchange them for one bakery item or a product within the same category. This aligns with the research conducted by Channuwong et al. (2021) and Siamnipark (2016), which identified factors influencing consumer decisions to purchase bottled mineral water in the Bangkok metropolitan area and suburbs. Currently, consumers prioritize health care more, and ordinary water, which is a significant factor in sustaining life, may not be enough to meet the health trend. The research revealed that the promotional aspect (Promotion) is a crucial factor.

Policy Suggestion

Based on the results of quantitative and qualitative analyses, as well as subgroup discussions, for the business strategies and brand creation for health-oriented bakery products in Thailand, the researcher presents the following recommendations:

1. Brand preference is identified as the primary factor influencing business strategies and brand creation for health-oriented bakery products. Therefore, management should focus on building brand preference by emphasizing the value of the bakery products for health. This can be achieved by creating preference through customer consumption experiences, positive reviews, live streaming on online platforms, and exposure to advertisements. The following measures are suggested:

- 1) Establish perceived quality in the brand, even for consumers who have not directly experienced the products but have heard about them through various media, especially online.
- 2) Imprint the brand in the minds of customers, ensuring it is the first choice when the need arises to purchase health-oriented bakery products. This involves creating and associating the brand with other products, sponsors, events, or situations. A strong connection will contribute to brand recall and value.
- 3) Foster brand loyalty by providing quality and excellent service. High brand loyalty indicates strong customer attachment, even if the product prices are relatively high.

2. Packaging stands as the second most critical factor guiding business strategies and brand creation for health-oriented bakery products. Therefore, it is imperative for the management to develop visually appealing packaging that can captivate customer interest and drive purchases. Beautifully designed packaging can also serve as a desirable gift option. Environmentally friendly packaging materials should be utilized, and the packaging should preserve the freshness of the bakery products. Additionally, packaging should be user-friendly, easy to handle, and open. The following measures are recommended:

1. Present packaging that is enticing for purchases, ensuring it catches the eye and is easy to grasp.
2. Provide information about the nutritional value and benefits of health-oriented bakery products.
3. Evoke the desire to purchase through suitable sizes and formats of the packaging, creating a positive emotional connection for potential customers.
4. Packaging materials should be suitable for the type of product, and the design should facilitate easy handling of the product, ensuring safety and avoiding excessive weight.

3. Competitive potential is the third crucial factor influencing business strategies and brand creation for health-oriented bakery products. Therefore, management should foster competitive potential through innovation. This involves introducing processes that benefit health, utilizing production technologies that extend the shelf life of bakery products under normal temperatures, and sourcing raw materials that contribute to a well-balanced, uniquely flavored, and toxin free bakery experience. Differentiation should also be sought in terms of taste, color, and nutrition, making it challenging for competitors to imitate. Considerations for nutritional value in health-focused bakery products should include:

1. Creating competitive potential by telling the product's story and history, including production methods. Narrating the difficulty and uniqueness in producing the item, such as rare ingredients or distinctive sizes, contributes to its competitive allure.
2. Establishing competitive potential through storytelling or production techniques that impact the creation of "value" for the product, aligning it with the brand. This value

should have emotional significance and influence consumer purchasing decisions.

3. Emphasizing the cleanliness and health benefits of sourced raw materials, ensuring they meet different quality standards, and highlighting distinct flavors compared to competitors.

4. Product value is the fourth influential factor in shaping business strategies and creating a brand for health-oriented bakery products. Therefore, managers should focus on establishing the value of their products. This involves creating a vibrant image that signifies the freshness of bakery products from nature, with delightful flavors. Bakery items should incorporate components such as milk, butter, and chemical-free (organic) processed flour. The bakery products should include ingredients and sweetness derived naturally without added sugars. Nutritional aspects, easy digestibility with high dietary fiber content, and the use of natural ingredients that contribute to overall health are crucial. Implementing the following measures is essential:

1) Creating and Delivering Product Value to Customers

1.1) Balancing price and quality to provide customers with value.

1.2) Emphasizing the value customers receive from the unique aspects of the product compared to competitors.

1.3) Building product value by presenting flavors, aromas, colors, and tastes that cater to the target customers.

1.4) Developing the product value to maximize benefits for consumers.

1.5) Ensuring the quality of health-oriented bakery products.

1.6) Assessing the core value and capabilities of health-oriented bakery products.

5. Distribution is the fifth factor influencing business strategies and brand creation for health-oriented bakery products. Therefore, business managers should establish effective distribution channels through online platforms (websites, Facebook, Instagram), as well as retail outlets for vegetables, fruits, and health food stores (e.g., Golden Place, the Royal Project's shop). Utilizing exhibitions, events, and businesses related to health-oriented products is essential. Distribution through convenience stores and modern retail outlets (Tesco, Lotus, or Big C) and Omi, covering both in-

store, online, and mobile applications, should be implemented. The following measures are recommended:

- 1.) Distributing through coffee shops, food retailers, and noodle shops located at various gas stations, as these are places where beverages and food can complement each other well.
- 2.) Developing applications for ordering and providing free delivery or collaborating with online food delivery applications.
- 3.) Attempting to penetrate modern trade and supermarkets continuously, such as Jiffy, Family Mart, Watsons, The Malls, Tops, Big C, Tesco Lotus, to significantly increase sales volume.

6. Marketing promotion is the sixth factor influencing business strategies and brand creation for health-oriented bakery products. Therefore, business managers should promote marketing activities through product and food exhibitions or health-related business events. Support health-related activities in convenience stores and modern retail outlets (Tesco, Lotus, or Big C). On Tuesdays, for every purchase of 5 items, receive 1 free item. Promote through live streaming on Facebook with live broadcasts. Create a live stream to narrate the value and benefits of the products. For every 100 Baht spent, customers will accumulate 1 point (when reaching 10 points, they can redeem for 1 bakery item or a product in the same category). The following measures are recommended:

- 1.) Advertisement and promotion through online media using search engine tools like Google and Google partners such as Yahoo, Sanook, Hotmail. This ensures easy access to customers and aligns with their needs, targeting the most relevant audience and quickly promoting marketing activities.
- 2.) Promote public relations and marketing through online media, considered the most effective way to reach customers or target groups. Focus on providing information to the target audience to make them aware of the product, creating motivation through communication to highlight product strengths, generate purchase desire, and consistently remind customers of the brand.

Suggestions for Future Research

1. It is recommended to experimentally apply the business strategies and brand creation for health-oriented bakery products to various-sized businesses that distribute health-

oriented bakery products. Implementing and refining these strategies will lead to greater success in business operations.

2. Further study and advancement should be conducted on the business strategies and brand creation for health-oriented bakery products by exploring their applicability to other products, providing more significant benefits.

Knowledge Gained from the Research

This research can significantly contribute to the fair development of business operations and the establishment of brands for health-oriented bakery products in Thailand. Bakery business managers for health-oriented products should have an understanding of the product brand value, which includes aspects such as 1.) brand recognition, 2.) brand preference, 3.) brand loyalty, and 4.) brand identity. Furthermore, the business strategies for health-oriented bakery products in Thailand include aspects such as 1.) competitive potential, 2.) promotion, 3.) pricing, 4.) distribution, 5.) packaging, and 6.) product value. This comprehensive knowledge will guide bakery business managers to make informed decisions and enhance the success of their operations.

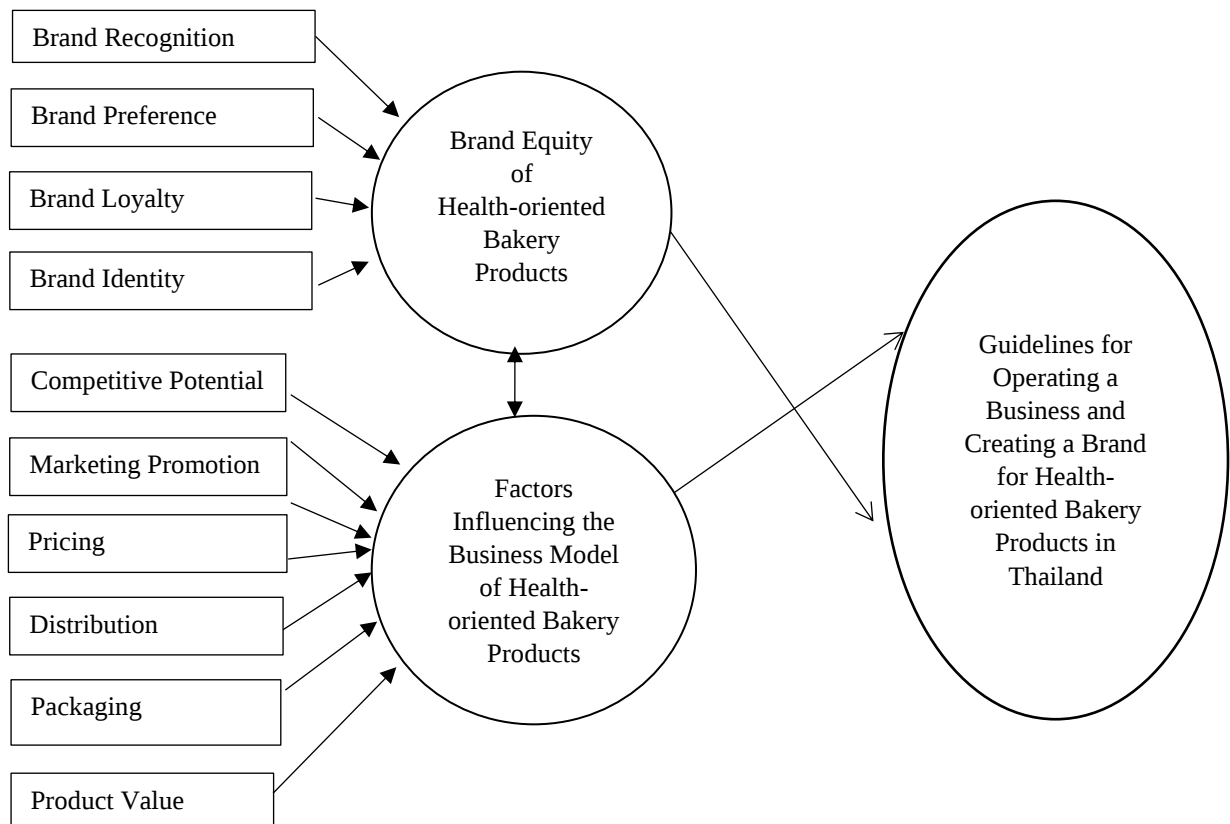


Figure 1: Guidelines for Operating a Business and Creating a Brand for Health-oriented Bakery Products in Thailand

References

- Bakery Market, Irresistible No Matter How Many Times You Eat It. If It's for Health, It Will Sell Even Better. (2021). Retrieved from: <https://foodbizs.com/bakery-market-for-globe-and-asean/>.
- Channuwong, S., Siripap, P., Ladnongkun, V., & Makingrilas, J. (2021). The model of marketing strategies influencing customer satisfaction of supermarkets in Bangkok areas. *Journal of MCU Peace Studies*, 10(2), 472-487.
- Channuwong, S. (2014). The strategic management of Coca-Cola and Starbucks Company. *TNI Journal of Business Administration and Languages*, 2(2), 55-58.
- Fanprommin, P. (2017). Influence of packaging on the purchasing decisions of bottled water consumers in Bangkok. Master of Business Administration Thesis, Rangsit University.
- Kasikorn Research Center. (2021). Market trends for health products: Opportunities and challenges for SME entrepreneurs. Kasikorn Thai Research Company Limited.
- Poonkasem, N. (2015). Development of prototype media presenting food information: Products from HOME Bakery. Suan Dusit University.
- Praserththam, V. (2017). Consumer purchasing decision behavior of bottled fruit juice in the Bangkok metropolitan area. Master's Thesis, Suan Dusit Rajabhat University.
- Sri-On, K. (2015). Factors in marketing components affecting the intention to purchase online bakery products among customers in Sriracha District, Chonburi. Master of Business Administration Thesis, Valaya Alongkorn Rajabhat University.
- Sirirat, L. (2016). Factors related to bottled Nestle Pure Life water consumption behavior in Nonthaburi Province. Master of Business Administration Thesis, Bangkok University.
- Thabpila, S. (2018). A must-have! Fai Bakery climbs to the start-up level with 'healthy snacks.' Positioning Book.
- Sisaeng, W. (2008). Analysis of the operational performance of S&P Syndicate Public Company Limited. Master of Business Administration Thesis.
- Siamipak, W. (2016). Factors influencing the decision to purchase bottled mineral water among consumers in Bangkok and its suburbs. Master's thesis, Faculty of Commerce and Accountancy, Thammasat University.
- Wongmarapinya, K., Channuwong, S., & Pratoomsawat, T. (2024). The model of modern management influencing sustainable organization development of Thai Smile Bus Company Limited. *Migration Letters*, 21(S2), 385-399.