

# Learning to Create Value Through Goodwill and Experience\*

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*Received: June 14, 2018 Revised: November 19, 2019 Accepted: September 15, 2021*

## Abstract

Integrated Marketing Communications (IMC) is an important perspective in planning and executing the delivery of value to consumers through the use of effective communications. This would encompass more than just the traditional tools of advertising and public relations to include the use of online communications and retail experience. IMC is the response of companies to the changing environment with respect to consumers, technology, and media. Ideally, IMC should enable the company to innovate market offers, channel of distribution, and maintaining good

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customer relationship. Golden Place utilizes the innovative concept of creating shared value (CSV) with emphasis on sustainability, which is a big buzzword for consumers today.

However, the development of this innovative business model and its subsequent success has seen a major disconnect with its communications. Golden Place has garnered a lot of goodwill through publicity due to the fact that it is owned by His Majesty the King and he is a regular patron. Though, beyond this Golden Place has limited communications. Therefore, this case study aims to address this gap of relating CSV as a business strategy that can be implemented in terms of communications. Thus, the main focus of this case is to have students explore using the accumulated good will of the brand to develop an IMC campaign maximizing the positive brand experience within the limitations.

**Keywords:** Integrated Marketing, Communications, Creating Shared Value, Suvarnachad Co., Ltd., Golden Place

## “โกลเด้น เพลซ” : การเรียนรู้สู่การสร้างคุณค่าผ่าน ความปรารถนาดี และประสบการณ์\*

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### บทคัดย่อ

การสื่อสารการตลาดแบบบูรณาการ (IMC- Integrated Marketing Communication) เป็นมุมมองที่สำคัญในการวางแผนและดำเนินการส่งมอบคุณค่าไปสู่ลูกค้าผ่านการสื่อสารที่มีประสิทธิภาพมากกว่าเครื่องมือการสื่อสารแบบเก่า ๆ นอกจากการสื่อสารการตลาดแบบบูรณาการด้วยการโฆษณา ประชาสัมพันธ์ การสื่อสารออนไลน์ หรือการสร้างประสบการณ์ของร้านค้าปลีก (retail experience) เป็นการตอบสนองของบริษัทต่อสภาพแวดล้อมที่เปลี่ยนแปลงไปในแง่ของผู้บริโภค เทคโนโลยี และสื่อต่าง ๆ แล้ว IMC ควรทำให้บริษัทสามารถสร้างข้อเสนอทางการตลาดแบบใหม่ ๆ ช่องทางการกระจายสินค้า และรักษาความสัมพันธ์ที่ดีของลูกค้า “โกลเด้น เพลซ” (Golden Place) หนึ่งในโครงการพระราชดำริที่ “พระบาทสมเด็จพระเจ้าอยู่หัว รัชกาลที่ 9” ทรงจัดตั้งขึ้นให้เป็นต้นแบบร้านค้าปลีกเพื่อคนไทย โดยเริ่มขึ้นครั้งแรกเมื่อปี 2544 ภายใต้การดำเนินงานของ บริษัท สุวรรณชาติ

\* กรณีศึกษาเขียนโดย ผศ.ดร.บุหงา ชัยสุวรรณ อาจารย์ประจำคณะนิเทศศาสตร์และนวัตกรรมการจัดการ สถาบันบัณฑิตพัฒนบริหารศาสตร์ (นิด้า) ซึ่งได้เรียบเรียงขึ้นมาจากงานวิจัยที่ผ่านมาของผู้เขียนเอง โดยมีจุดประสงค์เพื่อใช้ในการเรียนการสอนและการอภิปรายในชั้นเรียนเท่านั้น ไม่ได้มีจุดประสงค์เพื่อใช้เป็นแหล่งอ้างอิงหรือนำไปรับรองประสิทธิภาพการบริหารจัดการใด ๆ ทั้งสิ้น Copyright©2017 กรณีศึกษานี้เป็นลิขสิทธิ์ของสถาบันบัณฑิตพัฒนบริหารศาสตร์ และ ผศ.ดร.บุหงา ชัยสุวรรณ

คณาจารย์ นักวิชาการ และบุคลากรในวิชาชีพทางการศึกษา สามารถอัดสำเนากรณีศึกษานี้เพื่อใช้ประกอบการเรียนการสอน หรือสามารถเข้าถึงฉบับตีพิมพ์ได้โดยตรงที่เว็บไซต์ NIDA Case Research Journal: <http://journal.nida.ac.th/journal/index> ในกรณีที่ต้องการสั่งซื้อหรือต้องการขออนุญาตทำสำเนากรณีศึกษาและเอกสารประกอบการสอน กรุณาติดต่อที่เบอร์โทรศัพท์ 02-727-3935 หรือที่เว็บไซต์ <http://www.nida.ac.th> การนำกรณีศึกษานี้ไปใช้เพื่อวัตถุประสงค์อื่นใดนอกเหนือจากประโยชน์เพื่อการศึกษา ต้องดำเนินการขออนุญาตอย่างถูกต้องจากเจ้าของลิขสิทธิ์ดังรายนามที่ปรากฏอยู่ข้างต้น

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จำกัด ในพระบรมราชูปถัมภ์ ใช้แนวคิดเชิงนวัตกรรมสำหรับการสร้างคุณค่าร่วมกันในสังคม (Creating Shared Value, CSV) โดยมุ่งเน้นที่ “ความยั่งยืน” ซึ่งเป็นคำที่นิยมอย่างมากในหมู่ผู้บริหารยุคทุกวันนี้

Golden Place เป็นที่รู้จักและได้รับความนิยม เนื่องจากเป็นร้านค้าที่พระบาทสมเด็จพระเจ้าอยู่หัว รัชกาลที่ 9 ทรงจัดตั้งขึ้น อย่างไรก็ตาม นอกจากความนิมิตดังกล่าวแล้ว พบว่า Golden Place มีการดำเนินการสื่อสารการตลาดที่จำกัด ท่ามกลางกระแสการแข่งขันของธุรกิจที่รุนแรงมากขึ้น ดังนั้น กรณีศึกษานี้มุ่งเป้าไปที่การแก้ไขปัญหาที่เกี่ยวข้องกับการทำ CSV ในฐานะที่เป็นส่วนหนึ่งของกลยุทธ์บริษัท ที่สามารถนำไปใช้ในแง่ของการสื่อสารได้ รวมกับผลการสำรวจความนิยมของตราสินค้าที่ได้รับการส่งเสริม และนำมาพัฒนาการสื่อสารการตลาดแบบบูรณาการ (IMC- Integrated Marketing Communication) ที่จะเพิ่มประสิทธิภาพต่อตราสินค้า Golden Place ในเชิงบวก ภายในข้อจำกัดต่าง ๆ ของการดำเนินการ

**คำสำคัญ :** การสื่อสารการตลาดแบบบูรณาการ การสร้างคุณค่าร่วม บริษัท สุวรรณชาติ จำกัด โกลเด้น เพลซ

## Introduction

Lisa is a newly hired marketing communications manager at Golden Place. She has great pride in her work because it is not just a company. It is a company founded by His Majesty the King.

Suvarnachad Co., Ltd. was established in 2001 under the patronage of His Majesty the King in order to promote sustainability in business so that it may go hand in hand with society. “Golden Place” is the name of the grocery store, which is the literal English translation of the name of the company, “Suvarnachad”. The company employs a unique business model, which aims to maximize the payment to the suppliers, while delivering the best value for money to consumers.

With this philosophy for the betterment of Thai people in mind, Golden Place was started as a distribution channel for the produce of the Royal Projects. But the company did not stop there. His Majesty said that he wanted to make sure the company paid the most to the suppliers, the farmers, but did not charge expensive prices to the people – a major contradiction to the current business practices.

The key is to provide value that no other retailer can give – a value that is good for both the farmers and the consumers. This is how the company came to pioneer the concept of affordable high-quality chemically free produce. By high quality it means that the products bought here may be more expensive than the ones in the market but because of their quality. They are in fact not expensive at all. Take for instance the morning glory. The standard length is 14 inches and all of that can be eaten. If consumers bought the same morning glory in the market consumers might have to throw away half of it. So, it may appear that the list price is high but in the end it is a better value for the money paid. In addition, all the produce is chemical-free and safe for consumption. In fact, Golden Place is the first to coin this term in the Thai market.”

It is ensured that the farmers are educated on how to grow the produce and how to manage the use of chemicals. The idea is to have cellular farms meaning that the suppliers of our produce are within a close radius to our stores so that

the company can ensure their freshness. The company pioneered the idea of developing agriculture into an industry. The farmers are educated on the growing cycle of vegetables and advice them on how to phase the growing of crops so that they can harvest crops and get money regularly. It is different from the idea of planting rice once and getting paid a huge sum but getting no other money again until the next crop. This is in line with the Sufficiency Economy Philosophy, which means that you do not make so much money in one time but certainly have food to eat everyday.

As much as Golden Place tries to help the farmers, the company employs very strict standards in quality control to protect consumers as well. Some of the produce come directly from the Royal Projects. Most of this produce is sold in the store in Hua Hin so the people have a choice of chemical-free produce in their area. In addition to the locals enjoying high quality produce, Golden Place procurement standards are very high, as a result many of the highly reputable restaurants and hotels in the Hua Hin area use the produce in their businesses.

The most recent Royal Project is Chang Hua Mun, an experimental farm dedicated as a learning facility. This 250-rai farm is a demonstration of His Majesty's Sufficiency Economy Philosophy by mixing different crops, which have all year round yields. To supplement the income the project raises cows and chickens to produce milk and eggs. All of the produce grown in the farm is sold exclusively at Golden Place stores. In addition the energy source for the project comes from the wind turbines and solar cells, which are sustainable energy sources that are not harmful to the environment.

In order to achieve this ideal the company utilizes the strategy linked to the value chain explained by Porter and Kramer (2011) as Creating Shared Value (CSV). The authors reasoned that CSV makes "doing good" for society part of the profitability of the firm. It can be achieved by realigning the company's resources to innovate products or markets, rethinking the value chain, and enabling clusters. Golden Place has been known to innovate products such as a special breed of corn that has higher sugar content, making it sweeter than the market offering. This corn commanded a premium and was in high demand. Golden Place engaged in contract

farming with its farmers and informed them that they should not grow this corn in the same vicinity as regular corn. But the farmers did not follow the recommendation. Eventually the corn produced had less sugar so the premium price on the corn could not be maintained. To show the farmers how to create a sustainable agricultural livelihood, His Majesty developed the Chang Hua Mun Project in Hua Hin. This demonstration farm works as the model for the ideal agricultural practices that will ensure a sustainable income year round rather than the dependence on a single crop. However, the company has limitations in the number of its branches. Currently, it has 10 branches in Bangkok and Hua Hin.

The goodwill garnered by the company to rethink its value chain. Suppliers get a maximum price for their produce for a credit term of 30 days. The company takes advantage of this credit term in order to make other investments to generate a profit instead of relying solely on sales. As a consequence, this allows Golden Place to charge customers at a price that is good value for money.

Her thoughts were disturbed by a soft beep from her phone. Her boss sent a message informing her about the date of the upcoming meeting where her marketing communications plan would be reviewed. Two weeks, Lisa sighed to herself.

Lisa looked through the current communications by Golden Place and sighed again. She knew her boss also saw what she saw. It was true that the consumers had goodwill for the firm. But over the years there has not been much communications at all. In fact, it does not reflect the positioning of the store as a leader in health products targeting a niche market of affluent health conscious customers. While scrolling through the Facebook page she spotted some complaints on the web page that were never addressed. She felt that now Golden Place needed to establish its position to take advantage of the growing trend for preference of organic produce. This is the reason for the upcoming meeting where she is expected to come up with the positioning and the marketing communications plan to support it.

The competition in the retail business is also heating up. The retail sector is valued at US\$103 billion in 2015 and also is forecast to reach \$145 billion by 2020 (Insideretail.Asia, 2016). The supermarket category is expected to have a 9.5% growth

year on year. According to Technavio Lead Retail Goods Expert, Poonam Saini, said that supermarkets are preferred by consumers because of the convenience and product variety factors. The Siam Commercial Bank, Economic Intelligence Center explained that supermarkets needed to focus on convenience and offering a wide range products including ready to eat meals to attract consumers. This is now seen in the product mix where supermarkets located near condominiums tend to have more ready to eat meals and other freshly cooked alternatives. Currently, the supermarket makes about THB 141,000 per square meters, which makes it a very lucrative business. Analysis by the bank reveals that it is important for supermarket retailers to introduce alternative business models to better serve the changes in consumer lifestyle such as Tesco's "365" brand that competes directly with 7-11.

One of the biggest changes seen in the retail segment in the recent years is the growth of digital marketing. According to Euromonitor International many retailers have ventured into the digital arena creating mobile applications and other online sales features. For instance, Tesco Lotus launched iBeacon, which is a location based promotion delivery by pushing information to customers when they are in the store. On the other hand, 7-11 allows purchases made on the Line Gift Shop to be collected at the stores. Social media is also very popular among customers. Tesco Lotus is a success case with 30 million followers for their Line account along with 3 million followers on Facebook. Although there is a significant growth in the digital channel many of the stores are still aiming to expand their physical outlets.

## The Organic Option

Lisa nibbled on the fresh cut cantaloupe sold in boxes in the store. It tasted very good. This is the impression of the customers interviewed in the focus group interviews conducted as well. Golden Place customers ranged from elderly people aged over 60 years old to working first jobbers of the middle to upper SES status. The four focus groups were first jobbers all women, young families again all women, mature families including three men and three women, and retirees also three men and three women. Customers felt that the produce were of high quality thus they tasted better. This is well worth the price because although it is more expensive



than other market offerings the guarantee of good taste is more worth the money than buying cheap produce that may have to be thrown away. Lisa watched the interviews through the one-way mirror and thought to herself, this is a good key message.

In the focus group consumers also said that Golden Place offered a good variety of “healthy foods”. This included juices, healthy snacks, ready-made food, herbal tonics, and healthy food supplements. The respondents agreed that some of the products can only be found in Golden Place. One middle-aged woman said that the range of products suited both personal consumption as well as gift giving needs.

Lisa thought of the only promotion Golden Place had in a year, which is the sale of “healthy” gift baskets. The baskets included ones made of purely fresh produce, combined fresh produce and other “healthy foods”, and purely “healthy foods” options. These beautifully made baskets are a major sales driver during the Christmas and New Year season.

One of the negative comments regarding the store is about the store atmosphere and experience. A young respondent said that when compared to Gourmet Market or Tops, Golden Place appeared cramped and less appealing to shop. A standard Tops or Gourmet Market is about 1,000 to 2,000 square meters in size. Tops is the largest supermarket chain with 120 stores nationwide. It has been praised by the Canadian Grocer website as one of the 25 grocery stores to visit before you die. Gourmet Market on the other hand has 13 branches but it is often rated as the best grocery providing the best organic choices ([www.organicfacts.net](http://www.organicfacts.net)). Both chains cater to middle to high-end customers. Gourmet Market in particular has the strategy to “spoil” their customers by offering unparalleled product variety and exemplar service.

Since the consumers enjoy going through the selections and choosing the produce, the atmosphere should be more relaxing. It is true Lisa thought because the most congested area is the produce section, which is a major contributor of sales. An older respondent also said that people came to Golden Place for specialty healthy organic products and asked was it is really necessary for the store to offer other regular supermarket goods like toothpaste and detergent that can be found in any convenience store.

Another negative comment that was discussed in the focus group is not the price but the communications. Thinking of it Lisa winced. The customers said that the website and the Facebook page did not reflect the image they had of the brand. They also wanted more information about the products. One customer said that there is a membership, which is free. The staff will tell the customers that application is free by simply filling out a form but there must be easier ways like an on-line application. In addition, one of the participants said that although she was a regular. She did not apply for the membership because there was no clear communication about the benefits.

In addition, survey results conducted on 210 Golden Place shoppers showed that the company was reputed as an organic and healthy brand. The brand colors of green, yellow, and white are well identified by the consumers interviewed. Respondents stated that they were satisfied with the product quality and variety but were not very happy with the check out and parking. This is quite reasonable because Golden Place stores are small when compared to competitors and the parking in some places may be quite limited. In addition, during the peak hours of service the checkout queue could be quite long making the store appear even more congested (Survey results are included in the addendum.).

Customers today are more technology savvy and want to have instantaneous access to information. This reinforces the findings from the survey that consumers seek information about the health products prior to the purchase and seek information at the point of purchase as well as on product packaging. Lisa thought of the brochures providing information about healthy benefits of eating right distributed in the stores that were hardly snatched up by consumers. Although those brochures provided good information they were not attractive enough to grab the attention of consumers to pick them up.

The consumers are starved for time and want more convenience. Although no one in the focus group mentioned the fact that there were only a few available branches, Lisa reasoned that this is because they were regular customers who probably had convenient access to the stores. Since the survey showed that there were a large

portion of younger consumers, Lisa wondered if the online channel can be used as a new sales opportunity. She thought of the case of Homeplus in Korea wherein the new retail space was created in the subway stations while people waited for the trains. This can be made possible because of the superior quality of Golden Place products that in itself can ensure consumer satisfaction.

Also, Lisa thought that quick measures like introducing an express lane utilizing some of the idle counters during peak hours should be a good way to solve the congestion problem. This would help to improve the traffic within the stores. Also, Lisa was thinking of removing some of the slower performing product lines like regular soap, toothpaste, detergent, and other personal care products to make room for more specialized items that will reinforce the positioning of Golden Place.

## **Overcrowded Retail While Opportunities Abound for Niche Organic Stores**

There is so much potential to grow this market. Kasikorn Research Center (2018) reported that the organic market is expected to grow continuously in 2018. The market value of Thai organic products is estimated between 2.7-2.9 billion baht and is expected to grow to 5.4 billion baht by 2021. The domestic market is expected to be about 30% of this value, while the remaining 70% would be exports to foreign market. About 80% of this organic product market would be food products, which are food and drinks, while 20% would be the non-food category, which includes personal care products and fabrics. The major impetus for growth is the changing consumer behavior that focuses more on health and healthy eating practices. In addition, consumers are having higher income in particular the middle-income segment. Consumers are also concerned about their own health issues such as food allergies. Under the government policy supporting organic products of 2017-2021, this industry falls under the “new future” industries in the S-Curve group. This would include agriculture biotechnology and food processing. It is expected that this would propel the growth of domestic organic product consumption in particular the food and beverage sector.

However, do consumers consider Golden Place a modern trade or a “green store”? How to communicate the desired positioning to the consumers? Lisa wondered how could she get the message across to customers about the positioning that Golden Place is the leader in organic in healthy foods. However, the ratings on [www.organicfacts.net](http://www.organicfacts.net), one of the leading sites for organic foods did not even recognize Golden Place on its list of “Best 14 Organic Food Stores in Bangkok”. In this category one of the biggest contenders is Radiance Whole Foods. Although it has only one branch, it has a successful website that allows the store to attract a large customer base.

Lisa paced the space around her desk, her computer display still showing her integrated marketing communications plan presentation. She only has two weeks to complete this job. She is fully aware the Golden Place is one of the royal projects initiated by His Majesty King Rama IX. He developed this store to be a model for Thai retail under the management of Suvarnachad Co., Ltd. The company uses the “Creating Shared Value” model for business in transforming resources to develop products and seek new markets. In addition, the company considers the value chain creating formation of necessary networks in the supply chain. In addition, Golden Place has a good reputation for health products and organic produce trusted by consumers. Therefore, Lisa has many avenues to pursue her ideas for value creation for the brand that is more than just quality products. She has to find the answer to create a suitable positioning for Golden Place.

Back in her chair, Lisa moved her mouse back and forth musing. Consumers today seek more information online and on social media. Therefore, what are the marketing communications tools that she should use to communicate the positioning? What are the options available? Also, Lisa needs to consider a strategy that addresses the limited number of stores. She gently tapped the store’s brochure on her desk, thinking. In addition to online media and social media, the in-store experience is also very important. Should she focus the short-term strategy in improving the in-store experience? What should be her long-term plan? She then proceeded to search on Google, while thinking to herself that there are many marketing

communications options such as content marketing, experiential marketing, and ingredient branding. Lisa looked at the picture of His Majesty the King, a look of determination playing on her face as she got back to work.

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## Appendix A: Golden Place and Its Competitors' Websites

Golden Place	Website: <a href="http://www.suvarnachad.co.th">www.suvarnachad.co.th</a>
Gourmet Market	Website: <a href="http://www.gourmetmarketthailand.com">www.gourmetmarketthailand.com</a>
Tops market	Website: <a href="http://www.tops.co.th">www.tops.co.th</a>
Radiance Whole Foods	Website: <a href="http://www.radiancewholefoods.com">www.radiancewholefoods.com</a>

## Appendix B: Survey Results

The quantitative research utilized the survey data collection method. The sample was drawn from consumers who consumed healthy products in Bangkok. The survey was collected using convenience sampling method. The number of respondents was 210. The data was collected from 5 branches of Golden Place in Bangkok namely Siriraj, Kasetsart University, Artnarong Express Way, Silom CP Tower, and Sanam Sua Pah. The timeframe for data collection was one week.

### 1. Consumer Profiles

Demographics	Frequency	Percentage
<b>Age</b>		
22-30 years	78	37
31-40 years	74	35
41-50 years	44	21
51-60 years	8	4
Over 60 years	6	3
Total	210	100
<b>Gender</b>		
Male	60	38
Female	100	62
Total	210	100

Demographics	Frequency	Percentage
<b>Education</b>		
Highschool/Vocational	4	2
Bachelor's Degree	143	68
Post Graduate	63	30
Total	210	100
<b>Occupation</b>		
Freelance	19	9
Government Employee	34	16
Office Worker	118	56
Students	6	3
Unemployed	8	4
Others	25	12
Total	210	100
<b>Income</b>		
Less than 15,000 baht	19	9
15,001-25,000 baht	40	19
25,001-35,000 baht	38	18
35,001-45,000 baht	19	9
More than 45,000 baht	94	45
Total	210	100
<b>Marital Status</b>		
Single	120	57
Married	80	38
Divorced/Separated	10	5
Total	210	100

## 2. Product Factors Influencing Purchase of Healthy Products

Factors	Mean Score
Price	3.02
Packaging Design	3.04
Trust in Store	3.33
Brand	3.38
Promotion	3.31
Color of Packaging	2.78
Nutrition Information	3.89
Product Information	3.86
Packaging Material	3.69
Count	210

Note: Values are the mean of reported scores on a 5-point scale (1 = Least, 5 = Most)

## 3. Influencers

Influencers	Mean Score
Family	2.9
Friends	3.1
Celebrities	2.48
Count	210

Note: Values are the mean of reported scores on a 5-point scale (1 = Least, 5 = Most)

## 4. Psychographics Factors for Purchasing Healthy Products

Factors	Mean Score
Social Status	2.45
Health Value	3.41
Trendy/Fashionable	3.08
Count	210

Note: Values are the mean of reported scores on a 5-point scale (1 = Least, 5 = Most)



## 5. Information for Purchasing Healthy Products

Factors	Mean Score
Evaluate healthiness from packaging	3.21
Seek information on healthy benefit prior to purchase	3.84
Believe information from packaging	3.6
Search information at point of purchase	3.88
Count	210

Note: Values are the mean of reported scores on a 5-point scale (1 = Least, 5 = Most)

Factors	
Color indicate healthiness	3.12
Brand name indicate healthiness	3.47
Product information indicate healthiness	3.96
Nutritional information indicate healthiness	4.13
Packaging material indicate healthiness	3.47
Package design	3.28
Count	210

Note: Values are the mean of reported scores on a 5-point scale (1 = Least, 5 = Most)

## 6. Perception Towards Golden Place Brand

Factors	Mean Score
Green color	3.76
Yellow color	3.44
White color	3.13
Trustworthy brand	3.13
Healthy brand	3.7
Expensive brand	2.88
Organic brand	3.89
Count	210

Note: Values are the mean of reported scores on a 5-point scale (1 = Least, 5 = Most)

## 7. Golden Place Brand Satisfaction

Factors	Mean Score
Product quality	3.66
Product variety	3.21
Product price	3.02
Service	3.42
Effective/Efficient Checkout	3.11
Parking	2.75
Count	210

*Note:* Values are the mean of reported scores on a 5-point scale (1 = Least, 5 = Most)