

Eco Collective: A Case Study of Social Enterprise, Eco-Friendly, Bulk Stores

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Abstract

This case is designed to illustrate the concept of social enterprise, eco-friendly, bulk store and to understand how to make effective decisions based on location analysis. The case starts when Jane, the head of the business strategy department, was assigned by Kan, the CEO of Furniture Collective, to develop a new business expansion plan by collaborating with small enterprises located in many small communities throughout the country. The case is divided into three parts. Case A provides an overview of Eco Collective bulk store, which offers a variety of organic and environmentally friendly products from local community partners with the concept of “Bring your own containers” for customers to refill. Case B focused on the concept of market segmentation, competitor analysis, and market positioning. Case C implicitly outlines factors that should

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be considered when narrowing down the location choices for Eco Collective's first branch. As the head of the business strategy department, Jane needed to convince Kan to agree with her ideas about this social enterprise bulk store, identify the characteristics of customers, who were more eco-conscious, and identify which segment strategy is suited for an Eco Collective store. On the other hand, Kan needs to make a decision whether the Eco Collective initiative should be approved, and if so, which location should be selected for its first branch.

Keywords: Bulk Stores, Eco-Friendly, Social Enterprise, Location Analysis

Eco Collective: กรณีศึกษาสำหรับ ธุรกิจเพื่อสังคมและผลิตภัณฑ์ที่เป็นมิตรต่อสิ่งแวดล้อมสำหรับร้านขายสินค้าปลีก Bulk Stores

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บทคัดย่อ

กรณีศึกษานี้มุ่งเน้นแนวคิดของการทำธุรกิจเพื่อสังคมและผลิตภัณฑ์ที่เป็นมิตรต่อสิ่งแวดล้อมสำหรับร้านขายสินค้าปลีกที่สามารถนำขวดหรือภาชนะต่าง ๆ มาเติมผลิตภัณฑ์เองได้ และเพื่อให้เข้าใจถึงกระบวนการตัดสินใจและการวิเคราะห์ทำเลที่ตั้งของร้าน Eco Collective โดยกรณีศึกษานี้จะแบ่งออกเป็น 3 กรณีศึกษาย่อย (Cases A, B, และ C) โดยที่ผู้เขียน ซึ่งเป็นผู้อำนวยการของแผนการวางแผนกลยุทธ์ทางธุรกิจของบริษัท และคุณกานต์ ซึ่งเป็นซีอีโอของบริษัท Furniture Collective กำลังปรึกษารหาหรือแผนการขยายธุรกิจเพื่อสังคมที่สามารถสร้างความร่วมมือกับวิสาหกิจชุมชนทั่วประเทศ เพื่อส่งเสริมกิจกรรมของชุมชนในแต่ละพื้นที่ ในขณะเดียวกันก็นำเสนอผลิตภัณฑ์หรือแนวทางการทำธุรกิจที่เป็นมิตรต่อสิ่งแวดล้อมให้กับบริษัท Case A จะเป็นจุดเริ่มต้นของแนวคิดการตั้งร้านค้า Eco Collective เพื่อนำเสนอสินค้าออร์แกนิกที่ได้จากธรรมชาติ ที่ไม่มีการปนเปื้อนของสารเคมีและเป็นมิตรกับสิ่งแวดล้อมโดยสินค้าต่าง ๆ ที่ขายจะเป็นสินค้าที่มาจากชุมชนหรือหมู่บ้านทั่วประเทศด้วย แนวคิด Bring Your Own Containers หรือการลดใช้ถุงพลาสติกหรือบรรจุภัณฑ์โดยลูกค้านำภาชนะหรือบรรจุภัณฑ์มาใส่หรือเติมสินค้าด้วยตัวเอง Case B จะมุ่งเน้นการวิเคราะห์ทางการตลาด เช่น การแบ่งส่วนการตลาด การวิเคราะห์คู่แข่ง หรือการวางตำแหน่งทางการตลาด ที่จะมีผลกระทบต่อ Eco Collective ส่วน Case C จะเป็นการศึกษาและกำหนดตัวชี้วัดที่มีผลต่อการตัดสินใจที่จะเลือกที่ตั้งสาขาแรกของ Eco Collective ซึ่งคุณกานต์

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จำเป็นที่จะต้องตัดสินใจว่า แนวคิดของการทำธุรกิจเพื่อสังคมประเภทนี้เป็นแนวทางที่บริษัทควรจะสนับสนุนตามที่คุณเจนนานำเสนอหรือไม่ และถ้าแนวคิด Eco Collective นี้เป็นไปได้ คุณกานต์ต้องตัดสินใจเลือกที่ตั้งของ Eco Collective สาขาแรก โดยคุณกานต์ได้เตรียมข้อมูลพื้นที่ทั้งหมด 6 พื้นที่เพื่อประกอบการตัดสินใจ

คำสำคัญ: Bulk Stores เป็นมิตรกับสิ่งแวดล้อม ธุรกิจเพื่อสังคม การวิเคราะห์เชิงพื้นที่

Case A: The Initiative

On July 01, Jane, the head of the business strategy department, was assigned by Kan, the CEO of Furniture Collective, to develop a new business expansion plan by collaborating with small enterprises located in many small communities throughout the country.

Furniture Collective specialized in the collection of beautifully designed, high-quality furniture, which supported the unique, locally made and marketed products of local communities. Furniture Collective's policy was not only to share its values and lead positive change by being accountable and transparent to positively impact people, local communities, and the environment, but also to support a wide range of local enterprises by offering eco-friendly home furnishings such as table sets, wooden chairs, and other durable products made with regard for the environment. Currently, Kan was thinking about expanding Furniture Collective's business to provides services that were sustainable and designed to have less-damaging effects on the environment. Kan knew Jane was the right person for the job when, during the last meeting, Jane discussed environmental issues with her product-development (PD) team and the fact that our country was confronted with many problems posed by improper human resource management capabilities that could arise from urbanization, the development of technology, and ineffective waste management, resulting in water, land, and air pollution in various areas.

Jane spent a whole week drafting an initial proposal to present to Kan and other top management at the next monthly meeting, which was scheduled on July 15. Looking around her office, she spotted a lot of empty containers and started thinking:

When we bought consumable products, we used up all the stuffs inside the containers and discarded them in a short period of time. How could we help reduce this wasteful use of resources?

One of the problems our country were facing today was plastic waste. When it decomposed, it was not completely decomposed and the process took many years; also,

it released toxic chemicals and would break down into microplastics that could infiltrate everything. Whether in the environment or in living things in the food chain, these toxic wastes might enter the human body through consumption.

International Policy on Waste Management Practices

While Jane was researching the idea, she started looking at the bigger view, trying to find business opportunities with effective plastic waste management practices. She found out that the most promising and sustainable future scenarios for improving the management of plastic waste were from Sweden and Japan. Sweden had promoted its public environmental awareness for years and developed key measures for waste prevention, reuse, and repair of the products to encourage waste management policies. Specifically, the legal basis for waste management systems was established to prevent waste generation. An important practice was the deposit/return scheme for households, in which the citizens of Sweden would receive refunds after using and returning plastic materials. Japan also had very efficient waste management systems and introduced recycling technologies that could turn waste into resources or appropriately dispose of it. The goal was to initiate a material-recycling society to preserve the environment by generating as little waste as possible and utilizing waste incineration technology, waste disposal technology, PET bottle and home appliance recycling technology, and even efficient waste transport technology to recycle and reuse waste as a valuable resource. Consequently, plastic waste had been reduced by 40% since the national legislation began to be enforced 10 years ago. In Thailand, however, the Natural Resources and Environment Ministry had just started a voluntary campaign to ban single-use plastic bags in convenience and department stores nationwide. The waste management law remained unclear, and the ministry only announced an ambitious plan to have 100% of plastic waste in Thailand land recycled by 2027.

Eco Collective Bulk Stores

After a week of studying best practices from global companies abroad to local business owners, Jane told her PD team that there were many ways to reduce plastic

waste, such as by carrying a reusable bag to convenience or department stores, taking a container to purchase food at restaurants, and bringing one's own mug to purchase beverages. She threw out the idea of promoting a bulk store where customers could bring their own containers to refill with consumable products such as soap, shampoo, dishwashing liquid, toilet cleaner, sauces, grains, spices, and pasta for a discounted price compared to the standard retail price in traditional stores. This shopping alternative would generate public environmental awareness and encourage consumers by creating incentives to decrease waste generation and reuse containers. The bulk store could also offer environmentally friendly products which could be reused, such as collapsible silicone mugs, stainless steel water bottles, glass straws, and bamboo toothbrushes, following the ministry's policy to reduce single-use plastic consumption. Her team quickly reported:

This type of bulk store emerged in Thailand in 2017 and currently there were more than 20 shops in Bangkok. Such an expanding trend implied that there should be niche markets, which met the needs of customers, who, to some extent, instilled a sense of responsibility for nature and the environment.

Social Enterprise Business Model

For the upcoming monthly meeting on July 15, Jane planned to introduce the idea of promoting a bulk store, called "Eco Collective," integrating the concept and mindset of social enterprise (SE) and waste management practices. Her PD team totally agreed on the idea of a social enterprise business model, where the primary focus was on solving social and environmental problems by encouraging good management mechanisms in the business sector combined with knowledge and social innovation. Jane added that the social enterprise strategy should be of interest to Kan and the top management as it was relevant to the direction of Furniture Collective, which included supporting both social and environmental goals. The proposed Eco Collective store should be financially sustainable from its main source of income, which would be from product or services, without relying on donations, while the profits incurred would be reinvested to expand the social impact. Jane added:

Eco Collective would be self-sustaining, with the goals of achieving financial stability while being socially and environmentally responsible over time. All the products in Eco Collective would be directly from local communities. By reducing the intermediaries, both Eco Collective and small enterprises in the communities would gain a stronger presence, build strong relationships, and reasonably manage their pricing structures. Profits would be returned to the society, while Eco Collective would be operated transparently with good governance.

Sustainable Development Goals (SDGs)

Eco Collective would be committed to solving social problems by adhering to the following sustainable development goals (SDGs) (see Figure 1):

- Goal 12: Responsible Consumption and Production: Reducing resource consumption through reuse supports the community's becoming sustainable and self-reliant as local product entrepreneurs were increasingly aware of the impact of our daily consumption.
- Goal 13: Climate Action: Encouraging behavior that does not cause global temperature changes.
- Goal 14: Life Below Water: Prevention and reduction of marine pollution by encouraging consumers to reduce the use of plastic packaging.
- Goal 15: Life on Land: Supporting the sustainable use of terrestrial ecosystems by receiving products from producers in the community who use production methods that do not destroy the environment.



Figure 1: Sustainable Development Goals (SDGs)

Eco Collective Bulk Stores

Jane elaborated on the Eco Collective store idea, explaining to the PD team that the store would bring together a wide range of consumer products from our local community partners. The products have to be organic and environmentally friendly. The Eco Collective store would support local entrepreneurship and encourage village communities to improve their local product quality to preserve the environment. Unlike traditional stores, whose products such as cosmetics, laundry detergents, and kitchen soap are sold in small bottles, tubes, or jars that were difficult to recycle, Eco Collective would feature unpackaged household, cosmetics, and even food, products with the concept of “Bring your own containers” for customers to refill. Customers would visit the store with their own Tupperware, bottles, or jars. After scanning their member ID, they weighted the containers and put small weight stickers on them. These stickers could be reused for the next visits. In case customers forgot their containers; they would be able to buy environmentally friendly ones from the store. When they filled their containers, the price was then calculated based on the weight of the goods without the weight of the containers.

The Initial Decision Making

As Jane was drafting the proposal and preparing for the presentation to the CEO the next day at the monthly meeting, she needed to convince Kan to agree with her ideas about this social enterprise bulk store. First, she needed to clarify the pros and cons of the Eco Collective store concept for the top management. Second, she needed to identify the characteristics of customers, who were more eco-conscious. What was their needs? How were their needs different from those less eco-conscious customers? As the head of the business strategy department, how should she plan for the upcoming meeting?



Figure 2: Eco Collective Bulk Store

Case B: Marketing Analysis

Market Segment

At the monthly meeting, a lot of issues were discussed. Kan seemed to be very supportive and really like the Eco Collective initiative. Kan, however, challenged Jane a bit regarding the targeted customers, testing whether Jane had done her homework well enough or whether the Eco-Collective would be just a dream, an infeasible business plan.

Jane explained that there were several ways to select and evaluate a market segment: single-segment concentration, selective specialization, market specialization, product specialization, and full-market coverage. For the Eco Collective, she had selected the market specialization method, determining its potential customers by offering a wide range of environmentally friendly products for a more-eco-conscious customer segment (see Appendix A).

Kan agreed with Jane that an Eco Collective store should concentrate on serving the many needs of eco-conscious customers by offering a variety of eco-friendly products, rather than by serving the mass market. This market specialization strategy should strengthen the store's reputation among the eco-conscious target groups with features and or campaigns that were relevant to what they needed.

Competitor Analysis

A quick direct and indirect competitor analysis from the PD team helped strengthen the Eco-Collective idea by identifying the store's potential and opportunities. Jane pointed out five distinct competitors:

- *The Refill Station: Direct Competitor*

The first well-known bulk store in Bangkok, the Refill Station was established in 2017 in the On Nut area. It shared the space with the Better Moon Guesthouse & Cafe, a small eco-friendly restaurant promoting plastic reduction by not using plastic straws and glasses but used environmentally friendly paper cups as well. If customers brought their own cup, the price would reduce by 5 baht and they able to use the common co-working space upstairs.

The Refill Station merchandise included both popular brands from major manufacturers and brands from small producers.

- *The Zeromoment Refillery: Direct Competitor*

Located at @Home Residence, an apartment in the Rama 9 area, the Zeromoment Refillery sold only refillable quality products that were selected from the local community and could also be purchased directly from the local producers. There were more than 160 products to choose from, including fresh foods such as organic eggs, fresh-squeezed orange juice in bottles that customers can return for a 15-baht rebate, and snacks like soft cookies and brownies.

- *The Refill Shoppe: Direct Competitor*

Located in Thammasat University's dormitory area, Rangsit campus. The Refill Shoppe sold organic products and was decorated like a small café, with eco-friendly containers for sale such as foldable containers, bamboo straws, and 150 other products. The thing that makes this store different from others was its prime location in the student dormitory zone.

- *The Gourmet Market: Indirect Competitor*

The Gourmet Market was a supermarket with many branches located in The Mall group department stores. It sold premium quality imported products from various countries. Customers could find unique products that could not be found anywhere else, excellent quality fresh produce, and organic products for health-conscious people.

- *The Tesco Lotus: Indirect Competitor*

The Tesco Lotus discount stores, located in large retail malls, currently served 15 million customers weekly. Its branches and online channels aimed to appeal to the lifestyles of customers by selling a wide variety of products such as mother and baby products, health and beauty products, and electronics.

Positioning

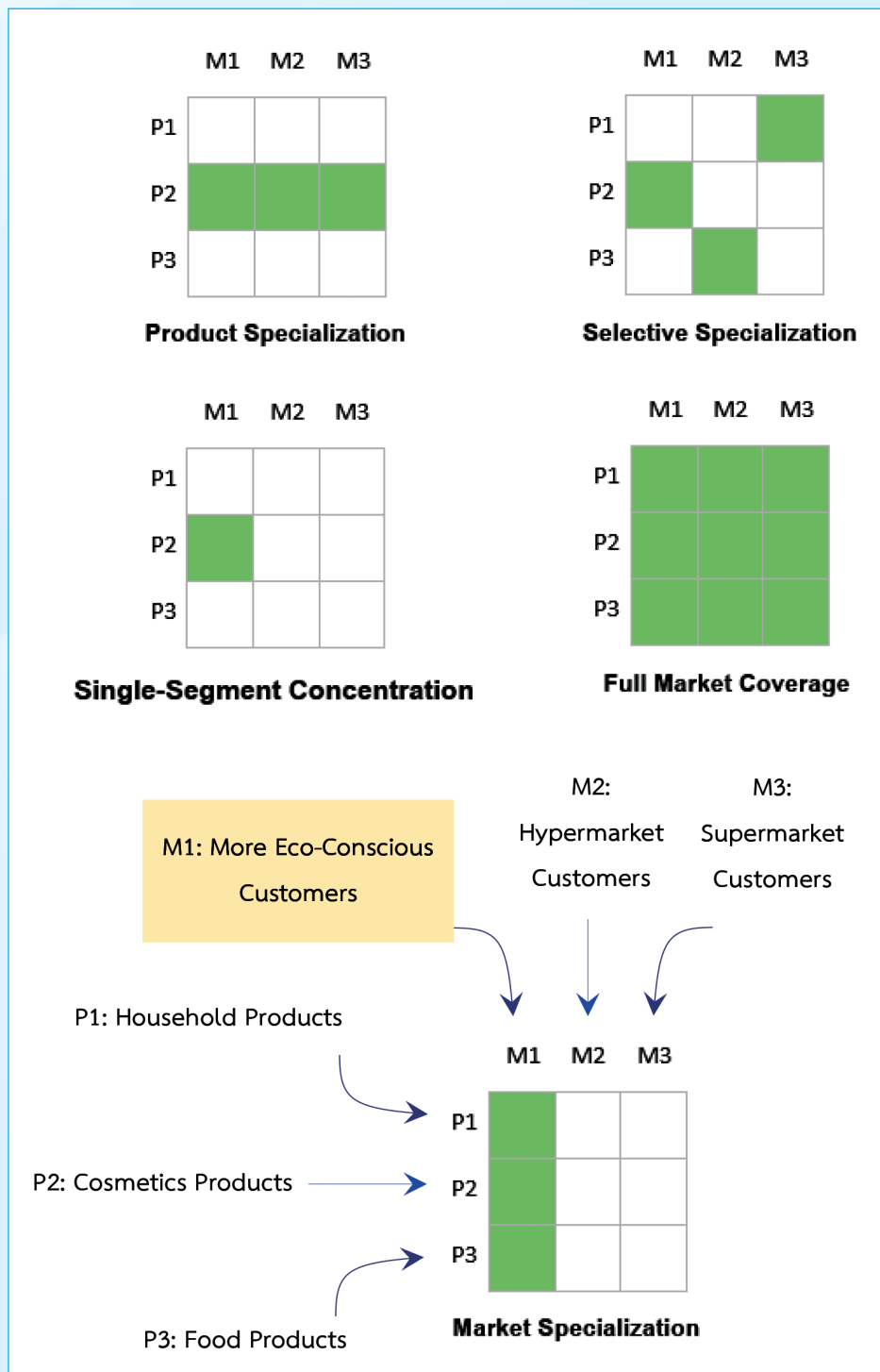
Another key point Kan would like to clarify was how Eco Collective positioned itself against these competitors. In addition to selling environmentally friendly, high-quality products, Kan believed additional factors such as social responsibility, price, variety of products, and convenience should be considered. Information gathered from the PD teams helped facilitate the discussion during the meeting. One of the strengths of Eco Collective as opposed to the other competitors was its supplier networks and its experiences in eco-friendly products from Furniture Collective (see Appendix B). The perceptual map in Appendix C indicated how customers should perceive the positioning of Eco Collective and how Eco Collective differed from its direct and indirect competitors.

Kan emphasized the importance of points-of-difference (POD) and points-of-parity (POP). The POD was very explicit, focusing on selling quality products selected from socially responsible producers and offering household, food, and cosmetic products as alternatives for customers who cared more about the environment. For the POP, the first Eco Collective store should be very clean, and hygiene and the products must be fresh, while reducing the use of disposable packaging.

Location Choices: The Second Decision

The first meeting went very well, and Jane's Eco Collective initiative was approved. The next step was to decide where the first branch would be located. Kan believed Jane might have a fairly good idea, geographically, where the location would be. Jane had about a month to propose the location strategies to the top management. She knew that she could not afford to overlook any factors that could help maximize profit or increase market share. Of course, among the location choices, Jane expected Kan to definitely ask how to decide which location was better. As the head of the business strategy department, Jane needed to develop key measures for what factors needed to be considered when narrowing down the location choices.

Appendix A: Market Segmentation

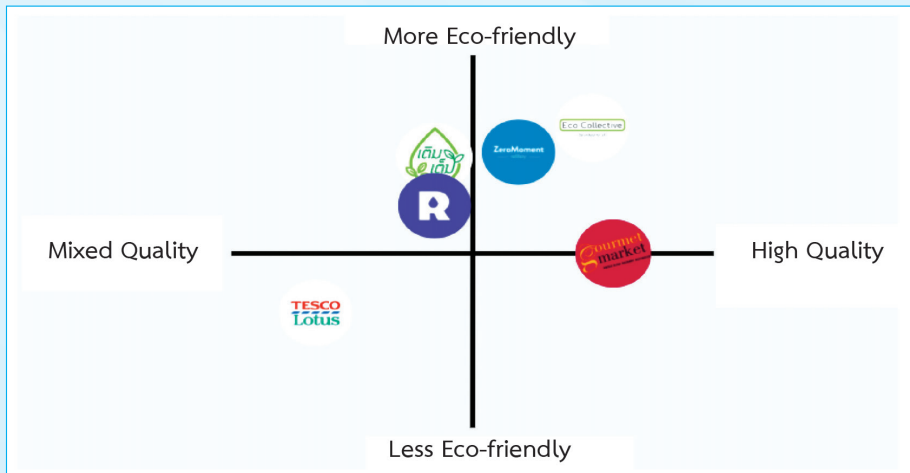


Appendix B: Market Positioning

Brand	Social Responsibility	Product Variety	Price	Convenience
Eco Collective	E	E	E	?????
Refill Station	E	G	G	G
Zeromoment Refillery	E	E	G	G
The Refill Shoppe	E	G	F	G
Gourmet Market	G	E	G	E
Tesco Lotus	G	E	E	E

Note: E = Excellent, G = Good, F = Fair, P = Poor

Appendix C: Perceptual Map



Case C: The Final Verdict

Time flew by fast, and it had been over a month since Jane and her PD team had spent times discussing and identifying six comparable locations as candidates for Eco Collective's first branch.

1. The Mall Bang Kapi, Bang Kapi District
2. Home Village, Kasetsart University, Chatuchak District
3. U-Delight (Chatuchak), Chatuchak District
4. Metro Mall Rama 9, Huai Kwang District
5. Min Buri Market, Min Buri District
6. Boon Niyom Market, Santi Asoke Community, Bueng Kum District

The Mall Bang Kapi, Bang Kapi District

The Mall Bang Kapi was a large shopping mall where residents in Bang Kapi and nearby districts would visit on a daily basis. The mall had complete facilities, compared to the other five locations, including restaurants, fashion and clothing stores, supermarkets, and a large water park, which is the preferred choice for families. The area for rent was located on the ground floor near the escalator, the exit gate, the food court, and the supermarket zone. It was always a crowded area, expensive, and a prime location. The opening hours of the department store were Monday to Friday from 11.00 to 21.30 and Saturday and Sunday from 10.00 to 22.00.



Figure 3: The Mall Bang Kapi

Home Village, Kasetsart University, Chatuchak District

The Home Village was a community mall with small shops such as restaurants, cafes, and barbershops, located at Soi Ngamwongwan 52, opposite Ngamwongwan Gate 1, Kasetsart University (Bang Khen). Students could walk to the shop easily by just using the overpass. Many student dormitories were nearby and a 7-Eleven convenience store. The community mall was open from 10.00 to 22.00.



Figure 4: Home Village

U-Delight (Chatuchak), Chatuchak District

The U-Delight was a high-rise condominium, a large project with more than 900 units (with 100% occupancy). Customers were able to access the U-Delight from various routes, either through Vibhavadi Soi 3, Phahon Yothin Soi 18 and 18/1, or Inthamara Soi 15. There were also many condominiums nearby. The store would be located on the first floor of the condominium.



Figure 5: U-Delight

Metro Mall Rama 9, Huai Kwang District

The Metro Mall Rama 9 was a collection of shops that were open daily from 7.00 to 21.00. It was located in the MRT Rama 9 Station with various shops including convenience stores like LAWSON 108, coffee shops, and a common area. In addition, the station area was very close to many attractions, such as the Central Rama 9 Department Store, the Fortune Town Building, and large office buildings such as the CP Tower 2 and the Grand Mercure Fortune Bangkok Hotel.

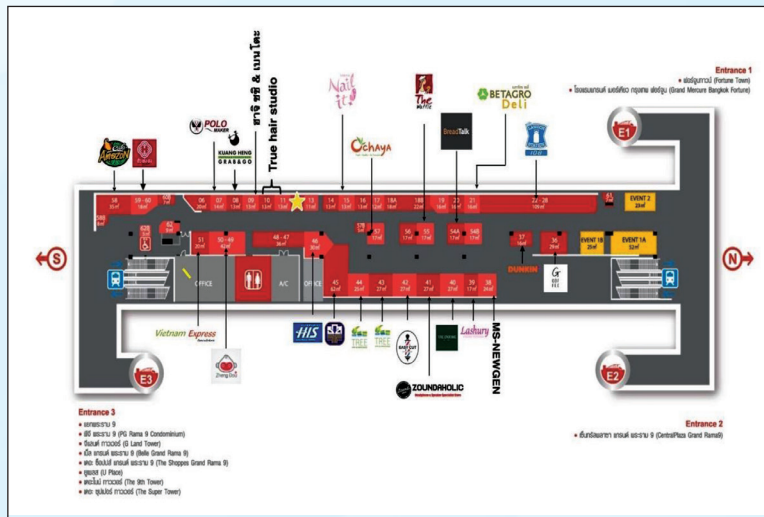


Figure 6: Metro Mall Rama 9

Min Buri Market, Min Buri District

Located at Sihaburanukit Road, Minburi District, Min Buri Market was the first and was the only old market in Bangkok that gathered all types of markets together in the same area, for example, a fresh market, wholesale market, retail market, Khlong Thom, and Xiang Gong market, along with office buildings and a convenient public transportation system. The market was clean, and the environment was good, so customers were happy when visiting, buying food, and choosing products at reasonable prices. The market was open from Monday to Sunday from 02.00 to 14.00 for the wholesale zone and from 09.00 to 20.00 for the plaza zone.



Figure 7: Min Buri Market

Boon Niyom Market, Santi Asoke Community, Bueng Kum District

Located in Soi Nawamin 46, the Boon Niyom Market was open daily from 08.00 to 18.00 but closed on Monday. The market consisted of many restaurants and health shops. There was a flea market zone that is open only on weekends. The flea market sold mostly organic vegetable, fruits, fresh and dried foods, and a variety pf ready-to-eat vegetarian foods and had many food stalls.



Figure 8: Boon Niyom Market

During the monthly meeting on Aug 15, Kan kicked off the meeting with the expected question “What were the nifty-gritty details your team considered when narrowing down their choices to these locations?” Jane responded that seven criteria were used to evaluate the team’s choices.

1. Rental Expenses

Jane credited her team with compiling the information needed to assess each location. The first issue was related to the budget for a retail space, especially the rental fees. The team was able to get some solid figures from the building owners or management companies.

Kan agreed that knowing the high end and the low end of the retail rents in different areas where the Eco Collective store might be located helped in accurately picturing whether the choice was a viable one. Jane explained further that a store in a popular shopping center run a very high price per square meter (8,333.33 Baht/m²); meanwhile, a similar sized stand-alone market could cost significantly less (108.7 Baht/m²). The sizes of the locations also varied greatly, from 12 to 92 m².

2. Population Statistics

Data on population density indicated the number of potential customers in each district. In addition to the traditional population density statistics, Jane asked her PD team to get details on population density by age and gender. Jane added that, according to a seminar on “Voice of Green” marketing from the College of Management, Mahidol University on Jan 11-12, 2020,

Baby Boomers were more likely than younger generations to support clean energy and environment protection, followed by Gen X, Gen Y, and Gen Z, respectively, and females were more likely than men to be green.

Kan argued that this might be a little bit in contrast to the statistics from the 2020 World Wealth Report that indicate that “Generation Green, millennials and Gen Z demonstrated environmentally and socially-conscious consumer behavior. In other words, they were leading the charge and driving sustainability on global and corporate agendas, as well as in their daily lives.”

The debate as to which generation or gender were most environmentally conscious could continue on and on. So many factors needed to be considered, especially when national policy must play an important role in facilitating sustainable development to encourage our citizen to work toward a cleaner environment, compared to the leading countries like Sweden and Japan.

3. Waste Volume

Jane presented another interesting statistic regarding the amount of waste generated in each district. The assumption was that the areas with the lower amounts of household waste or plastic waste might signal that people in those areas were aware of eco-conscious practices. Kan agreed and added that green-oriented behavior could be indirectly measured from these waste statistics and that our potential target customers might make a habit of such preventive practices in a sensible and responsible manner.

4. Facilities, Transportation Mode, and Parking Lots

Another factor for evaluating whether a location was best for the Eco Collective store was, inevitably, the facilities, public transportation, and parking lots. Jane explained further that some of the locations were in outdoor areas like local markets, some were in community malls, and others were in department stores or bigger shopping malls. Public transportation modes such as bus, boat, BTS, and MRT and the availability of parking spaces were important in any business location decisions. The cost of transportation was also important; and the selected locations must have convenient access to public transportation as well.

5. Environmental Policy

Kan emphasized to Jane and her team that the green policies to support sustainable communities should be considered for each location. A quick search from the PD team showed that only four locations explicitly disclosed information on environmental initiatives creating basic green practices.

The Mall Bang Kapi

At the Mall Bang Kapi, there was a drop-off location for dangerous waste such as batteries, cell phone carcasses, and containers contaminated with hazardous substances. The mall also had a policy "Every Day Say No to Plastic," meaning that shopping malls, as a mandatory practice, do not use plastic bags in order to support environmental sustainability.

Metro Mall Rama9

The metro mall had a very effective waste segregation practice, keeping wet and dry wastes separate, so that the dry waste can be reused or recycled, and the wet waste could be composted. Lamps had all been completely changed to LED to save energy and reduce carbon dioxide emissions. The metro mall has also implemented lighting control systems to turn lights on and off as needed as well as smart thermostats to turn the AC units on or off automatically or seasonally to save energy.

Min Buri Market

The Min Buri Market had also implemented a segregation policy for sorting dry and wet wastes. Dry waste was reused or recycled, and the wet organic waste was used to make fermented water, which was used to clean the market. Such practices helped reduce the use of chemicals that were harmful to the ecosystem, prevent them from going into landfills, and reduce the amount of waste for disposal.

Boon Niyom Market

The Boon Niyon Market had initiated campaigns to reduce unnecessary consumption and a reuse and recycling policy all participants should follow. Additionally, no plastic bags were allowed in this market.

6. Local Ownership

Kan had been involved for years in many activities to promote a sustainability mindset, to create resonance and ownership among Eco Furniture's local suppliers, and to encourage environmentally conscious communities. It had been quite a challenge and she believed that the involvement of people in the community along with their being

responsible for solving environmental problems together would definitely drive the success of our Eco Collective initiative. Jane added that a sense of belonging in the community had been the driving force for community development. Only three locations were communities empowered to be involved in the development of local green policy.

Metro Mall Rama9

The Thap Kaeo Community, Huay Kwang District, had many activities to promote education for those with inadequate educational opportunities. The health of its residents was the top priority. More importantly, the focus was on the community involvement and participation in sustainable development projects.

Min Buri Market

Minburi District hold regular meetings for its residents to promote community engagement and share any community issues that must be resolved. Such public hearings and meetings were effective ways to reach its residents, listen to their opinions, and address any questions and problems, from business aspects and social problems to environmental issues that affected individuals or the community.

Boon Niyom Market

The Boon Niyom Market had a long history, over 30 years, of promoting community involvement for those who are a part of the market and Bueng Kum District. The Organic Farming Network of Thailand (OFNT) was established as a collaboration between the Bank for Agriculture and Cooperatives (BAAC) and the Institute for Agricultural and Rural Development, Jamnian Sananak (KMITL) to provide support for farmers who participated in the project: to promote career opportunities, enhance their quality of life, create a non-toxic agriculture network, and promote the sufficiency economy guidelines to balance their way of living.

7. Community Participation and Support

The last aspect Jane wanted to discuss was how these location choices supported local businesses, small enterprises, and small communities throughout the

country, either at the policy level or in operational practices. Jane believed that helping local communities, nearby communities, and society to improve their quality of life; promoting social enterprises; and providing efficient, innovative, and sustainable solutions to social and environmental problem aligned with the goals of Eco Collective.

The Mall Bang Kapi had often collaborated with the Department of Community Development to organize trade shows and exhibitions on "One Tambol One Product (OTOP) TO THE TOWN" to support small farmers. **Metro Mall Rama9** had partnered with Bangkok Expressway and Metro (BEM) to organize the activity "M Care, Good Health, Safe Life" for the surrounding communities for 10 consecutive years. It had also collaborated with many hospitals in the district to introduce fundamental health care, to provide health-related examinations and consultations, to hold basic CPR sessions for the communities, and to promote healthy nutrition programs to improve the quality of life for the residents. **Min Buri Market** had developed a plan to promote community-based tourism and to revitalize its old market to promote sustainable tourism practices historically and culturally, helping visitors experienced the local way of life. Lastly, **Boon Niyom Market** adopted a rotation policy for farmers to bring organic fruits and vegetables to sell. This rotation encouraged equality of income and prevents anyone from being a monopoly supplier in the market.

Time to Make the Final Location Decisions

Based on what Kan and Jane discussed in the meeting, Kan believed that the Eco Collective store was the new direction for Eco Furniture to add to its business unit. Transforming the organization toward an eco-social enterprise would be challenging, but it was a great opportunity for Kan to revisit Eco Furniture's social enterprise and eco-friendly strategy. The success of an Eco Collective store will determine whether Kan, as the CEO, had made the right decision. Based on the information on market segmentation and market positioning, the competitor analysis, and the seven measurement criteria for each location, Kan now needed to decide the location for the first Eco Collective store. Of course, she could still turn down the Eco Collective initiative as well.

Discussion Questions

1. Discuss the pros and cons of the Eco-Collective concept.
2. Discuss different types of market segmentation and identify which segment strategy is suited for an Eco Collective store.
3. Please list all factors that should be considered when narrowing down the location choices.
4. Discuss whether the Eco Collective initiative should be approved, and if so, which location should be selected for its first branch.

Appendix D: Rental Fees

	The Mall Bang Ka Pi	Home Village KU	U-Delight Chatuchak	Metro Mall Rama 9	Min Buri Market	Boon Niyom Market
Monthly Rental Fees	100,000 Baht	19,000 Baht	20,000 Baht	28,000 Baht	12,000 Baht	10,000 Baht
Size (m ²)	12 m ²	18 m ²	36 m ²	14 m ²	16 m ²	92 m ²
Rental/Square Meter (m ²)	8,333.33 Baht/m ²	1,055.55 Baht/m ²	555.55 Baht/m ²	2,000 Baht/m ²	750 Baht/m ²	108.7 Baht/m ²

Appendix E: Female Population by Age and District

Age/District	Bang Kapi	%	Huai Kwang	%	Bueng Kum	%	Chatuchak	%	Min Buri	%
Less than 23 years old	16,180	20.7%	8,221	18.2%	16,028	21.0%	14,922	18.1%	19,604	26.4%
23-38 years old	17,051	21.8%	12,148	27.0%	16,531	21.7%	19,205	23.3%	16,355	22.0%
39 -54 years old	22,728	29.1%	12,323	27.4%	21,204	27.8%	21,736	26.4%	20,808	28.0%
55 -73 years old	17,360	22.2%	9,472	21.0%	18,076	23.7%	19,316	23.4%	14,539	19.6%
More than 73 years old	4,842	6.2%	2,891	6.4%	4,438	5.8%	7,290	8.8%	2,973	4.0%
Total Female Population	78,161		45,055		76,277		82,469		74,279	

Appendix F: Male Population by Age and District

Age/District	Bang Kapi	%	Huai Kwang	%	Bueng Kum	%	Chatuchak	%	Min Buri	%
Less than 23 years old	16,617	25.7%	8,148	22.6%	16,331	25.6%	15,892	22.6%	20,200	30.6%
23-38 years old	15,174	23.4%	9,966	27.6%	14,728	23.1%	17,171	24.4%	15,010	22.7%
39 -54 years old	17,514	27.0%	9,407	26.1%	17,052	26.8%	18,181	25.9%	17,304	26.2%
55 -73 years old	12,608	19.5%	6,680	18.5%	13,047	20.5%	14,525	20.7%	11,742	17.8%
More than 73 years old	2,834	4.4%	1,853	5.1%	2,578	4.0%	4,471	6.4%	1,833	2.8%
Total Male Population	64,747		36,054		63,736		70,240		66,089	

Appendix G: Population Density per Square Kilometer

District	Bang Kapi	Huai Kwang	Bueng Kum	Chatuchak	Min Buri
Population Density per square meter (m ²)	5,122	5,344	2,235	4,371	5,865
Population Density per household	1.39	1.03	1.89	1.29	2.34
Total population	142,908	81,109	140,013	152,709	140,368

Appendix H: Waste Statistics.

	Bang Kapi	Huai Kwang	Bueng Kum	Chatuchak	Min Buri
Waste Generated (Tones/Day)	329.61	225.17	201.50	412	185.79
Waste Generated (Person/Day)	2.31	2.78	1.44	2.70	1.32
Plastic Proportion from The Total Waste	5%	19.61%	7.52%	9.26%	10%
Plastic Waste (kg/person/day)	0.12	0.54	0.11	0.25	0.13

Appendix I: Facilities, Transportation Mode, and Parking Lots

Location	The Mall Bang Kapi	Home Village KU	U-Delight Chatuchak	Metro Mall Rama 9	Min Buri Market	Boon Niyom Market
Air-Condition	√	√	√	√		
Parking Lot	√ Free for 2 hours Later charges 20 baht/hour		√	√ 40 baht/hour	√ Free for 20 mins 1 hr. 10 baht 2 hrs. 20 baht 3 hrs. 40 baht 4 hrs. 60 baht 5 hrs. - 1 day 250 baht	√
BTS/MRT	Finished by 2021	√	√	√	Finished by 2021	
Bus	√	√		√	√	√
Boat	√				Planned for expansion	