

**PLANTOYS: KEY FACTORS OF HOW KID-FOCUSED
BUSINESS SUSTAINS IN THE DECLINING BIRTH RATE
WORLD**



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ABSTRACT

Sustainable business has become a worldwide trend in the last couple of years which has created a new challenge for many businesses to achieve. However, the declining birth rate problem is one of the factors that apparently effects kid-focused businesses due to a decreasing number of direct consumers. This paper explores the key success factors of how PlanToys company who manufactures and sells wooden toys in Thailand sustains in the business. Brand value is an essential key for a kid-focused business to have. It needs to be conveyed throughout the internal and external factors of the organization in other to sustain in the business. The products need to be distinct to ensure the brand competitiveness to be able to compete with other competitors, and relationships with all stakeholders are also mandatory which increases new opportunities for the business.

KEY WORDS: Kid business/ Declining birth rate/ Sustainability/ Brand
competitiveness/ Brand value

25 pages

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CHAPTER I

INTRODUCTION

Nowadays, a large number of businesses or organizations aim to have a sustainable goal due to the changes in the economic system. Sustainable business has become a trend since people started to essentially give attention to social and environmental impact in the business world. We know that our world is mostly driven by the economy which many businesses are now trying to perform to run and serve consumer's wants and needs intensely. Each strategy needs to be conducted thoroughly and efficiently to sustain and differentiate itself among the competitors. Each product or service that has been produced from them needs to be able to increase sales in their company. Unfortunately, the economy is one of the external key factors in creating a successful business. When the digital era has been introduced to our world, business owners need to adjust themselves to be up-to-date and be able to improve their products to serve their customers' needs well and avoid facing disruptive innovation.

In economics, supply and demand are considered as fundamental components in the economic model of price determination in a market. Supply refers to the amount of some good or service that a producer is willing and able to supply at a particular price. On the other hand, demand refers to the amount of some good or service consumers are willing and able to purchase at a particular price as well. Demand is based on needs and wants in terms of a consumer's perspective. But demand is also based on the ability to pay from an economist's perspective, it will not be an effective demand unless you can pay for it (BCcampus, 2019). Therefore, the true effective demand is how a consumer has wants or needs in a particular product and be able to purchase it. There are several factors that are considered as shifters in changing the supply or demand curve that cause an ineffective equilibrium. Changes in the composition of the population are one of the demand shifters.

In Thailand 1964, 6.3 children were an average number of births per woman from women of reproductive age (15-49 years). The average number has

dropped to 1.6 and is estimated to continue dropping to 1.3 by 2040. The rate of new births has been declining significantly in each year (Peek, Im-em, and Tangthanaseth, 2015). This proves that kid-focused businesses in Thailand are facing a smaller amount of their target groups which becomes harder for them to sell their products. The toy industry is one of the businesses that are related to kids directly and will be affected by this fact because the less population is, the less demand will happen. Toy companies need to apply competitive strategies to survive in the business. However, there are some toy businesses that failed to survive, for example, Toys R Us in the United States. They were filed for bankruptcy and eventually closed all of their stores in 2018. Even the main reason it went bankrupt was hit by an unsustainable debt load that came from being taken private by KKR, Bain Capital and real estate firm Vornado in 2005 (Isidore, 2018), but another factor that needs to be considered too is that they got disrupted by other e-commerce competitors which they had lost their sales to online platforms like Amazon. Their offline branches were not as competitive as before had brought them to an end of the business.

Considering the case study of Toy R Us mentioned above, it is somehow useful to any kid business in the US market, but might not be applicable to the Thai market. There are many differences between the United States and Thailand in many contexts, for example, economy, culture, or even consumer behavior, which is the main factor of how people purchase and consume the product or service. Hence, studying through a Thai toy business would be more appropriate for this paper and for those who are in a kid business in Thailand.

Juristic persons with highest incomes (top 5)			
order	Registration number	Name of Juristic Person	Total revenue (Baht)
1	0105531021215	Mattel Bangkok Company Limited	1,488,859,424.00
2	0105530052338	Tomi (Thailand) Limited	850,498,962.00
3	0105530034798	Namco Bandai (Thailand) Limited	602,596,178.00
4	0105524012788	Plan Creations Company Limited	367,012,968.00
5	0735532001131	Balls R Us Limited	353,749,302.51

Figure1.1: The juristic persons with the highest incomes from the business type 32409: Manufacture of games and other toys that are not classified elsewhere (DBDDataWarehouse, 2019)

PlanToys is one of the biggest toy manufacturers in Thailand that has been operating for more than 38 years. PlanToys is a brand under the operating of Plan Creations Company Limited, which holds the fourth place of the juristic person with the highest income among other companies in the same business type (business type 32409) where they gained the revenue in 2018 over 360,000,000 baht (DBDDataWarehouse, 2019). They have been selling their products globally, for example, the United States, the United Kingdom, Japan, etc. Therefore, it is a company that is appropriate to study its strategic management of their achievement. Furthermore, they created a first new interactive playground that includes their products inside of it and also a story of their company. It has received many positive feedbacks and given them more attention among Thai people.

The objective of this paper is to find factors that encourage this playground or exhibition to be successful. It will focus on how they operate it and deliver to the visitors, who can be their potential customers and also how to convert them into loyal customers and create sales through the company.

CHAPTER II

LITERATURE REVIEW

2.1 Definition of Sustainable business

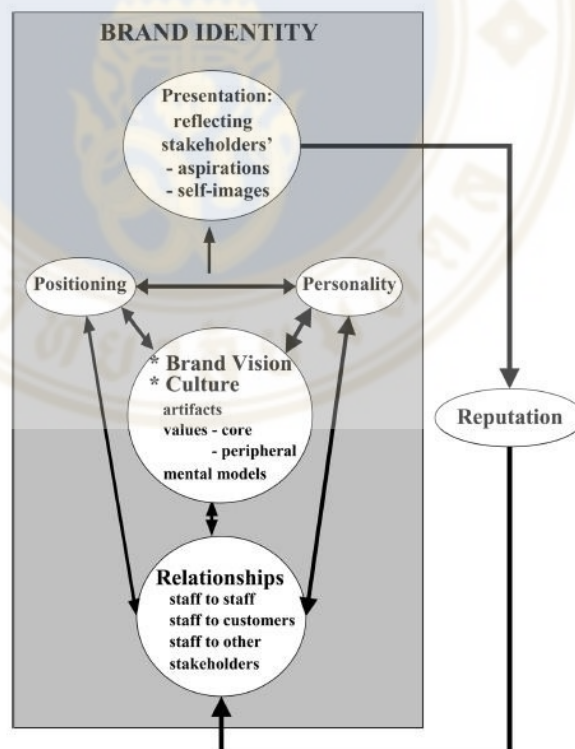
Sustainability in business can be addressed into two categories as The effect business has on the environment and on society. Creating a positive impact on either the environment or society aspects is known to be the goal of a sustainable business strategy. Issues like environmental degradation, inequality, and social injustice may happen due to the failure of when companies assuming responsibility (Spiliakos, 2018). In order to achieve the goal of sustainability in the business, there are many different ways to formulate and enact. The business can initiate the plan by developing and contributing a mutually beneficial relationship between them and society (Berger and Bergman, 2017). Furthermore, three significant dimensions of integrating sustainability are social, environmental and economic. In sustainable business thinking, business needs to contribute to society and the environment, while still generating a profit (Bocken, Rana & Short, 2015).

Many companies are actively managing sustainability in pursuing growth and adding value to their organizations. The reputation of their companies themselves then has become their secondary consideration (Bonini, 2011). There are several factors or drivers that influence sustainable business which depends on each stakeholders' perspective on their economic success. Strategic management is required to be essentially identified, created and strengthened by the association between social or environmental aspects and the actual business. However, the links between these two elements are often different which might cause difficulty in the business performance (Jabłoński, 2017). Therefore, the six core drivers that should be regularly considered in every business activity are as follows; costs and cost reduction, sales and profit margin, risk and risk reduction, reputation and brand value, attractiveness as an employer, and innovative capabilities (Jabłoński, 2017).

One of the important factors that need to be especially considered is reputation and brand value. As mentioned above that the reputation is not as concerned as adding value to the company due to the ability of the brand value that acts out over the long term.

2.2 Brand management (Brand identity)

Every company needs strategic management in every aspect to achieve its goal, including brand management that is required in a corporate branding's approach which all stakeholders of an organization need to have a mutual correlation aligned with the brand identity (Harris and de Chernatony, 2002). The brand management model as in figure2 conceptualized a process of the relationship between brand identity and brand reputation. It consists of five components as follows (Harris and de Chernatony, 2001).



Source: de Chernatony (1999)

Figure2.1: The identity-reputation gap model of brand management

1. Brand vision and culture

The major component that is located at the center of the brand identity model. It consists of core values that provide a guiding rule or system for all stakeholders in the organization (Collins and Porras, 1996). It is mandatory for the management team to communicate with the employees to acknowledge the brand's purpose or values evidently (Harris and de Chernatony, 2001). Furthermore, the organization's culture shall be appropriate, adaptive, and attentive for all stakeholders to be able to follow it effectively (Kotter and Heskett, 1992).

2. Positioning

The aspect of the way an organization intends and wants customers to think about and leads them to think about it accordingly. It helps marketers to create a brand image (Cambridge, 2019). To differentiate and distinct product performance from other competitors, the physical product itself should be developed from the brand's core values, according to the means-end theory (Gutman, 1982). The brand positioning will be affected by the actual commodity (Kapferer, 1997).

3. Personality

Connected with positioning significantly. It shows brand characteristics in terms of the emotional aspect which derives from the brand's core values. Consumers are the ones who specify personality traits by seeing the association with the company's image and employees (Aaker, 1997). The brand's personality needs to be consistently conveyed to the consumers by the employees and all external communication. Therefore, the management team is in charge of control (Harris and de Chernatony, 2001).

4. Relationships

After the management team has set the positioning and personality, a relationship is linked. There are several relationships between the staff and each stakeholder inside the relationship aspect. These interactions can be unstable due to a lack of consistent development of changes in any stakeholder (Fournier and Yao,

1997). Therefore, the management team needs to communicate appropriately to the brand's core values with all stakeholders (Harris and de Chernatony, 2001).

5. Presentation

The brand's identity needs to be communicated by the management team consistently as the consumers usually prefer the brands and companies that are perceived as having their concepts persistently (Dowling, 1994). Normally, the presentation is a work between the brand and the advertising agency, therefore, every advertisement needs to portray the brand's symbolic meaning to consumers efficiently since it is contributed by them (Harris and de Chernatony, 2001). It helps consumers understand and express their selves to other people (McCracken, 1993).

Reputation

The component outside of the brand identity. It is defined as the brand's past activities that have been collected and resulted in multiple stakeholders' minds. It is the ability of a company to deliver valued outcomes to stakeholders (Fombrun and Rindova, 1996). A brand's reputation represents the combination of multiple brand's images to consumers over time, unlike a brand's image which reflects consumer's current perceptions (Fombrun and van Riel, 1997). Therefore, brand performance can be indicated back to a brand's reputation due to its representation from all stakeholders' evaluations. Hence, this model deliberates the brand-building process as it identifies all components and narrows gaps between a brand's identity and reputation (Harris and de Chernatony, 2001). All internal and external components need to be congruent in order to transfer the specific and expected outcome. Therefore, the management team has to supervise all activities inside the organization and ensure that they are well-derived to all stakeholders to accomplish the common goal.

2.3 Customer-based brand value - Brand competitiveness

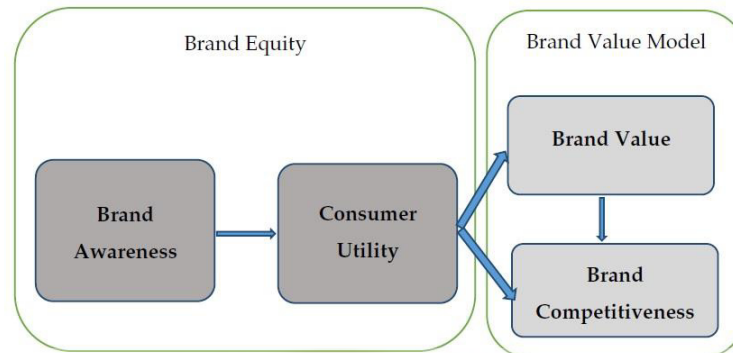


Figure2.2: Consumer-based brand value – competitiveness chain

There are two major aspects inside of this model (Figure3), brand equity and brand value that will link to brand competitiveness as the end result. The consumer's preferences for the brand are driven by the brand's feature, called as the brand equity (Winzar, 2018).

Brand equity consists of personal values' expressed from consumers' minds. It is an abstract affective formulate which cannot be measured directly. It relates to emotional attachment, imagery, and salience. It is what consumers feel (Keller, 1993; Aaker, 1991). Two components are applied in this model of brand equity as follows;

1. Brand awareness is when consumers see then brand and are able to recognize it. It is often used in marketing terms for advertising. It is one of the components of brand equity among brand image, brand association, etc., which are typically difficult to measure (Winzar, 2018).

2. Consumer utility is what consumers think of a brand whether it can be used or useful to them. Higher equity implies higher utility (Erdem and Swait, 1998;

Lassar et al., 1995). When consumers have received several brand awareness in their minds, they will have a brand's combination of utility which leads to brand preference.

Brand value in this model is considered as an outcome of brand equity because consumers will start to perceive a brand thoroughly once they have acknowledged a specific brand which comes to brand preference.

Brand competitiveness is when a brand dominates a competitive advantage among its competitors which also has the ability to outperform them. It is derived from brand value through the price and quality of the product combined (Winzar, 2018).



CHAPTER III

RESEARCH METHODOLOGY

3.1 Research design

This thematic paper will mainly focus on qualitative research regarding the topic of the key success factors of kid-focused business nowadays which the factors from tangible and intangible activities from a toy company will be examined and disclosed. The in-depth interview method is selected due to a case study from PlanToys, a high reputation toy company in Thailand that launched an effective and successful interactive exhibition from July to September 2019. Past research shows that there are several approaches to achieve sustainability and brand value which mostly depends on the decision of the management team. Therefore, this method will enhance a perspective from every counterparty thoroughly and precisely which will link to the factors of the sustainability and brand value as mentioned in the earlier chapter exclusively.

3.2 Data Collection and Methodology

To get all perspectives from every aspect effectively, the writer has decided to arrange interviews with 3 respondents within 2 groups. The first group is the employees of PlanToys that have been involved with the products and exhibition directly, and the second group is the potential target group of the PlanToys who might or might not have acknowledged the brand but considered as the target group because they own a child or they are in a parenting community.

3.3 Selected employees

Sample 1: Nicha (Female)

Age: 30

Position: Assistant domestic & E-commerce manager

Interview date: October 4, 2019

Location: PlanNeramit or PlanToys shop (located under the PlanToys office in Sathorn)

Duration: 1 hour

Personal information: Nicha has been working as an Assistant domestic & E-commerce manager at PlanToys for 1 year. Her role is focusing on all sales from PlanToys products within Thailand, both offline and online.

Sample 2: Mint (Female)

Age: 32

Position: Child development specialist

Interview date: October 4, 2019

Location: PlanNeramit or PlanToys shop (located under the PlanToys office in Sathorn)

Duration: 1 hour

Personal information: Mint has been working as a Child development specialist at PlanToys for 3 years. She is practically in every process at PlanToys, starting from product development until receiving feedback from customers. She mostly stays at the PlanNeramit, PlanToys official shop that also offers a small playground with their products for kids to test and play with.

3.4 Selected potential target group

Sample 1: Fun (Female)

Age: 33

Interview date: October 6, 2019

Location: A condominium at Phayathai

Duration: 30 minutes

Personal information: Fun is working as a graphic designer for a water theme park located in Huahin. She is married and is expecting a child. She knows the PlanToys brand but has never purchased it.

3.5 Interview questions (PlanToys employee)

1. What is the purpose and expectation of this exhibition besides creating brand awareness? How was the feedback? Did it suit the expectation?
2. Who is the target group of this exhibition? What is your strategy that attracts them?
3. How does the exhibition relate to the company and the products selling? Does the company value relate?
4. How did you promote the exhibition? What channel was the best way and how do you evaluate?
5. How receiving brand awareness in terms of B2B help the business? Have you received an offer or condition? If you did not accept it, what was the reason?
6. What is the limitation and obstacle of this exhibition?

3.6 Interview questions (Target group)

1. How did you first know PlanToys and through what channel?
2. What was your perception towards PlanToys brand before acknowledging the exhibition and after?
3. What do you think about their earlier exhibition?
4. What do you think of a whole toy industry nowadays?
5. Would you consider buying their products and suggesting them to other people?
6. What marketing strategy would be interesting to you for buying their products?

CHAPTER IV

FINDINGS ANALYSIS

4.1 Story of PlanToys

PlanToys is a company owned by a Thai entrepreneur named Vitool Viraponsavan. They have been operating for more than 38 years and are one of the biggest manufacturers who produce wooden toys in Thailand. They mainly focus on safety wooden toys made of reclaimed rubber woods as their physical aspect. In terms of the psychological aspect, they aim for their products to be able to enhance development for children during their first five years (PlanToys.com, 2018). They have their belief as “Better Kids for Better World” which they set their priority as these 2 qualifications, sustainability and child development. They ensure that every step they are composing suits to the mentioned belief.

They received an opportunity from Chulalongkorn University in giving them an exhibition space at Chula Museum to create anything that is considered as a social responsibility program. In July 2019, PlanToys has created its first exhibition so-called “Forest of Play” located at Exhibition Hall, Office of Art and Culture Building, Chulalongkorn University for approximately 2 months. They designed and created a big scale of the playground using their renewable materials from the production line.

4.2 Sustainable Business

As they position themselves as using the belief or core value of “Better Kids for Better World”, they also have their mission as “Sustainable Way”. This includes Sustainable Material, Sustainable Manufacturing, and Sustainable Mind (PlanToys.com, 2018). It fits the goal of reaching a sustainable business strategy mentioned in the literature review in terms of creating positive impacts on both the environment and society aspects. The Forest of Play exhibition is one of their

communication strategies besides selling the products regularly. However, PlanToys' core value is effectively portrayed through the exhibition better than selling its products straightforwardly since the product itself cannot deliver all the belief besides the quality of the product made of rubber woods. Their sustainability and child development believes are shown in every aspect inside of the exhibition. For example, renewable materials delivered from the production line are used in every playing area inside the exhibition which shows the sustainable aspect, and all playing areas have different things for children to play which improves child development in many ways. Therefore, the exhibition ensures a practical way of sustainability to consumers.

4.3 Brand management (Brand identity)

According to Ms.Nicha, she said that PlanToys is facing a problem of consumers perceiving the brand as an expensive toy because of their price point that is higher than other competitors. The solution is not lowering the price, but to communicate the brand value evidently to consumers for them to be able to differentiate the PlanToys brand from any wooden toy brand. The exhibition can be considered a successful strategy because it receives much attention from both the business and consumer segments. All components that are inside of this model are efficiently transferred by the activities occurred during the exhibition.



Figure4.1: Forest of Play exhibition guideline (chula.ac.th, 2019)

1. Brand vision and culture

“We have been struggling with the Thai consumer’s perception for a long time. This exhibition has helped them to be educated on the importance of us being a sustainable company with our product that is saving the world,” said Ms.Nicha. Over several decades since they started operating, they have been able to create sales from Thai consumers with less than 10% of global sales, meaning that they were focusing on driving sales globally and have not fully focused on the Thai market. They have been selling their products at their own store in Sathorn and in several distributors, which have not delivered their brand value productively. There was a poster explaining all activities happening inside the exhibition, which helps the visitors perceive the brand value as a whole clearer than before.

2. Positioning

As PlanToys set its positioning as providing good quality of wooden toys to its customers, the potential customers who came to the exhibition as the visitors get an opportunity to feel and experience the products without purchasing first. It emphasizes this aspect which cannot be experienced through the modern trade channel via local distributors that do not offer a tester for customers to try, which does not drive sales significantly. Ms.Mint mentioned that they want to keep the concept of “child development toys” the same as their current products, which is why they developed some popular current products into a bigger scale and placed inside the exhibition too.

3. Personality

With the exhibition’s interior design that includes lighting and decoration inside the exhibition (see Figure5), they use yellow, orange, and light brown colors to emphasize the personality of warmth. Especially the light brown color, it is used to decorate each playing area a collected paper as renewable materials from the factory which represents PlanToys sustainable business. It is also related to the positioning as they integrated activities that improve child development inside each playing area, for example, a kaleidoscope is embedded inside one of the caves for children to look and learn through it.



Figure4.2: Forest of Play exhibition (<https://readthecloud.co>, 2019)

4. Relationships

The visitors or the potential customers will receive a good service from the staff who are trained before joining the project, which builds them to have a positive feeling or relationship with the brand immediately. Other than that, they will experience the atmosphere of the community of parenting from other families inside the exhibition that shares the mutual values of improving their child development. These two strategies are correlated in terms of building valuable relationships with PlanToys. According to Ms.Nicha's interview session, since the exhibition is a free entry, people who come here do not feel pushed to buy PlanToys products but feel happy, fun, and familiar with the brand as they have been encouraging them for a long time.

5. Presentation

The exhibition is exhibited and presented inside of Chulalongkorn University, therefore, people will perceive it as reliable with the credibility of the university which was an efficient collaboration. Furthermore, the exhibition was fully created by the PlanToys team without hiring an outsource company. All activities were designed by the internal designers which caused the brand values to be evidently conveyed through the overall exhibition to the visitors.

Reputation

In terms of the exhibition itself, it gains word of mouth from many stakeholders because of its uniqueness, for example, businesses who want to partner with PlanToys, people in a parenting community, schools who want to bring their students to have a field trip, etc. They have been sharing the news. Eventually, PlanToys have the number of visitors as 15,000 proximately in total. Besides word of mouth, there were several news agencies contacted them and offered to write news about this exhibition, which considered as an external communication without spending money on promoting the exhibition. The key success was that they originally created the first interesting and interactive playground for kids as an exhibition which only exhibits for a fixed period of time along with the free entry. It creates an immediate demand for them because they feel rushed to go to this exhibition before it closes and with the free entry, it is absolutely appealing for anyone to attend there. Hence, the PlanToys' reputation has become positively increased afterward.

4.4 Customer-based brand value - Brand competitiveness

Brand equity consists of two components as follows;

1. Brand awareness

Fortunately, the news of the exhibition was spread by news agencies, kids-related Facebook pages, and individual people who wanted to have content about the exhibition which creates an effective word of mouth besides PlanToys' channel. It was well-presented to the public with the name of the exhibition along with the PlanToys brand. Ms.Nicha said that the rounds of attending the exhibition were fully booked throughout every weekend because of its popularity. Ms.Fun also emphasizes this fact that she has seen her friend's post on Facebook about this exhibition. It has successfully given an increase in brand awareness for PlanToys.

2. Consumer utility

Due to the fact of the exhibition that lasted only 2 months, it does not affect in increasing sales for PlanToys significantly. However, PlanToys has decided to rebuild the exhibition again in the near future by moving it to the second floor of

their shop at Sathorn which will give more opportunity for visitors to experience not only just the exhibition but also the products inside of the shop downstairs. Then, it will be an effective consumer utility of trying the products physically. The potential customers will be able to separate PlanToys from other competitors and might start becoming their loyal customers. Ms.Fun mentioned that she cannot tell significant differences between PlanToys and other wooden toys. She thinks that it is a bit expensive and she can get the same type of product at a lower price.

Brand value

Since all the activities inside the exhibition are thoroughly brainstormed within the PlanToys team, therefore, they were determined to pass the brand values through every playing area including other elements, for example, the qualified staff, etc. In terms of business-to-business, they also gain many potential partners, for example, Major cineplex group who runs movie theatre in Thailand. They want to collaborate with PlanToys by creating a theme of PlanToys and having the products inside the Kids cinema. Furthermore, PlanToys will be able to set up a POS (point of sale) there and the Major's customers will receive a coupon to get a discount when purchasing PlanToys' products. They contacted PlanToys first due to its viral exhibition. Hence, it links back to the brand awareness of the brand equity model that initiates efficient feedback. On the other hand, from the consumer's perspective, Ms.Fun also thinks that the exhibition is definitely well-created. She will definitely visit it.

Brand competitiveness

Every activity PlanToys has designed and created leads to brand competitiveness. They are now perceived as a brand with the beliefs of sustainability and child development company which can be evaluated by the effective brand awareness and brand value happened after the exhibition arranged. They competed with other competitors by integrating the exhibition and insert the products inside of it seamlessly. However, their values might not be well-derived to their customers through other channels, for example, the distributors. Ms.Fun said that she has seen their products at a book fair once. The decoration and arrangement of the products

were not properly placed. They looked cheap. That factor can make the customers perceive the brand negatively.



CHAPTER V

CONCLUSIONS / RECOMMENDATIONS

5.1 Conclusions

The study of this research is to conclude the key factors of how a kid-focused business sustains in the declining birth rate world. According to the mentioned frameworks used in analyzing PlanToys' new interactive exhibition, the writer concludes their successful activity's significant factors as follows;

1. Continuing and emphasizing the brand value - sustainability and child development

The exhibition was one of PlanToys' outstanding marketing communication which receives positive feedback from many counterparties. It became popular because of its uniqueness that apparently contains its brand value - sustainability and child development, with the playground and materials inside the exhibition. According to figure2, the brand vision and mission is the first mandatory element that affects all components respectively, and the key factor inside of it is the values that shall be transferred through all activities provided to any stakeholder. Furthermore, sustainability has become a topic people are paying attention to whether it is environmental or social which positively gives the company a good reputation and repetitively brings to the relationship between all stakeholders and back to all internal and external factors in return.

2. Be distinct and unique from competitors creates brand competitiveness

Creating a new product or business which is still related to the primary business for the customers to be able to differ the brand from competitors. As PlanToys created the exhibition, it makes their customers perceive the brand differently as they do not only sell toys, but also a playground for kids to effectively build their development. Additionally, brand value also links to brand competitiveness

that makes the specific brand to be distinct from the competitors according to figure3 which ensures the mentioned brand value above that it is essential to achieving.

3. Relationships with all stakeholders are mandatory

Opportunity is not always accessible. PlanToys had been given an opportunity to use the facility of Chulalongkorn University because of the founder's relationship with his alumni. Many companies tend to focus on the income of the company which can be gained from the customers directly. However, the connection of this case is the major factor of the exhibition's creation which indicates that relationship among other counterparties beside the customers is also as important as them.

5.2 Limitation in the Scope of Study

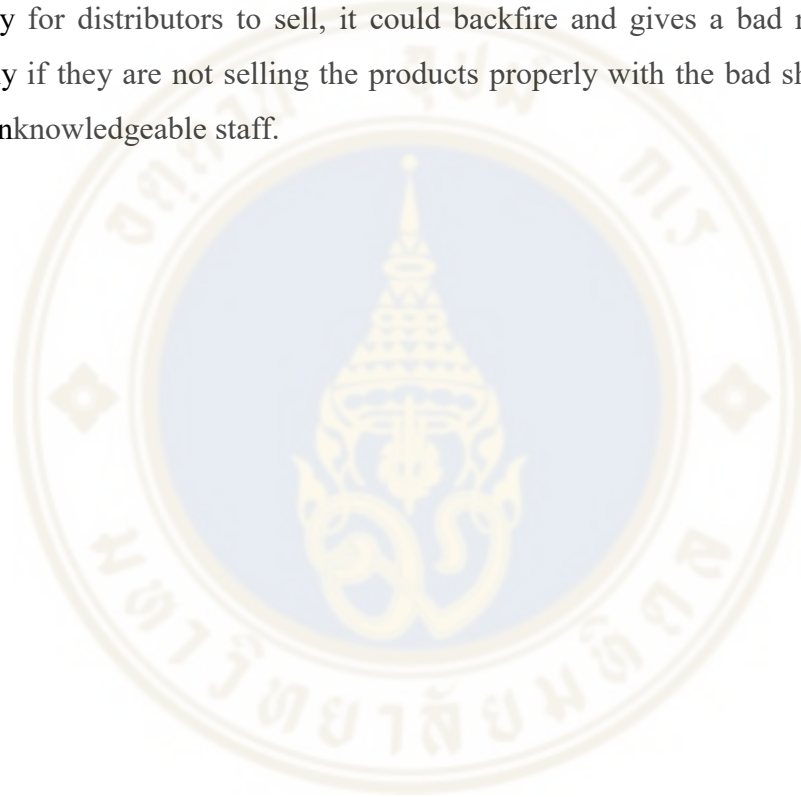
The writer aims to understand how the exhibition became successful by studying PlanToys' case. Unfortunately, the writer did not have a chance to experience the actual exhibition before studying this case since it is permanently closed. Experiencing the real exhibition would give the writer more perspectives to analyze the study better. Furthermore, this study only represents a success story from one toy company, not all the companies in the industry. Hence, it cannot be appropriately applied to them comparing the size of the company and the reputation that the company has if they are not sharing the same strong brand value with PlanToys, it might not be efficient to perform this activity.

5.3 Recommendations

As Ms.Mint is the child development specialist working for PlanToys and it is one of the evidence implying that they are legitimately a toy company that focused on child development, they should have a claim implemented on their future communication, such as a tagline on the product packaging displaying that it is developed appropriately from child development specialist team. The current

packaging now only displays a suitable age of the child, but no proper claim. Therefore, this should be installed to make the product itself more valuable.

PlanToys is still struggling in the Thai market since it can get only 10% of the total revenue as Ms.Nicha mentioned. Operating a new flagship store by themselves in the central city area will increase brand awareness and brand competitiveness because the current store in Sathorn does not have much traffic and people do not acknowledge it. Siam Paragon would be the best place to reach both the target group and traffic. Furthermore, owning a store themselves is better than giving authority for distributors to sell, it could backfire and gives a bad reputation to the company if they are not selling the products properly with the bad shelf arrangement or the unknowledgeable staff.



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