

**BUSINESS MODEL DEVELOPMENT OF SUPPLEMENTS FOR
CHRONIC KIDNEY DISEASE (CKD) PATIENTS**



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ABSTRACT

This paper proposes a business model structure for constructing and distributing supplements for chronic kidney disease (CKD). The momentum for this study acquires from the deep understanding of CKD patients' behaviors and needs. The research questions focus on patient preferences, health-centric benefits, and optimal distribution channels. Through the analytical framework of the Business Model Canvas, this study clarifies the fundamental of the business model, subjecting its interdependent elements to comprehensive analysis and strategically outlining the potential direction for the entrepreneur related to the CKD patient's demands. Essential components, including meaningful collaborations, day-to-day operations, and the core value delivered, product undergo a careful examination, resulting in a complete product. Obtaining the satisfaction of the senses via a refreshing flavor and considerate distribution in dialysis clinics. Remarkable is establishing a reasonable range of prices, appointed between 50 and 100 THB per package, which is economically reasonable. In conclusion, the study requires additional research and testing to prove the quality of this innovative business concept and its future contribution to improving the CKD patients quality of life.

KEY WORDS: Chronic Kidney Disease (CKD)/ Supplements/ Business Model Canvas/ Marketing Mix

107 pages

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CHAPTER I

INTRODUCTION

Chronic Kidney Disease (CKD) is the condition of kidney damage and unable to function in good condition or an estimated glomerular filtration rate (eGFR) below 60 ml/min/1.73 m² (Levey, 2005). CKD is a global health issue that significantly affects patients' lives with unfavorable outcomes and financial implications (Chugh & Jha, 1995). CKD is divided into five stages as the ability of kidney function based on the glomerular filtration rate (GFR). In the early stage (stage 1 and stage 2), the kidney is damaged, and the patient will recognize the slight change from the symptom and the light decrease of GFR. In the third stage, the GFR between 30-59 ml/min will affect the kidney function ability, and the patient need to consume medicine to minimize the damage and avoid the difficulty. Stage four is a significant change in GFR as a drop to 15-29 ml/min with a severe impact on the kidney system. Patients require special care at this stage as there is a high risk for renal replacement therapy, including dialysis or kidney transplantation. Lastly, stage five or recognized as end-stage renal disease (ESRD) with a GFR lower than 15 ml/min. At this stage, the patient requires hemodialysis to continue their life as kidneys are unfunctional, and it is necessary to be able to continue their life (Kim, 2013). Therefore, the five stages clearly define each stage's profound and crucial impact on the kidney system.

1.1 CKD patient population in Thailand

According to the statistic from the Ministry of Public Health, in 2030, the population of end-stage renal patients requiring renal replacement in Thailand will increase rapidly to 70%. Furthermore, CKD patients require renal replacement therapy in approximately 20,000 cases yearly. The Ministry of Health, in 2021, stated that the CKD patient in 1-5 stages are approximately 1,007,251 cases. (Ministry of Public Health, 2023). In addition, the data from the Nephrology Association of Thailand refer

to the number of CKD patients in each of the stages from year 2017 – 2021 is define as following (สมาคมโรคไตแห่งประเทศไทย, 2020).

Table 1.1 CKD patients’ population in Thailand year 2017-2021

พ.ศ	จำนวนผู้ป่วยโรคไตเรื้อรังจำแนกตามระยะโรคไต (ราย)										
	รวมทุกระยะ	ระยะที่1	ร้อยละ	ระยะที่2	ร้อยละ	ระยะที่3	ร้อยละ	ระยะที่4	ร้อยละ	ระยะที่5	ร้อยละ
2560	1,062,893	186,061	17.51	304,080	28.61	404,655	38.07	107,302	10.10	60,795	5.72
2561	1,121,036	191,430	17.08	314,296	28.04	436,517	38.94	112,384	10.03	66,409	5.92
2562	1,168,864	192,253	16.45	323,862	27.71	465,464	39.82	118,543	10.14	68,742	5.88
2563	1,046,113	154,422	14.76	276,509	26.43	436,361	41.71	116,740	11.16	62,081	5.93
2564	1,007,251	141,865	14.08	259,611	25.77	431,411	42.83	114,833	11.40	59,531	5.91

According to the table, the number of CKD in every stage rapidly increased in 2019 and slightly decreased in the following year. However, in 2022, the population of CKD patients in the third and fourth stages remained at approximately 420,212 for each stage and slightly increased in the end stage for 62,386 cases (กรมควบคุมโรคกองโรคไม่ติดต่อ, 2023). However, the Department of Medical Services stated that in 2023, CKD patients are above 11 million in population, but only 1.9% are undergoing treatment (Ministry of Public Health, 2023). Overall, the population of CKD patients remains one of the major diseases in the Thai population, and it is a significant opportunity for the entrepreneur to offer a product to support the patient journey.

1.2 Supplement for CKD Patient

CKD patient needs to be aware of their consuming nutrition as there are changes that they need to consider close. Including minimize level of fluids, protein, salt, phosphorus, potassium and other electrolytes. However, the patient needs to control and manage the calories closely to maintain the level of minerals, fluids, and electrolytes (Tong, 2022). In addition, CKD patients especially the patient in ongoing dialysis need to limit the waste that produce by the body. Refer to the reason that CKD patients struggle to urinate and lead waste to remain in their bodies. Likewise, urination leads to fluid in the body, and it will affect the lungs and heart. For this reason, supplements exist in the CKD market to help the patient with their nutrition and balance the level of

minerals, fluids, and electrolytes. The requirement for CKD patients on dialysis should consume 8 to 10 ounces (225 – 280 grams) of high-protein food per day (MedlinePlus, n.d.). The supplement will play a big role in the circumstance as it will contain the essential nutrition that CKD patients require and be able to control the number of grams reported to their health care professional. In addition, the Transparency Market Research (TMR), defined that the global market of nutrition supplements for CKD patients is forecast to reach \$5 billion in 2031. Likewise, the market growth rate (CAGR) from 2022 to 2031 is aimed to be 4.3% growth.

The market for kidney disorder supplements in Thailand is slow growth with few players in the market. These supplements are designed to offer additional support to CKD patients for better well-being and overall kidney health. The popularity of the big players is gaining the recognition and trust of the patient. However, the rest are focusing on a smaller audience and offer limited awareness to the CKD patient. Furthermore, the health concern and conditions of the CKD patient that require special care are the barriers that competitors tend not to enter or exit the market.

1.3 The Demand of CKD patient

The supplement is aimed to support the patient from the tiring treatment and stress, which the demand can increase and decrease according to the treatment approach. Likewise, the CKD patient in each stage has different demands and willingness to purchase. In the first-stage patient may not require consuming additional supplements as the body systems operate normally with a minimum charge. However, in stages 2-3 of kidney failure patients will demand the supplement to increase the level of nutrition, along with reducing cardiovascular risk. In addition, patients in stages 4-5 with a low level of phosphate level are required supplements containing thiamine and water-soluble vitamins. As, the supplements improve the body balance from the dialysis loss (Kędzierska-Kapuza et al., 2023). Therefore, the demand of CKD patients for the supplement depends on the stage of kidney failure as it will be essential when the body system is failed to operate as usual.

1.4 Concerns of CKD Patient and Entrepreneur

Chronic kidney disease (CKD) is a very serious disease and if the patient is in the end-stage kidney failure, they need to be concerned about the change in their lifestyle. As they need to process the renal replacement and focus on the dialysis treatment for the rest of their life as this disease cannot be cured. The treatment purpose is to control the kidney condition to not worsen and maintain the patient's living quality. Furthermore, as the kidney plays a significant role in the body systems, kidney failure will create a risk for anemia as an insufficient red blood cell, heart disease from a high potassium level, bone disease as a high level of phosphorus, and high blood pressure (Chronic kidney disease 2021). However, if the patient detects CKD, they need to change their lifestyles. Given an example, they need to follow healthy diets and balance the sodium and other nutrition that will affect their overall systems (Wagner et al., 2015). Furthermore, CKD patient needs to consume protein in the fixed amount that is assigned by a medical professional, which creates difficulty in their daily routine, and they need to be aware of what they are consuming. In addition, the patient will need to engage in exercise more frequently upon medical professional recommendation. Moreover, renal replacement is approximately three times a week depending on the individual kidney performance. For this reason, the patient's personal life will be different from their previous life as they need to manage their time for dialysis. This might affect their work or personal business of the inconvenience and time-consuming.

The objective of supplements is to support the CKD patient for convenience and a healthier lifestyle, as the supplement will contain the nutrition that are benefiting the body system and prevent any possible damage. Also, the patient can consume it anywhere and anytime upon their preference, and the medical professional advice will help the patient to believe in the product and trust the brand.

An entrepreneur should be concerned with the CKD market as an opportunity to enter the market and differentiate from the competitors. With the rising population of CKD patients in Thailand annually, this can be ensured that the customers base will increase rapidly. As if the entrepreneur can establish the products or services

that solve their pain points and meet their demands. Combine with medical knowledge and experience, this will raise the customer's loyalty as the products or services will be essential and important in their daily life (Kędzierska-Kapuza et al., 2023). This will allow the researcher to understand the behaviors, needs, and preferences of the CKD patient in the process of decision-making. As well as the business activity and strategy . Furthermore, the researcher will conduct the business model of the supplement for CKD patients that are differentiated from the market and support the patient in all conditions. As the researcher believes that supplements for CKD patients need to encourage an efficient life and better well-being.

1.5 SWOT Analysis

SWOT Analysis is a well-known strategic planning tool that applies to classify the Strength, Weaknesses, Opportunities, and threats of the business, market, or specific situation. The framework allows the researcher to understand the internal and external factors that can encounter the success or failure of the enterprise (Helms & Nixon, 2010). The researcher applies SWOT Analysis to research the supplement for the CKD market in Thailand to understand the market. As the researcher is willing to develop a product that can solve the weakness, prevent the thereat, and seek the opportunity to create strength in the market.

Table 1.2 SWOT Analysis of Supplement for CKD Patient Market in Thailand

<p><u>Strength</u></p> <ul style="list-style-type: none"> • Increase in awareness • Market growth • Innovation product • Nutrition supports CKD patient needs and requirements 	<p><u>Opportunity</u></p> <ul style="list-style-type: none"> • The increased population of CKD patients • Research and Development for new ingredients and formulation • Cooperate with healthcare professionals
<p><u>Weakness</u></p> <ul style="list-style-type: none"> • Costs are higher than general supplements • Lack of trust in the supplement • Lack of knowledge offered to the patient 	<p><u>Threat</u></p> <ul style="list-style-type: none"> • The side effect and risks need to be controlled to prevent harm to the patient body systems • False advertising and unsafe consume • Regulation challenges from changes in policies

1.6 Research Questions

1. What is the preference of the supplement for CKD patients?
2. What are the values that CKD patients expect from the supplements?
3. What is the business essential activity to operate the business offering supplements for CKD patients?
4. What distribution channel is suitable for CKD patients?

1.7 Research Objective

The objective of this research is to analyze and understand various aspects related to supplements for CKD patients:

1. The CKD patients preference on the supplements by understanding the patient's behaviors and specific needs to develop the product that supports their daily life and health condition. This includes the packaging, flavor, and taste.

2. The values that the CKD patient expects from the supplements, which the benefits include internal and external benefits. The researcher will gather insight to understand the patient's desires to improve their kidney health and another factor that impacts their decision-making.

3. The critical activity of the business is offering supplements for CKD patients. To identify the process and strategy that the business performs, the obstacles or issues facing, and possible solutions to overcome the challenges. This will follow to analyze the critical success factors to meet the customer's needs and compete in the market.

4. The distribution channel suits the CKD patient as the entrepreneur needs to identify the right channel to reach their target customers.

1.8 Research Hypothesis

The research hypothesis of the supplement for CKD patients is the researcher's assumption before performing the research. Firstly, the patient's preference regarding supplements, and factors such as health benefits, is essential to support their kidney system. Also, the packaging need to be easy to consume and convenient to carry around as currently, in the market, the package is mainly boxed. Secondly, the values that CKD patients expect from the supplement are health benefits as they require additional nutrition to support their dialysis and kidney health. Thirdly, the key business activity from the researcher's perspective is there are a number of activities for the business to perform, from the first stage of managing the manufacturing process to communicating and engaging with customers. Lastly, the suitable distribution channel for CKD patients is the offline channel, as it is more convenient and easy to access than online channels. Overall, this is the hypothesis that the researcher assumes, but the results from this research may contrast with this statement.

CHAPTER II

LITERATURE REVIEW

2.1 Business Model Canvas

In the competitive market, the company must understand the customer's behaviors and be willing to serve the benefits that meet customers' demands and needs (Pratiwi et al., 2020). Alexander Osterwalder established the Business Model Canvas as a strategic model to analyze the business model and identify suitable strategies and concepts for the business. Likewise, the model empowers business owners to create and capture the value of the business that resolves the customer's demand and needs.

The framework of Business Model Canvas is a strategic management tool to identify critical firm factors and concepts. The tools generate a one-page template for the business to fill the form in the different sections to understand the business identity and activity. Nonetheless, the tools are also suitable for business ideas to generate a structure. The model consists of nine key elements on the right side of the template that will concentrate on the customer's and external firms' needs. Likewise, the left side will focus on the internal requirements of the business. The value proposition factor is the intersection point for the business and customer transfer values. To define each key element further (Fakieh et al., 2022).

1. Key Partners are the core players in the business ecosystem as they enhance the business values and reduce the risk that can occur during the operation. Likewise, the suppliers and collaborators are included in this section.

2. Key Activities define as the activity and tasks performed by the business to generate sales and operate the business core operation.

3. Key Resources can be identified as the raw materials or vendors that advance the product quality and the machinery or equipment involved in the manufacturing process.

4. Value Proposition is the core factor of BMC as it creates value for the products or services and offers a superior experience to the customers above their competitors in the market.

5. Customers Relationship is the element to identify customers' impression on futures sales. The business can develop a strategic relationship management strategy to enhance customer experience.

6. Channels refer to the distribution channels of the platform to offer the products or services to the customers. Select the cost-effective but practical channels to reduce costs and generate higher revenue.

7. Customer Segments is identifying the target of the specific customer segment by analyzing their behaviors, preference, and needs.

8. Cost Structure is the insight overview of expense that is connected to the other elements in the BMC. Being able to manage the cost effectively will benefit the company's revenue streams

9. Revenue Streams identify the lists of sources the customers are willing to pay and assist the operation to understand the direction of revenue creation and expand the revenue stream sources.

By applying the Business Model Canvas, the entrepreneur will understand the direction of the business and the strategies that can apply to enhance the customer's experience and satisfaction. Furthermore, BMC is effective for the new entrepreneur aiming to launch a new business in the competitive market. By transforming the ideas to each of the elements in the model will have a clear understanding of the goods offering and a guide for the further step (State of Texas and Texas Tech University, n.d.)

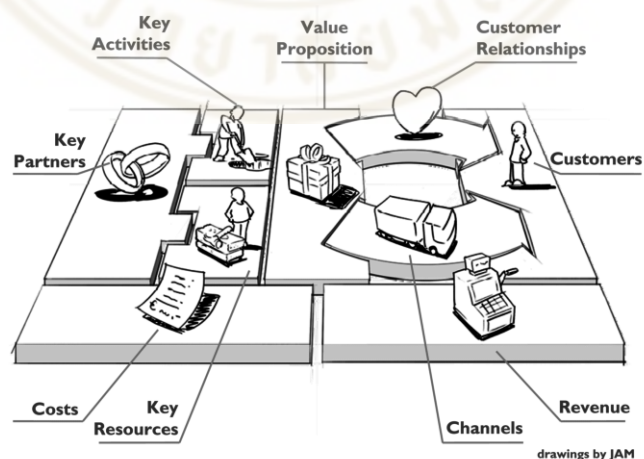


Figure 2.1 Component of Business Model Canvas

2.2 Marketing Mix

Marketing Mix is a conceptual framework that is a tool that assists marketers in making the essential decision in creating or improving the product or services offered to the customers. The strategy can be helpful in long-term and short-term periods (Abedian, 2021). McCarthy (1960) identifies the characteristics of this Marketing Mix into four factors by introducing the 4Ps. The theory includes Product, Price, Promotion, and Place. This theory is a well-known marketing tool many leading firms apply to plan their marketing campaign and decide on further effectiveness.

Product

A product can be defined as the primary offering of the business in the form of tangible or intangible according to the business offering that is willing to meet the customers' demands and needs (Singh, 2012). The purpose of the products is to solve the pain point in the market or resolve the customers' demands and needs. The component that has an impact on the customers is the product quality as the core component that impacts the customer's expectation. As well as product design and branding, as it builds the business image toward the customers, a good image will increase the customers purchasing power. In addition, with the other extra component such as guaranteed services, packaging, life cycles, etc. ().

The study results showed that egg white is an alternative form of protein for CKD patients in all stages, including undergoing dialysis treatment. The benefits of egg white for CKD patients are magnificent in controlling the level of phosphorus, a significant complication in CKD patients. A high phosphorus level will weaken the bone and impact the patient's cardiovascular health. For this reason, egg white can be a beneficial source of protein for individuals undergoing dialysis treatment for chronic kidney disease (CKD).

The findings demonstrated that incorporating egg white into the diet of dialysis patients had several positive effects on their health. The study identifies that egg white can reduce the phosphorus level in CKD patients. In addition, egg white also

decreases the level of cholesterol that significantly impacts the patient's cardiovascular (Tajik, 2019). Overall, consuming egg white will improve the nutritional status of the CKD patient and maintain the body system to the standard average (Azmandian, 2022). In addition, consuming egg white will increase the serum albumin level, as it is the essential protein that helps to maintain the body's function. The low albumin level can lead to malnutrition and raise the mortality rate. Overall, egg white health benefits will develop and improve overall health for CKD patients. (Razi, 2023). Moreover, CKD patients need to avoid some of the vitamins and minerals, including vitamins A, E, and K. As by not controlling the right amount of the following vitamins will lead to serious side effects on the body in many ways, including dizziness, nausea, and in the worst case is death. However, if these vitamins are essential for a specific reason, the patient must consult a healthcare professional to prescribe the right amount.

Furthermore, CKD patients need to be careful of the supplement as lacking knowledge will follow through, affecting the kidney system. Likewise, the patient will have high purchase intention when an expert recommends the supplements and if the product has solid scientific support to enhance the purchasing power (Green, 2022). In addition, CKD patients are willing to consume supplements rather than medicine if the medical institution or their medical profession guarantees the supplement.

Price

Price is a crucial factor in customers' satisfaction in perceiving tangible or intangible products' value. In terms of price is not only the product price but it is including monetary and psychological costs such as time and effort. Various strategies, including discounts, special offers, bundles, and list pricing, embrace the pricing decision. Likewise, the business must conduct the right pricing strategy to attract the target customers (Yao, 2014 4p1).

Regarding supplements, price plays a significant role in customers' choices, particularly for low to medium-income customers (Ingrid et al., 2011). To define this further, customers who purchase dietary supplements tend to be price conscious as low to medium-income customers are focused on the price more than high-income

customers. This customer group is a bargain, willing to pay the most valuable and reasonable price for dietary supplements (Ezlika et al., 2006). However, disease-specific nutrition supplements focus on the patient with specific requirements for nutrition. This patient has unique requirements on nutrition and consuming amounts to prevent damaging the body system. In term of the price of the supplements is cost-effective as it supports the patient's condition and requirement. The cost of supplements is significantly lower than the hospital costs (Elia, 2016). For this reason, disease-specific supplements price is favorable costs for a patient

Place

Places refer to the distribution channel for the business to reach the market and interact with the customers. Places include direct and indirect channels, including geographical distribution channels, online and offline channels, and market location. The decision to select the right place for the business is vital as it will impact the other elements in the marketing mix (Greger, 2001)

The distribution accessible for the patient or health awareness customers must be available in a location that the target customers are familiar with and easy to access (Walsh & Wright, 2016). First, the hospital pharmacies, as in the hospital setting, attract patients or visitors who are health concerns. The store is stocked with various supplements, especially for specific diseases. The advantage of hospital pharmacies is that they work with healthcare professionals. This comfort the buyer that they are receiving the right supplement for their needs and requirement. The second channel is retail pharmacies, commonly found in the local area as a retail setting. They are offering different kinds of supplements for general to special patient needs. Customers can consult with pharmacists and offer a supplement suitable to their requirements. Retail pharmacies are beneficial for the convenient location as it was easy to access, and the patient can purchase the supplement according to the doctor's recommendations. Lastly, online stores, such as e-commerce, are advancing to the online store for the customers to purchase the selected supplement anywhere and anytime.

Furthermore, the benefit of online stores is that customers can browse through product reviews and product descriptions and have time to make decisions, unlike other channels that need to make decisions at that moment. In addition, as for patients traveling to the store might be tiring and time-consuming, so online stores allow the supplement to deliver to their front door. Identifying the three channels defines that customers who are willing to purchase supplements have multiple storage options, and it is based upon customers' preferences and accessibility (Technavio, 2023).

Promotion

Promotion is the method business applies to communicate with customers and differentiate itself from competitors; it is the efficient way of marketing the product/ services but depends on the customer base. Promotion might need to be more efficient for customers who prefer value above price (Culliton, 1984). The various marketing communication to spread the promotion includes advertising, direct and indirect sales, public relations, and sales promotion. Promotion position has a significant role in the customer's decision-making process as it is a direct attraction to persuade the target customers about the products or services offered. Furthermore, promotion is created to raise brand awareness, value proposition, and customers' perception toward the brand. Overall, it aims to communicate the benefits and value offered to the customers, which can transform them from regular to loyal customers (Walsh & Wright, 2016).

In terms of supplements for specific diseases, customers are willing to pay a reasonable price if the product offers scientific-based details on the supplement directly with nutrition details. Furthermore, supplement quality and safety are essential factors that patients seek, as they cannot risk taking unsafe and unqualified supplements to affect their body system. Overall, if the brand provides evidence of quality qualification, testing, and knowledge to educate the customers (Technavio, 2023), it will differentiate itself in the market rather than position itself as a price-sensitive brand. Therefore, promotion in terms of pricing might not impact the customers that seek quality and special requirements as they are willing to pay if the supplement supports their condition and system.

2.3 Intention to Buy

Regarding Najib (2022), intention to buy is a term of the customer's decision-making process that influences the willingness to purchase the product or services. Intention to purchase can be defined as a factor that assists customers in their purchase in the future, and the positive intention to buy will lead to high brand engagement and opportunities for the business to generate sales. Furthermore, the intention to purchase can impact their perception of the brand and the product or service offering. Likewise, the business can increase the customer's intention will lead to increasing their customer base and generating higher revenue.

In this report, the researcher will apply the intention to buy CKD patient supplements from the marketing mix (4Ps) results. The hypothesis is that the marketing mix framework can allow the researcher to understand the customer's behaviors and preferences, as the information will be beneficial for the next stage in the report.

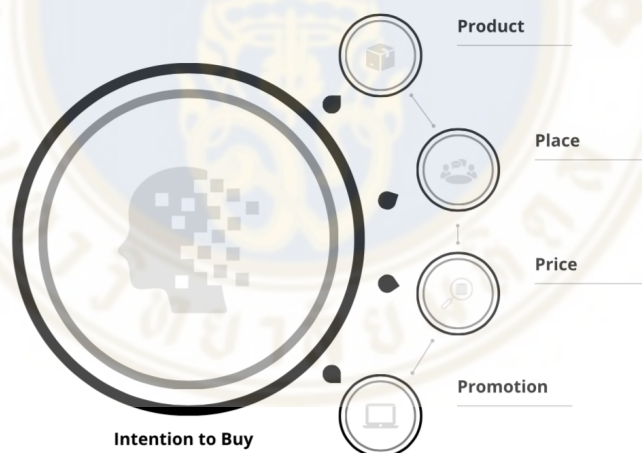


Figure 2.2 Component of Intention to Buy

CHAPTER III

RESEARCH METHODOLOGY

The research will focus on "the supplements for Chronic Kidney Disease Patients" as the interested product for the entrepreneur that aims to set up the business and offer benefits to the patient. The business strategy that will be applied in the research methodology is Business Model Canvas to develop the business ideas and analyze the business that has been successful in developing the products to compete in the market. Likewise, the researcher inserts the theory of Marketing Mix 4Ps to analyze the patient's (customer) intention to buy. The four factors (Price, Place, Promotion, and Product) are the key components that patients are concerned with and impact their purchasing power. Moreover, the researcher expects to understand the customer's behaviors and is willing to develop the BMC according to the market demand and needs.

The research methodology that will be conducted in this research is qualitative research as a form of study to understand the real-world situation and provide in-depth insights (Moser & Korstjens, 2017). This method involves collecting participants' experiences, points of view, and behaviors by concentrating on open-ended rather than closed-ended questions (Moser & Korstjens, 2017). The critical advantage of qualitative research is that it allows the participant to explain complex terms and processes with human interaction to reduce confusion (Foley & Timonen, 2014). This was compared to quantitative research requiring more human interaction and precise results for complicated terms or topics. Furthermore, this method allows participants to express their emotion, thought, and experience freely, which will benefit the researcher to receive results that benefit the overall research.

The research question will concentrate on the Business Model Canvas and insert the Marketing Mix 4Ps theory into the suitable elements in the BMC format. The key elements include Key Partners, Key Activities, Key Resources, Value Proposition, Customers Relationship, Channels, Customer Segments, Cost Structure, and Revenue Streams. The researcher will conduct the question on each element to complete the Business Model Canvas. The results aim to enhance the researcher's understanding of

the supplement business model for CKD patients in Thailand. Therefore, the researcher will develop a new product to solve the patient's pain points and satisfy their needs.

3.1 Research Design

A mini-interview will be conducted in this research, and the researcher will select the participant with the specific experience, knowledge, and perception for each of the critical elements in the BMC. The researcher separates the participant into four subgroups: medical professionals, manufacturers or suppliers, business owners, and patients. A total of 12 participants, which the numbers of the participant will be separated according to the information required in each of the elements.

First, the medical professional (5 participants), the question will focus on the product itself, including the nutrition, the amount of suitable protein, and the patient's risks of consuming supplements. Furthermore, the BMC will focus on the value proposition, customer relationship, channels, and customer segments.

Secondly, the manufacturer or suppliers (1 participant) will concentrate on the essential resources and cost structure.

Thirdly, for the business owner (1 participant) in a similar industry, the question will focus on every element in the Business Model Canvas as they have experience, knowledge, and a clear understanding of the market.

Lastly, the patient or caretaker (5 participants), as they are the base customer; the interview question will be related to the 4Ps by understanding the customer's behaviors and perception of the product. In addition, the value proposition and customer relationship in the BMC are essential.

Overall, the researcher will gather the information from four different groups of participants and insert it into the Business Model Canvas as a format to understand the business and develop it into a future product.

3.2 Research Questions

1. The medical profession

4Ps

Product

- What is your perception of the supplement for CKD patients?
- What are the risks of patients consuming the supplements?

Place

- What distribution channel is convenient for CKD patients to purchase supplements?

Business Model Canvas

Values Proposition

- What is the value of offering supplements for CKD patients?
- What values will satisfy the CKD patient?

Customers Relationship

- Please kindly identify the strategy that will help to retain the customer's relationship

Channels

- What distribution channel is convenient for CKD patients to purchase supplements?

Customers Segments

- Please kindly define the patient group that will be the potential customers for the supplement product
- What are the customer's behaviors from the above question?

2. Manufacturer or Suppliers

Business Model Canvas

Key Resources

- What are the resources that require to process the production?

Cost Structure

- Please kindly identify the list of costs for the manufacturing process.

3. The Business Owner

4Ps

Product

- Please describe briefly your product
- What is the advantage of your product compared with the competitors?

Price

- What pricing strategy do you apply to set the price for the product?

Place

- What is your product distribution channel?
- What is the most effective distribution channel for product sales performance?

Promotion

- What kind of promotion that you apply to boost sales?
- If yes. Did the promotion effective?

Business Model Canvas**Values Proposition**

- What is your company's value in offering supplements for CKD patients?
- What is your differentiating value that different from the competitors?

Customers Relationship

- Please kindly identify the strategy that you apply to retain the customer's relationship

Channels

- What distribution channel that you choose to distribute your product?

Customers Segments

- Please kindly define the customer group that is your potential customers for a supplement product
- What are the customer's behaviors from the above question?

Key Resources

- What are the resources that require to process the production?

Cost Structure

- Please kindly identify the list of costs for the manufacturing process

Key Partners

- Who are your potential partners? How do they benefit your business?

Revenue Stream

- If it is not confidential, please suggest the list of the sources that customers are willing to pay rather than the product itself
- Do you expand the product line? If yes, please explain. If not, what is the reason?

Key Activities

- What is the core activity that your company performs?
- How did you manage the activity to be effective and efficient?
- Do you have any strategy to assist you in the activity?

4. Patients

4Ps

Product

- What is your perception of the supplement for CKD patients?
- Do you think supplements will support your daily diet and activity?
- What do you expect from the product in terms of packaging?
- What is the factor you choose to purchase?

Price

- Please kindly define the price range of the supplement that you are willing to purchase

Place

- What distribution channel is convenient for you to purchase supplements?
- Do you prefer online or offline channels?

Promotion

- What kind of promotion strategy motivates you to purchase the supplement? Price Discount? Buy one get one free?
- If you were not interested in the sales price. Please define the reason.
- Is word-of-mouth strategy from medical professionals effective for you?

Business Model Canvas

Values Proposition

- What is the value you effect from the supplement?
- What values will satisfy you the most? Why?
- What values are essential for you in terms of supporting your daily life?

Customers Relationship

- Please kindly identify the strategy that will help to attract you for futures sales
- How can the brand create a relationship with you? Social media? Face-to-face communication?

Channels

- What channels are easy for you to connect with the brand?
- What distribution channel is convenient for you to purchase supplements?

3.3 Data Collection and Research Period

The researcher will take notes and record all the in-depth interviews, which will benefit the data analysis section for further product development. However, the participant will be asking for permission to record the interview as the researcher are aware of the priority and privacy. Which the participants name will not be mentioned in this report for the privacy reasons. The study will collect data from 20 June 2023 until 10 July 2023, according to the research timeline. The researcher will interview for approximately 15-30 minutes according to the question and further details.

CHAPTER IV

DATA ANALYSIS AND FINDING

4.1 Discussion on Business Model Canvas

Values Proposition

Table 4.1 Analysis and Interpretation Data of Values Proposition in Business Model Canvas

Finding from Interviews	Key Factors
<p>“The key values of the supplements that I will recommended is the properties of the ingredient that have shown the benefits toward the CKD patient” Medical Professions (A1)</p> <p>“The brands need to be trustworthy and qualified the health qualification” Medical Professions (A1)</p>	<p>Safe Ingredient, brand reputation and qualification</p>
<p>“In my point of view, brand trustworthy is the key values as if the supplement has been consuming by other CKD patient and if it effective, this lead to brand recognition” Nurse (A2)</p> <p>“Safe to consume as you need to be sure that it safe for the patient and not affect their systems” Nurse (A2)</p>	<p>Brand recognition, feedback from cutomers and safe to consume</p>
<p>“Include essential nutrition that support the patient, easy to consume and convenience” Medical Professions (A3)</p>	<p>High nutrition, easy to consume and convenience</p>

Finding from Interviews	Key Factors
<p>“Resolve the issues that the patient does not have appetite to eat or drink the essential protein and nutrition” Medical Professions (A4)</p>	<p>Increase appetites</p>
<p>“We are experience and understand the CKD patient as our business are owned and develop by medical proffessions” Business Owner (B1)</p> <p>“We believe that we understand the CKD patient and offer the supplement that solve their issues” Business Owner (B1).</p>	<p>Experience and specialist in CKD</p>
<p>“Support overall body systems and reduce facial spots, exclude sugar to be suitable for diabetes patient and health-conscious customers group” Business Owner (B2).</p>	<p>Support body systems and facial. Exclude sugar</p>
<p>“Support diabetes or health concious customers as we offer sugar-free supplement” Business Owner (B3).</p> <p>“We differeiate ourself by offering the best ingredient as we concern of the quality of the extracts to be low calories and sugar” Business Owner (B3).</p>	<p>Sugar-free Best ingredient</p>
<p>“I would seek for the supplements that benefit by kidney system or support my current condition” Patient (D1).</p>	<p>Health benefits</p>
<p>“Helps boost the calcium level for my bone and give me more energy after the tiring period of dialysis. Also, it is refreshing and support my physical and emotional very well” Patient (D2).</p>	<p>Health benefits and refreshment</p>

Finding from Interviews	Key Factors
<p>“The benefits as I will be satisfied if the supplement helps my kidney systems” Patient (D3).</p>	<p>Health benefits</p>
<p>“Refreshment as during my dialysis, I feel less exhausted and boost up the energy” Patient (D4).</p> <p>“It support my daily life and I can manage the diet more effectively” Patient (D4).</p>	<p>Refreshment and support dietary</p>
<p>“Help to resolve my concern of the lack of nutritions, but it need to be safe to consume and support by medical professions” Patient (D5).</p>	<p>Health benefits and safe to consume</p>

Customer's Relationship

Table 4.2 Analysis and Interpretation Data of Customer's Relationship in Business Model Canvas

Finding from Interviews	Key Factors
<p>“Explaining the benefits of the supplement and knowledge clearly and easy to understand as this message will be impact the customers purchasing power” Medical Professions (A1).</p> <p>“Treat the customers as they are our family members. Which, I thought that this can apply to offer the supplement and consider what best for our customers” Medical Professions (A1).</p>	<p>Offer knowledge and treat the customers as the family members</p>
<p>“I would suggest offering the patient a sample of the supplement for them to try and get feedbacks as this will make you understand the customers preference in the first stage” Nurse (A2)</p>	<p>Offer samples</p>
<p>“If the supplement is good in term of quality, texture and flavour, it will retain the customers to purchase it again.” Medical Professions (A3)</p>	<p>High quality, good texture, and flavour</p>

Finding from Interviews	Key Factors
<p>“After services by communicating with the patient frequently about their progression and answer their questions” Medical Professions (A4)</p> <p>“The brand needs to understand clearly about this disease as deep insight will persuade patient trust” Medical Professions (A4)</p>	<p>After services and brand trustable</p>
<p>“After services to follow-up with patient and ask for feedback to engage with them” Business Owner (B1).</p>	<p>After services</p>
<p>“We believe in effectiveness and perform it in that moment, as we remind the team that customers cannot wait from our reply” Business Owner (B3).</p> <p>“We will announce and communicate the promotion or activity with the customers via e-mail and Line frequently” Business Owner (B3).</p>	<p>Reply immediately and communicate with customers frequently</p>
<p>“If the supplement is good for my body systems and not effecting my dialysis treatment, I will definitely trust the brand and choose to purchase it again” Patient (D1).</p>	<p>Patients feel the outcome or benefits</p>
<p>“Update the information about the product, CKD, and others data that essential for CKD patient” Patient (D2).</p> <p>“If the brand that have medical professions support the theory to be ensure it is safe to consume” Patient (D2).</p>	<p>Update information, support by medical professions</p>

Finding from Interviews	Key Factors
“The brand provides the sample product for the customers to test and try. As, I would like to know the texture and taste before purchase” Patient (D3).	Sample products
“Create an activity or a community for CKD patient to share and discuss the issues or concern” Patient (D4).	Create an activity or a community
“After services is essential as if I have the questions or concern, I can directly ask the brand for the solution” Patient (D5).	After services

Channels

Table 4.3 Analysis and Interpretation Data of Channels in Business Model

Canvas

Finding from Interviews	Key Factors
<p>“Online and offline channel, as this day’s patient and caretaker are very comfortable of using the social media in their daily routine, which they can reach the advertisement easily” Medical Professions (A1).</p> <p>“I would recommend Facebook and YouTube as I observe these are two most common platform for this specific group” Medical Professions (A1).</p>	<p>Online channel: Facebook and YouTube</p> <p>Offline Channel: Poster and billboard</p>

Finding from Interviews	Key Factors
<p>“Brochure will be effective by put it in front of the counter or the give it to the patient or caregiver personally. As it will enhance the customer relationship and they will believe on your product from a face-to-face interaction” Nurse (A2)</p>	<p>Brochure to enhance customers relationship</p>
<p>“Online channel is common for the patient as I saw they enjoying the online shopping during their dialysis” Medical Professions (A3).</p> <p>“Distribute in the clinic will be convenience for the patient as they can drink it after their treatment” Medical Professions (A3)</p>	<p>Online channel and in clinics</p>
<p>“The most convenience channel is the medical stores and hospital as it is trustable and patient can touch the actual product” Medical Professions (A4)</p> <p>“The sales person or partner can communicate face-to-face with the patient to answers any question or concerns relate to the product” Medical Professions (A4)</p>	<p>Medical stores and hospitals. Sales person or partners.</p>
<p>“Online channels and aiming to distribute in medical stores” Business Owner (B1).</p>	<p>Online channel and medical stores (future plan)</p>
<p>“Online channels and we have sales partner that helps to us to expand the market” Business Owner (B2).</p>	<p>Online channels and sales partner</p>
<p>“Online channel and a free delivery fees” Business Owner (B3).</p>	<p>Online channel</p>

Finding from Interviews	Key Factors
“I think the best channel is online platform such as Shopee and Lazada as I often use this platform in my daily. Also, in offline channel such as pharmacy will be convenience and reachable for me” Patient (D1).	Online and pharmacy
“I found some fake supplement and a scam from online channel, which it makes me scare to purchase in this channel” Patient (D2). “I prefer the offline channel in the store located in clinics or hospitals” Patient (D2).	Scare of online scam, prefer offline channel.
“Convenience stores like 7-11 and online channel” Patient (D3).	Convenience stores and online channels

Customer’s Segment

Table 4.4 Analysis and Interpretation Data of Customer’s Segment in Business Model Canvas

Finding from Interviews	Key Factors
“First-stage CKD patient that age below 50 years as they are seeking for the benefits of the supplements” Medical Professions (A1).	First-stage CKD patient age below 50 years
“CKD patient in the early stage or does not have a bad symptoms. Which, each of the patient have different symptoms and you need to ensure that you communicate it clearly to check with their doctors first” Nurse (A2)	Early-stage CKD patient with acceptable condition

Finding from Interviews	Key Factors
<p>“End-stage patient as they required additional nutrition to support their dialysis” Medical Professions (A3).</p>	<p>End-stage CKD patient</p>
<p>“The patient that does not have appetite of eating food and lack of nutrition”</p> <p>“The patient that could not control the sugar level and it can risk to diabetes or other diseases”</p>	<p>Patient with lack of appetite and high sugar level</p>
<p>“We focus on CKD patient in all stage, patient that risk to have kidney failure and patient family” Business Owner (B1).</p>	<p>CKD patient, potential CKD patient and patient family</p>
<p>“Online channel like Facebook and Shopee is very convenience to purchase as during dialysis I have spare time around 4 hours” Patient (D4).</p> <p>“If I can purchase it after my treatment and do not have to wait for online delivery, that will be nice” Patient (D4).</p>	<p>Online channel and clinics</p>
<p>“Online channel and in the convenience store like 7-11 or supermarket” Patient (D5).</p>	<p>Online channel and convenience store</p>

Key Resources

Table 4.5 Analysis and Interpretation Data of Key Resources in Business Model Canvas

Finding from Interviews	Key Factors
<p>“Our knowledge and experiences in medical fields and investors than willing to join our vision and mission” Business Owner (B1).</p>	<p>Knowledge and investors</p>
<p>“The OEM company that producing our products from start to end process” Business Owner (B2).</p> <p>“Our sales partners that helps us expand the market and generate higher revenue” Business Owner (B2).</p> <p>“The consultant on improving the formula and potential development” Business Owner (B2).</p>	<p>OEM company, sales partner, and consultant</p>
<p>“The OEM company that produce the product for us as a one stop service” Business Owner (B3).</p> <p>“Our staff that perform very well when I am busy from other business” Business Owner (B3).</p>	<p>OEM company and staff</p>
<p>“Our resources are our own manufacturing process including the laboratory, machine in every process and professional staff” Manufacturer (C1).</p> <p>“We refer our reputation as our key resources as we produce for numbers of well-known brand and this help us to gain trust from new clients” Manufacturer (C1).</p>	<p>Machine, laboratory, medical professions and reputation</p>

Costs Structure

Table 4.6 Analysis and Interpretation Data of Costs Structure in Business Model Canvas

Finding from Interviews	Key Factors
<p>“The costs include employees salary, marketing and advertisements and manufacturing costs” Business Owner (B1).</p>	<p>Salary, marketing, advertising and manufacturing</p>
<p>“The manufacturing costs including the costs of production, we save cost for hiring staff as we rely only on sales partner to generate our sales” Business Owner (B2).</p>	<p>Production costs. This business model that does not require hiring staff.</p>
<p>“The production costs including the product cost and the packaging, which the cost is approximately 150 THB per box” Business Owner (B3).</p> <p>“Including the advertising, staff salary, operation costs and transportation costs is around 50,000 THB per month” Business Owner (B3).</p>	<p>Production costs, advertising costs, staff salary and operation costs.</p>
<p>“For production, the costs will cover the R&D on the formula, registration costs, production costs, packaging costs and packaging design” Manufacturer (C1).</p> <p>“If the clients acquire further services such as marketing, logistics or brand management, there will be an additional costs” Manufacturer (C1).</p>	<p>Cover all process from production to registration.</p> <p>Offer additional service upon requests.</p>

Key Partners

Table 4.7 Analysis and Interpretation Data of Key Partners in Business Model Canvas

Finding from Interviews	Key Factors
<p>“ Our investors as a financial support and we aim to partner with hospitals in the future” Business Owner (B1).</p>	<p>Hemo nurse, investors and hospitals (future plan)</p>
<p>“Our partners is my friends that have different of skills and experience to develop this business further”</p> <p>“The professor is the main drive that make this business happens as she was consults and assist in all of the process”. Business Owner (B2).</p>	<p>Friends and professor</p>
<p>“Our key partner is Newlife Pragmatical Limited as they are the OEM company that offer one stop service to produce the supplement from the start till the end” Business Owner (B3).</p>	<p>Newlife Pragmatical Limited</p>
<p>“We partners with many suppliers including domestic and international, as we need to order raw material to formulate into the finish products” Manufacturer (C1).</p>	<p>Suppliers</p>

Revenue Streams

Table 4.8 Analysis and Interpretation Data of Revenue Streams in Business Model Canvas

Finding from Interviews	Key Factors
<p>“We have one revenue streams which is our supplement in a form of powder with variety of flavours including coffee, chocolate, vanilla and strawberry” Business Owner (B1).</p>	<p>Supplement and aim to expand the product line</p>
<p>“Our jelly supplements as our first launch products and we offer only one flavour which is apple cider” Business Owner (B2).</p> <p>“We aim to expand the product flavours to be more variety as well as the product line by focus on the fibre supplement” Business Owner (B2).</p>	<p>Supplement on one flavour, expand flavour and product line (future plan).</p>
<p>“Our main revenue stream is the sales from our two product, products Furume (protein drink) and Curelogy (pain killer liquid)” Business Owner (B3).</p>	<p>Two products of supplements</p>

Key Activities

Table 4.9 Analysis and Interpretation Data of Key Activities in Business Model Canvas

Finding from Interviews	Key Factors
<p>“The key activities include communicating with the manufacturing company (OEM) about the progression and finish product deadline” Business Owner (B1).</p> <p>“Manage the social media platform to update the interesting information and engage with the customers. Manage the orders and process the delivery” Business Owner (B1).</p> <p>“We arrange the responsibility of each individual clearly and arrange meeting frequently to follow-up and discuss on future plans” Business Owner (B1).</p>	<p>Communicate OEM.</p> <p>Manage social medial. Manage orders and delivery.</p> <p>Meeting with teams frequently</p>
<p>“We have to seek for sales partners to expand our business and train them to understand our offering” Business Owner (B2).</p> <p>“Generate the marketing campaign and product information as a resources for the sales partner to present to the customers” Business Owner (B2).</p>	<p>Seek for sales partners and set-up campaign and information.</p>

Finding from Interviews	Key Factors
<p>“Communicate with the manufacturing company (OEM) about the production line and the deadline that we need the product” Business Owner (B3).</p> <p>“Deliver our products to the customers with the common logistics company such as Kerry, Flash Express and Thai Post (depends on the rate)” Business Owner (B3).</p> <p>“Communicate with our customers in social media upon any concerns or question related to our offering” Business Owner (B3).</p> <p>“Marketing and advertising to enhance the customers engagement in social media” Business Owner (B3).</p>	<p>Communicate OEM, Deliver products, communicate and engage with customers.</p>

The summary of Business Model canvas according to Table 4.5, 4.6, 4.7, 4.8, 4.9, 4.10, 4.11, 4.12 and 4.13, will be explain as follows.

Values Proposition

The supplement for CKD patients refers to exceptional support for individuals battling Chronic Kidney Disease. The supplement provides a comprehensive value proposition to address their health concerns. The core value is health benefits that aim to support the symptoms associated with CKD, improve kidney function, manage blood pressure, and reduce the burden of common complications. Furthermore, the safe to consume is essential as it needs to benefit the patient's condition, not damaging as this can lead to significant concerns. In addition, if the products undergo rigorous testing and are free from harmful additives, allergens, or substances that may affect kidney conditions. This will raise the value of safe to consume for the patient. The brand

reputation in the healthcare industry is a solid reputation to reach the audience, including years of dedicated research, development, and positive customer feedback and satisfaction. In addition, it is associated with creditable medical professionals offering medical support and guidance to those on their CKD journey. Recognizing CKD patients' challenges in dialysis treatment, the supplement must be easy to consume, including the texture and the taste, to be suitable for the patient who is out of energy after the extended dialysis treatment.

Furthermore, the supplement must be convenient as the patient's daily routine enters the dialysis clinics. This thoughtful approach encourages an easy-to-go package, encouraging patients to carry the package as they go. Also, the location must be convenient for the patient and easy to access. In addition, the objective of the product is a commitment to increasing the quality of life, focusing on the medical needs and the emotional well-being of CKD patients. The refreshment of the supplements is mentioned by most of the patients as the supplement should have a delightful taste that uplifts energy and a small quantity of sweetness. In conclusion, the value proposition of the supplements is not just another product but a holistic solution that encompasses health, safety, trust, and convenience.

Customer's relationship

The brand's commitment to building strong and lasting customer relationships for CKD patients begins with offering valuable knowledge by empowering the patient with comprehensive information about the supplement, kidney health, and managing CKD effectively. Doctors must conduct the information as they are creditable to the patient. To survey the market and ensure that it is the right product for this group, provide samples for the CKD patient to try before committing to them. The most important factor beyond the product quality is the after services, by addressing any queries or concerns the patient might have and follow-up the progression. Furthermore, the benefit of this action is customer feedback for a gap in development. In addition, to keep the patient updated with the information and support offered by the brand.

Along with a medical profession to assist with medical questions or inquiries as an exceptional service. The medical professions mentioned that creating the community encourages patients to join the activities and brings them together to

socialize as they are not alone in this journey. This activity will allow the patient to share the experience, and this moment led the brand to understand the patient's behaviors and perspective to develop the products according to their needs. Lastly, be concerned with communication as some patients may need time to process their thoughts and be patient, along with answering kindly and politely. As well as replying to the customers immediately to maintain customer satisfaction. Overall, CKD patients are not only customers but consider them as family members. Please treat them with care and support them as much as possible because the CKD patient journey is already complicated; at least let the supplement enhance the convenience and effective option for their living.

Channels

With the advance of technology in the modern age of digital connectivity, online channels are set to be easy to access for all users, including CKD patients and caregivers. With the variety of online shopping platforms, big players like Shopee and Lazada stand out among their competitors. This channel is an effective channel to promote the supplement. According to the medical professions, during dialysis treatment, several patients enjoy the online shopping platform to view or purchase their interested goods. Furthermore, an application such as TikTok, Facebook, Instagram, and Line Official is practical as these platforms have become the daily routines of patients and caretakers to access advertisements and product information. Nonetheless, Patients and medical professionals that have a bad experience from online channel state that they are afraid of scams and counterfeit products. For this reason, adopting an offline channel is essential for the customers.

The offline channel will be convenient and easy for CKD patients and caregivers by distributing in the dialysis clinics and hospitals with creditable locations and gaining customer trust in the medical field. The CKD patient can access the supplement after their dialysis in the clinic or activity in the hospital. In addition, creating a brochure that provides detailed and reliable information about the supplement is essential for its authenticity and benefits. Furthermore, the medical stores are accessible as they can be widely accessed in public. Also, pharmacists can provide knowledge and guidance about the supplement.

Moreover, sales representatives or partners create a personalized experience for the customers as face-to-face communication allows them to answer any questions or concerns regarding the product. Lastly, convenience stores such as Seven-Eleven assure convenience for patients and are easy to access in local areas. Likewise, connecting online and offline channels aims to stimulate the preferences and needs of CKD patients.

Customers Segment

The supplement for CKD patients can target diverse customer segments, each requiring specific health needs and concerns. For the CKD patient the supplement is suitable for both early and end-stage CKD patients, as the target groups require additional nutrition. Especially the end-stage patient who process dialysis treatment, as the supplement will increase their energy and refreshment. To specify these segments, the concern mentioned by medical professionals is that CKD patient needs to control their blood and sugar levels. The supplement will be a solution to provide the right amounts of protein and nutrition to control blood and sugar levels. In addition, as the patient lacks appetite, adding flavor to the supplement will enhance the patient's willingness to consume.

Furthermore, the supplement is suitable for CKD patients and specified for the patient at risk of developing CKD. The supplement benefits kidney health and supports body systems and vitality to maintain kidney function. Lastly, the patient families have a high power of purchase and willingness to support their loved ones through the CKD journey.

Key Resources

The success of the supplement company relies on a range of critical resources essential for its operations and growth. The business owner states that as she is providing supplements for CKD patients, knowledge in the medical field is an intangible resource essential for the business. Likewise, the team with expertise and knowledge in the medical field, including researchers, nutritionists, and healthcare professionals, play a vital role in developing and establishing the supplement to reach the specific needs of CKD patients effectively. In addition, investors' support and

financial status offer the essential capital to fund the research, manufacturing, and marketing, allowing the business to expand the market. Furthermore, a business with limited resources and investment would rely on critical partners such as OEM companies. OEM companies define as suppliers, generating the finished product that qualifies to the standards and meets the business owner's preference.

Moreover, business owners that establish the business model rely on sales partners. He mentioned that the sales partner is crucial in distribution and sales channels to ensure the supplement reaches the target market. The manufacturing company or OEM relies on machinery and laboratories for research, development, and quality control. These resources generate the ability to handle experiments, assessment of formulations, and ensure that the supplement's safe and meets the qualification before introducing it to the market. In addition, medical professionals strengthen the supplement's credibility and trustworthiness in supporting CKD patients. Lastly, the brand's strong reputation in the medical field for producing specific supplements for CKD patients can drive to develop trust from patients and caregivers.

Costs Structure

Identifying the cost structure of the business offering supplement includes different factors essential to operate the business smoothly and maximize growth. Employee salaries authorize a vital segment in the cost structure, as skilled and experienced employees in the specified benefits the business performance. Furthermore, the business owner of the supplement for CKD patients mentioned that they hire medical professionals to consult and support their products to be suitable for CKD patients. Furthermore, marketing and advertising expenses are necessary to promote the supplement to target customers, increase brand awareness, and attract new customers. These costs may include advertising, campaign, product launch, and collaborations with healthcare influencers to create value for the product. In addition, manufacturing costs play an essential role in producing the products, and the business owners stated that they cooperate with the OEM company. The manufacturing company or OEM must be aware of the quality control throughout the manufacturing process to qualify for the standards. In general, balancing the cost structure is crucial to the business's financial stability and success, as it allows them to invest in further research, development, and marketing

efforts, although the core value of the supplement is offered to CKD patients and be competitive in the market.

Key Partners

The success of a supplement for CKD patients must be associated with key partners who offer the expertise and resources essential for the business. Medical professions are the leading players in creating value for the product as they are expertise in CKD and caring for patients. Along with the essential nutrition to support the CKD patient's kidney health and prevent harmful nutrition that damages the patient's system. Furthermore, the medical professions offer the insights information to develop the supplement to follow the medical requirements and promise to offer substantial benefits to assist the patient's ongoing journey. In addition, the manufacturing company is a significant player in the partnership aspect as they manufacture the product for the brand as a one-stop service from ideas to finished products. The entrepreneur can ensure that the supplements are delivered from a high-standard process with qualifications and standards. Furthermore, the entrepreneur can discuss the preferred formula and function of the supplement with the Research and Development to offer the best product for the CKD patient. Likewise, investors assist in the supplement's research, improvement, and marketing inclusive investment to encourage the company's financial status to run the business. Thus, the business will be able to develop the product to satisfy the CKD patient and reach a broader market. Finally, professors in the medical field strengthen business creditability and reputation. Generating their academic research and knowledge to contribute to developing the products will enhance the safe-to-consume value for the patient. Collectively, associating with these critical partners will establish a comprehensive solution that supports the specific needs of CKD patients and enhances their quality of life.

Revenue Streams

The revenue streams for the supplement company mainly revolve around the sales of their initial product. The business owners mentioned that in the first stage, a business with a limited budget and resources should start with only one product and flavor. High revenue is generated to test the market and if the supplement becomes

popular and attracts more customers. Nonetheless, to increase the revenue streams and market opportunity, the business owners aim to expand their product line further by introducing new flavors and variants, which the business can expand to a broader market. Along with specific preferences and dietary requirements, raising their customer base and overall sales. Expanding the product line will also allow the company to enter new markets and persuade the current customers to be interested in trying different flavors of the supplement after the business settles down in the market and gains base customers. They need to seek the opportunity to generate more revenue streams and create higher market opportunities for the business.

Key Activities

The key activities of the supplement company include numbers of tasks that are important to operate the business and drive it to success. Connecting and follow-up with the manufacturing company is essential to ensure the production timelines and reliability of high-quality ingredients. Furthermore, organizing the social media platforms to promote the supplement to the target audience and announce promotions or activities to engage with the customers. In addition, by offering online channels, the business needs to manage the order efficiently and process the delivery on time, as this will impact customer satisfaction. To manage the team performance, the business needs to organize weekly meetings to follow up with the internal teams, including discussion on reviewing the issues or problems, employee feedback, and discussion of future opportunities. Arranging the meeting will increase the team morale and allow the employees to share their ideas and perspectives, making them feel they belong to the company.

Moreover, arranging the marketing campaigns offline and online depends on the selected distribution channels. The media includes information about the benefits of the supplement for CKD patients and educates them with the consultation of medical professionals. This action's benefit is raising brand awareness for the CKD patient and community. Communicating with customers is the primary activity to raise trust, satisfaction, and loyalty. Response to customer requests and solving their concerns or issues immediately is essential to determine the brand's commitment to their client's satisfaction and increase the customer experience. The advantage of engaging with

customers and receiving feedback or complaints can lead the company to identify the gap of improvement and streamline the innovation process to improve the product and services. In general, these key activities are essential for the business to perform effectively as the business growth and customer satisfaction rely on these activities.

4.2 Discussion on Marketing Mix

Product

Table 4.10 Analysis and Interpretation of Data Product in Marketing Mix

Finding from Interviews	Key Factors
<p>“Alternative way increase strength and maintain the system” Medical Professions (A1).</p> <p>“Be aware of some ingredient as it can affect the patient systems” Medical Professions (A1).</p>	<p>Alternative Ingredient cautious</p>
<p>“May not be suitable for CKD patients but medical research and support will be able to help” Medical Professions (A2).</p> <p>“Need to examine with the first-stage CKD patient to observe the benefits and effects” Medical Professions (A2).</p>	<p>Medical supports Test and examine</p>
<p>“The packaging should be easy-to-go, and the refreshing flavor will help to energize the patient” Medical Professions (A3).</p>	<p>Easy-to-go Refreshing flavour</p>

Finding from Interviews	Key Factors
<p>“Will benefits the patient but need to be the concern of the patient blood, sugar and electrolyze level to prevent the damage to the patient system” Medical Professions (A4).</p>	<p>Patient concern</p>
<p>“Supplement would benefit my kidney during my dialysis treatment as in my understanding it would refresh and make me feel less tired” Patient (D1).</p>	<p>Benefits kidney systems, refreshment, and boost energy.</p>
<p>“I consume the egg white powder, and I feel that it is acceptable. However, it quit bothering me and inconvenience as I must prepare and mix it with water every time” Patient (D2).</p>	<p>Powder is inconvenienced</p>
<p>“I think it will benefit my body, but I will be concerned about the formula that is not harming me” Patient (D3).</p> <p>“From my experience, the egg-white powder is difficult to dissolve, and I can taste the fishy from the white egg” Patient (D3).</p> <p>“I expect the texture to be easy to consume and the flavor is refreshing” Patient (D3).</p>	<p>Health benefits, some egg-white supplement is fishy, easy to consume, and refreshing in flavor.</p>

Finding from Interviews	Key Factors
<p>“I have consumed the egg-white supplement in the form of a capsule; I feel that it helps my life much easier” Patient (D4).</p> <p>“But I have issues with capsule forms as it is not convenience and unpleasant to consume, also adding refreshing flavors will be pleasant” Patient (D4).</p>	<p>Effective, need to be easy to consume and refreshing flavor</p>
<p>“The option to increase the level of nutrition and maintain my kidney systems. However, I will be aware of the risks if there is none of the medical reference or recommended by doctors” Patient (D5).</p> <p>“if the package is easy-to-carry around, I can consume it whenever I prefer. Also, the taste should be a refreshment and boost my energy” Patient (D5).</p>	<p>Effective but recommended by the medical profession.</p> <p>Easy-to-carry and refreshment flavor.</p>

Price

Table 4.11 Analysis and Interpretation Data of Price in Marketing Mix

Finding from Interviews	Key Factors
<p>“Above 100THB as lower price mean lower quality” Medical Professions (A1).</p>	<p>Above 100 THB</p>
<p>“Not below than 100THB as low price will conscious the patient of the quality” Medical Professions (A2).</p>	<p>Above 100 THB</p>

Finding from Interviews	Key Factors
"Less than 70THB as some patients are price sensitive" Medical Professions (A3).	Less than 70THB
"The price that will attract CKD patient would be around 50-100 THB per package" Medical Professions (A4).	50-100 THB
"I would not mind the price as long as it good for my kidney system and support my living" Patient (D1).	Up to quality
"I think the price should be equal or less than one meal, which less than 100 THB per package" Patient (D2).	Less than 100THB
"I would be happy to pay around 50 baht per package" Patient (D3).	50THB
"The preferred price would be the same of one meal around 50-70 THB" Patient (D4).	50-70THB
"I would say around 50 THB per package" Patient (D5).	50THB

Place

Table 4.12 Analysis and Interpretation Data of Place in Marketing Mix

Finding from Interviews	Key Factors
<p>“Place that offering medical goods and located in the hospitals or clinics” Medical Professions (A1).</p>	<p>Medical stores</p>
<p>“Hospitals and clinics is the most common channel” Medical Professions (A2).</p>	<p>Hospitals and Clinics</p>
<p>“Online channels is easy to access and in the clinics would be very convenience for the patient” Medical Professions (A3).</p>	<p>Online channel and clinics</p>
<p>“The most convenience channel is the medical stores and hospital as it is trustable and patient can touch the actual product” Medical Professions (A4)</p> <p>“The sales person or partner can communicate face-to-face with the patient to answers any question or concerns relate to the product” Medical Professions (A4)</p>	<p>Medical stores and hospitals. Sales person or partners.</p>
<p>“I found some fake supplement and a scam from online channel, which it makes me scare to purchase in this channel” Patient (D2).</p> <p>“I prefer the offline channel in the store located in clinics or hospitals” Patient (D2).</p>	<p>Scare of online scam, prefer offline channel.</p>
<p>“Convenience stores like 7-11 and online channel” Patient (D3).</p>	<p>Convenience stores and online channels</p>

Promotion

Table 4.13 Analysis and Interpretation Data of Promotion in Marketing Mix

Finding from Interviews	Key Factors
"Promotion not effective, patient seek for high value more than cheap price" Medical Professions (A1).	Values above price
"Promotion would be effective but the quality needs to be acceptable as well" Medical Professions (A3).	Price and Quality matters
"May not be effective for this group of customers as they are more concern of the qualities and the benefits that they will receive" Medical Professions (A4).	Quality above price
"I think price will make an impact on my decision making as if there is buy 1 get 1 free, it will make me decide to purchase much easier comparing to the normal price". Patient (D2).	Promotion is effective
"The promotion will definitely attract me as if the price is much cheaper than other brand, it would be easy to choose this brand" Patient (D3).	Promotion is effective
"I would like to purchase for one package less than 50 THB and if the price is less than that will surely attract me" Patient (D4).	Promotion is effective
"Promotion such as discount, buy 1 get 1 free or free stuff will surely make it easier for me to purchase it" Patient (D5).	Promotion is effective

The summary for Marketing Mix, including Product, Price, Place, and Promotion, according to Tables 4.1, 4.2, 4.3, and 4.4, , will be explained as follows.

Product

The participant's perception of the supplements products for CKD patients is that they are alternative ways of supporting the patient's kidney system. The supplement promotes health benefits to support the patient during their dialysis treatment to increase energy and refreshment. Furthermore, the patient agrees that from their experience, after consuming supplements, they feel less tired, and their body reaches better. Nonetheless, the concern that needs to focus on closely is some ingredients in the supplement formula as it can affect the patient's kidney systems. The brand must consult and discuss with medical professionals before manufacturing. As in the worst-case scenario, if the product affects the patient, it will affect the brand image and complicate the patient's dialysis activity. Likewise, the brand needs to prevent this scenario from happening. In addition, the brand needs to be concerned about the patient's blood, sugar, and electrolyze levels, as if it is not stable, it can affect the patient's system. However, the brand should test or examine the supplement with the early-stage CKD patient to observe the progression or effects before launching to the market.

Furthermore, the patients express their thoughts from the real experiences of consuming the supplement in powder and capsule. They suggest this form is inconvenient, as the powder is difficult to dissolve and tastes fishy from the white egg. Also, the capsule is hard to consume as the size is above average and increases tiredness for some patients who need to consume the medicine daily. Nonetheless, the supplement should be easy-to-go as it will be convenient to carry along and consume whenever they prefer. Moreover, the supplement flavor should be sweet or sour as it would be refreshing after the patient finishes a tiring four hours of dialysis treatment.

Price

Price is one of the critical factors that have an impact on the patient's decision-making process. The result from the interview is fascinating as the perception of the prices of supplements for CKD patients. All medical professionals agree that price does not impact the patient's decision-making process. The patient is seeking quality

and safety above the low-price tag. If the price is low, the patient will be cautious of the quality and the containing ingredient.

Furthermore, CKD patients need to be aware of what they are consuming. It will be acceptable if the price is reasonable, contains essential nutrition or protein, and not harming their body. In addition, the average price mentioned by the medical professionals is 100THB per 1 package. Nonetheless, the CKD patients gave different feedback for the supplement's price to be around 50-100 THB. The researcher has a chance to discuss this matter with the patient and understand that they will be satisfied if the supplement's price is similar to one regular meal. Overall, the price range that is suitable for CKD patients is 50-100THB.

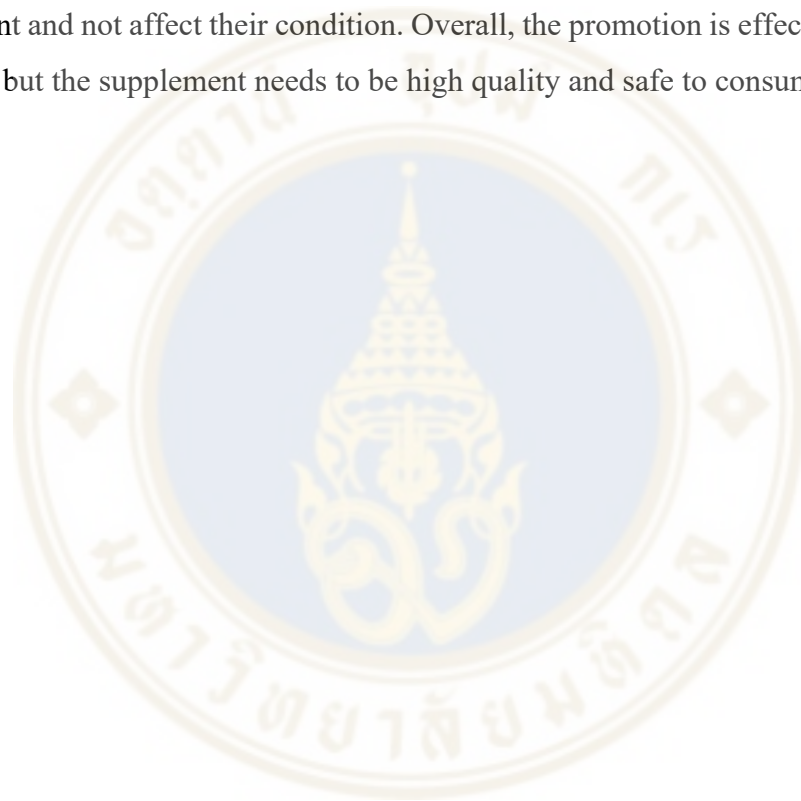
Place

The place to distribute the supplement is significant as it is a channel that reaches the patient to purchase the products. The most common channel is the online channel, as it is convenient and easy to access for all users. A platform such as Lazada, Shopee, Facebook, and Line official is shared among CKD patients. Another reason is that when patients undergo dialysis, which takes place around four hours, they will have time to play on their phones and run through the online platform to purchase products according to their interests. However, 50% of patients fear scamming through online channels and afraid that the product is not what they expected.

For this reason, the offline channel is more suitable as the patient can view and check the products before purchasing. The recommended offline channel is creditability and trustable: hospitals and clinics, as there will be medical professionals to answer patient concerns or issues about the products. Furthermore, if the supplement is distributed in the dialysis clinic, the patient mentioned that it would be very convenient as they can purchase it after the tiring dialysis session. In addition, the salespersons or partners would be efficient as the brand's representative can communicate face-to-face with the patient to answer any queries or concerns related to the product. Overall, online, and offline will be effective for the CKD patient as it is convenient and easy to access.

Promotion

Promotion is a marketing strategy the company applies to attract decision-making. The results concluded that 80% of CKD patients mentioned that promotion would impact their decision-making. If the brand offers price discounts, buy one get one free or complimentary goods will surely persuade them. However, if the supplement is not benefiting the patient, but the price is low, they will not purchase it. The medical professions suggest that promotion is ineffective for CKD patients as quality is the most critical factor. CKD patients will seek what is best to benefit from their dialysis treatment and not affect their condition. Overall, the promotion is effective for the CKD patient, but the supplement needs to be high quality and safe to consume.



CHAPTER V

CONCLUSION

In conclusion, the population of CKD patients in Thailand increasing rapidly, and this led to the demand for supplements are rising as they are seeking additional support for their system. CKD patients encounter lifestyle changes and health concerns, and the need for convenient and supportive supplements is essential. For this reason, the market is widely open for entrepreneurs to seek an opportunity in this expanding market by understanding CKD patients' specific needs and preferences with products that offer legitimate health benefits. Considering the motivations behind CKD patients' purchasing decisions is compelling for advancing effective marketing strategies and differentiated offerings. By concentrating on customer needs and applying medical knowledge, entrepreneurs can establish supplements that improve CKD patients' well-being; this is also an opportunity to build loyal customers in this niche market. The researcher is interested in classifying the essential factors that lead to making a positive impact on CKD patients' lives and advancing more energetic and healthier lifestyles for them.

5.1 Summary of Findings and Discussion

The discussion on the 4Ps Marketing Mix to understand the needs and preferences of the CKD patient intention to buy. The product is a conducive alternative in supporting the kidney health of CKD patients undergoing dialysis treatment, providing health benefits and improved energy levels. Nonetheless, the supplement's ingredients and formulation must be careful and avoid detrimental damage to the patient's kidney system. For this reason, discussing with medical professionals before manufacturing is essential. Price is a crucial factor in the decision-making process for CKD patients, and the target group prioritizes quality above price. Likewise, a reasonable price range is 50-100THB acquired to be suitable for the CKD patient and caregiver. Relating to the place, online and offline channels effectively reach CKD

patients. Online platforms like Lazada and Shopee are popular among patients. Still, some are concerned about scams, making offline channels, particularly in dialysis clinics and hospitals, a reliable and trustworthy option for distribution. Promotion plays a role in attracting CKD patients' interest, but the supplement's quality remains the primary consideration. Discounts and complimentary goods can persuade patients, but only if the product offers genuine health benefits. The data analysis was similar to the research objective to focus on assorted factors relevant to the supplement for CKD patients. The four key areas include the CKD patient preferences on implementing and developing the product that supports the patient in all aspects. The hypothesis of patient preference regarding supplements as the researcher assumes that health benefits will influence CKD patients' priorities, indicating that support for their kidney system is essential.

Additionally, the packaging must be easy to consume and convenient to carry around, as the current market trend primarily involves box packaging. The 4P's data analysis analyze to meet the research objective and contrast with the research hypothesis. The additional information that is additional new data for the research is the flavor of the supplement. The patient's preference is a refreshing flavor, but initially, the researcher assumes that the preferred flavor is milk and coffee.

Therefore, this led the researcher to understand the values of the supplement more straightforwardly as first, the assumption is the health benefits. Nonetheless, the value proposition states that another value is taste rather than health benefits. If the supplement's texture and flavor satisfy them, they will become loyal to the brand. The entrepreneur needs to be considered these values to improve and develop the product to be the first choice for the patient. Furthermore, safety, trust, and convenience are essential to building strong customer relationships, offering valuable knowledge, continuous support, and creating a sense of community to enhance the customer experience.

Discuss the business key activity; the research aimed to identify the processes and strategies for offering supplements for CKD patients. The researcher assumes that offering supplements for CKD patients involves numerous activities, from controlling the manufacturing process to engaging and communicating with customers. The activity is the main drive that affects the business to operate effectively and

efficiently. The researcher's assumption is correct regarding the data analysis, but the activity details are further than that. Key activities involve communication with manufacturing partners, managing social media platforms, efficient order and delivery processes, internal team collaboration, marketing campaigns, and customer engagement to ensure the supplement's impact and growth in the market. The exciting finding is that even though the business is on a small scale, the owner clearly arranges the responsibility for the partners and employees. This allows the business to run the activity smoothly and solve the issues effectively.

Lastly, the distribution channels research objective was to identify the appropriate channels to reach CKD patients effectively. The places needed to be convenient, easily accessible, and visible to the target customers. The researcher assumes that the most appropriate distribution channel for CKD patients is offline, emphasizing its convenience and easy access compared to online media. This suggests that physical locations like dialysis clinics and hospitals are preferred for distributing the supplement. The data analysis met the objective, but the exciting finding is that the online platform is effective for CKD patients. The CKD patient and medical professionals mention that online platform is a part of their daily life as they are comfortable and satisfied with social media and shopping online. The main reason is that when patients undergo dialysis, they have time to enjoy the online channel and discover new goods for their requirements. Nonetheless, the offline channel located in the clinics is very convenient as the patient can consume the supplement as soon as they complete the dialysis; overall, the channels for distribution, both online and offline, are crucial in reaching the target audience effectively.

In addition, the discussion on another element in Business Model Canvas is the customer segments: the early and end-stage CKD patients, patients at risk of developing CKD, and patient families. Essential resources such as medical expertise, a manufacturing company, financial and resource support, and strong partnerships are essential for the supplement's accomplishment. Lastly, the cost structure consists of expenses for employee salaries, manufacturing, marketing, and quality control, all advancing the company's financial stability and competitiveness. Overall, the researcher's hypothesis and the results are similar and very efficient information. The

researcher believes this insight will be helpful for entrepreneurs willing to build a business offering supplements for CKD patients.

5.2 Recommendations

For recommendation, addressing the data analysis, the focus of the factor that motivates the CKD patient purchasing power is the product. The function of the supplement is clear. It offers the health benefits to the patient and does not affect their kidney system. To identify the suitable ingredient for the supplement, according to the literature review, The study identifies that egg white can reduce the level of phosphorus in CKD patients and reduce the level of cholesterol that significantly impacts the patient's cardiovascular (Tajik, 2019). Furthermore, the researcher has an opportunity to discuss this topic with medical professionals, and they all agreed that egg white is the most suitable and beneficial ingredient for CKD patients. In addition, another critical factor that the researcher gains from interviewing the patient is the form of the supplement. As in the current market, the standard forms are powder and tablets, which could be more convenient for the patient. Due to the reason that the powder requires additional time to prepare the drink, as well as the capsule is hard to consume as the patient already has enough medicine for their daily life.

For this reason, the researcher discusses these issues with the patients to identify the best solution for their preference. In the end, the form satisfied by the group of participant patients is a form of jelly. The jelly supplement form is easy to consume and enhances the customer experience. Furthermore, the egg white jelly supplement will be the new product in the supplement market for CKD patients. Although, there is little research that supports that gelatin is not affecting the CKD patient. Nonetheless, this compound requires additional research and testing to ensure that the gelatin and the egg white are not affecting the CKD patient.

Furthermore, the suggested product ideas are new to the market, leading to a need for brand trust among the CKD patient. For this concern, the entrepreneur must associate with medical professionals or healthcare organizations to support the product benefits and be safe to consume. However, the supplement needs to qualify as medical food as the medical professionals are concerned that if the supplement is qualifying only

food grade, it may not be suitable for CKD patients. Additionally, if the supplement is a qualifying medical food, the medical professional can suggest the supplement to the patient quickly and confidently. Furthermore, specifically on the product flavor, the patients and medical professionals agreed that the supplement flavor should be refreshing. However, the patients state that the supplement offered in the market is mainly milk flavor, which is easy to consume but not refreshing. As CKD patients' problems are loss of appetite and a lack of energy, flavor such as sweet or sour will likely support their condition. However, this is only the feedback from several medical professionals and CKD patients, but the market research focus on a broader audience group is essential. For the distribution channel, the researcher discusses with the medical professionals that work in the dialysis clinic the effectiveness of the supplement distributed in the clinic. They are satisfied with these ideas as it would be very convenient for the patient as they can consume as soon as they complete their dialysis treatment. However, the price of the one supplement package needs to be around 50-100THB, as above. This will be over price; even if medical professionals confirm the product as a high-quality supplement, they will not be interested. However, a price lower than 50THB will question the patient about its quality and standard as, ultimately, a high-quality and affordable price supplement is the solution. In conclusion, the recommendation is the information that the researcher received from the participants, and it is an idea that can generate a business. Nonetheless, research and testing need to be applied to ensure this idea is possible and supports the CKD patient in every aspect.

5.3 Limitations and Future Research

The limitation of this report is that it focuses primarily on the business aspect but needs more medical information on Chronic Kidney Disease, as the researcher background is not related to this field, which the researcher overcome his weakness by asking and learning from the medical profession about the requirement and behaviors of the CKD patient. However, for the future research, the information could be more extensive and require further insights to develop the product in medical aspects. In addition, the research time is limited, and the researcher conducted 12 interviews in

total. The information received from the interview is efficient, but the entrepreneur requires further information and insights to establish the business. Investigate the market and consult with experts to ensure that the product is suitable for the CKD patient. Overall, the research has a gap between the medical and business aspect and the limited period to conduct the research. Therefore, the research aims to overcome this limitation in future studies.



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APPENDICES

Medical professions (A1)

4Ps

Product

Question	Answer
<p>What is your perception on “Supplements for CKD Patient”?</p>	<p>In my perspective, the term of supplements for CKD patient is an alternative way for patient to receive the strength and boosting the kidney systems to work better. However, CKD patient are fragile and sensitive to numbers of nutrition, which it might not be suitable for some of the patient according to the individual conditions and requirements.</p>
<p>What is the significant concern for CKD patient consuming the supplements?</p>	<p>In my point of view the price range should not be below 100THB as if the price is too low it might impact on the patient point of view that the quality is low, and it will affect their condition. Overall, my thought is CKD patient is not price-sensitive customers, but they are seeking for high values of the supplements.</p>

Place

Question	Answer
If you are considering purchasing the supplement for CKD patient, what is the distribution channel or place that come to your mind?	Personally, I would think of a place that offering medical goods or a store in the hospitals as well as clinics.

Business Model Canvas

Values Proposition

Question	Answer
What is the value that you would recommend the supplements to the CKD patient?	The key values of the supplements that I will recommended is the properties of the ingredient that have shown the benefits toward the CKD patient. In addition, the brands that are trustworthy and qualified the health qualification will be one of stand out that I will recommends the patient to try on this supplement.

Customer's relationship

Question	Answer
What strategy that will help to build or retain customers relationship?	I would suggest of explaining the benefits of the supplement and knowledge, by explain it clearly and easy to understand as this message will be impact the customers purchasing power. Likewise, as a nurse we always taught to care the patient as they are our family members. Which, I thought that this can apply to offer the supplement and consider what best for our customers.

Channels

Question	Answer
What is the significant advertisement method that will affect the CKD patient	I would suggest both online and offline channel, as this day's patient and caretaker are very comfortable of using the social media in their daily routine, which they can reach the advertisement easily. I would recommend Facebook and YouTube as I observe these are two most common platform for this specific group. Furthermore, the poster or billboard located in the clinics or hospital is also visible and attract the patient or caretaker very easily.

Customers Segments

Question	Answer
Please give the specific detail on the CKD patient that could be the customer base.	I would suggest the CKD patient that age below 50 years as they are awarding of the benefits of the supplements. Also, the patients that are not in the end-stage have a high potential to be the customers base as are in the urgent stage that have to be careful with everything they are consume.

Medical professions A2

4Ps

Product

Question	Answer
What is your perception on "Supplements for CKD Patient"?	My thought on these terms is that supplements is not suitable for CKD patient as they are a sensitive and fragile group, and it might affect their systems. However, if there is a medical research support that it does not affect the patient, this might seem to be interesting.
What is the significant concern for CKD patient consuming the supplements?	I think that you need to examine the supplements with the CKD patient that are in the early-stage or begin to process the dialysis first. As this group can handle the impact of the supplement better than the end-stage patient.

Price

Question	Answer
What is the right price for the supplement of 1 package?	In my point of view the price range should not be below 100 THB as if the price is too low it might impact on the patient point of view that the quality is low, and it will affect their condition.

Place

Question	Answer
If you are considering purchasing the supplement for CKD patient, what is the distribution channel or place that come to your mind?	Personally, I would think of a place that offering medical goods or a store in the hospitals as well as clinics.

Promotion

Question	Answer
Is promotion effective for CKD patient?	My thought is CKD patient is not price-sensitive customers, but they are seeking for high values of the supplements.

Business Model Canvas

Values Proposition

Question	Answer
What is the value that you would recommend the supplements to the CKD patient?	In my point of view, brand trustworthy is the key values as if the supplement has been consuming by another CKD patient and if it effective, this lead to brand recognition. Also, safe to consume as you need to be sure that it safe for the patient and not effect their systems.

Customer's relationship

Question	Answer
What strategy that will help to build or retain customers relationship?	I would suggest offering the patient a sample of the supplement for them to try and get feedbacks as this will make you understand the customers preference in the first stage.

Channels

Question	Answer
What is the significant advertisement method that will affect the CKD patient	I would say brochure will be effective by put it in front of the counter or the give it to the patient or caregiver personally. As it will enhance the customer relationship and they will believe on your product from a face-to-face interaction.

Customers Segments

Question	Answer
Please give the specific detail on the CKD patient that could be the customer base.	I would say the CKD patient in the early stage or does not have a bad symptoms. Which, each of the patient have different symptoms and you need to ensure that you communicate it clearly to check with their doctors first.

Medical professions A3

4Ps

Product

Question	Answer
What is your perception on "Supplements for CKD Patient"?	The supplement need to be easy to consume as currently in the market, there is a common egg-white powder for CKD patient but it hard to dissolve and require the water to mix it. Which it not convenient for the patient comparing to ready-to-go supplement.
What is the significant concern for CKD patient consuming the supplements?	The taste is a very important as it is a key factor that satisfied the patient. Given the reason that the CKD patient must be aware of what they eat and if the supplement taste is good and supporting their system. This will surely resolve the patient concerns.

Price

Question	Answer
What is the right price for the supplement of 1 package?	The price should be less than 70 THB per package, if the brand can offer the high quality and affordable price supplement will be a possible choice for the patient.

Promotion

Question	Answer
Is promotion effective for CKD patient?	In my perspective promotion will attract the patient purchasing power as most of them are price sensitive and willing to purchase cheaper price of supplement.

Business Model Canvas

Values Proposition

Question	Answer
What is the value that you would recommend the supplements to the CKD patient?	The values for supplement that essential for CKD patient is that it is include essential nutrition that support the patient. As they require protein and nutrition to rise the energy to be ready for the dialysis treatment. In addition, the supplement needs to be easy to consume, as it should be convenience and accessible for the patient.

Customer's relationship

Question	Answer
What strategy that will help to build or retain customers relationship?	I think that if the supplement is good, it will retain the customers to purchase it again. As in my opinion, the benefit from the supplement is very similar from each brand but the advantage than can enhance the brand competitive is the flavour and taste. Currently, there is numbers of brand that are focusing on the benefit more than the flavour and taste.

Channels

Question	Answer
What is the significant advertisement method that will affect the CKD patient	Online channel is convenient for the patient as I saw they enjoying the online shopping during their dialysis. Also, if possible, distribute in the clinic will be extremely convenience for the patient as they can drink it after their treatment.

Customers Segments

Question	Answer
Please give the specific detail on the CKD patient that could be the customer base.	The customer base can be the end-stage CKD patient that require a dialysis treatment as they are seeking more supplement to help them feel less tiring during their treatment. Also, the patient or elderly that are lack of nutrition or protein can consume this to support their condition.

Medical professions A4

4Ps

Product

Question	Answer
<p>What is your perception on “Supplements for CKD Patient”?</p>	<p>The supplement for CKD patient will benefits their systems as the lack of nutrition and protein. However, the brand need to understand that each of the patient require different amount of nutrition and protein. Also, the factors that need to be concern such as the sugar level, blood level and electrolyse level. Likewise, if the brand inform the patient clearly about the formula information and a suitable level that are safe to consume it. This will definitely benefits the patient in many ways.</p>
<p>What is the significant concern for CKD patient consuming the supplements?</p>	<p>The CKD patient need to be concern of their blood and electrolyte level, whether it is stable and can consume external supplements. As some types of the supplement are not suitable for CKD patient as they are very sensitive and only can consume specific nutrition.</p>

Price

Question	Answer
What is the right price for the supplement of 1 package?	The price that will attract CKD patient would be around 50-100 THB per package.

Promotion

Question	Answer
Is promotion effective for CKD patient?	The promotion may not be effective for this group of customers as they are more concern of the qualities and the benefits that they will receive.

Business Model Canvas**Values Proposition**

Question	Answer
What is the value that you would recommend the supplements to the CKD patient?	CKD patient will face an issues that they does not have appetite to eat or drink the essential protein and nutrition that required to maintain their system. Also, they are likely to eat the same foods repeat and the nutrition is not variety. Likewise, supplement will be an significant alternative for the patient to consume when they want high nutrition or protein.

Customer's relationship

Question	Answer
What strategy that will help to build or retain customers relationship?	I presume the effective ways of retaining the customers relationship is after services by communicating with the patient frequently about their progression and answer their questions. The brand should create the media that are related to the supplement benefits toward the CKD patient. However, the brand needs to understand clearly about this disease as deep insight will persuade patient to trust on the brand. Lastly, be friendly and reduce the barrier as the patient will be more comfortable to contact and purchase the supplement easily.

Channels

Question	Answer
What is the significant advertisement method that will affect the CKD patient	The most convenience distribution channel for the patient is in the medical stores or hospitals. As the patient will be able to touch and view the tangible product clearly better than online channel. Furthermore, if the brand has the sales person or partner that reach the patient face-to-face. This would be convenience as the patient can asks question or concern directly.

Customers Segments

Question	Answer
Please give the specific detail on the CKD patient that could be the customer base.	The patient that will be suitable for the supplement are the patient that does not have appetite of eating food and lack of nutrition. This is a real concern as it will effect their dialysis and their kidney systems. Furthermore, the patient that could not control the sugar level and it can risk to diabetes or other diseases.

Business Owner B1

Business Model Canvas

Values Proposition

Question	Answer
What is your company's value in offering supplements for CKD patients?	The core values of our offering is we are the brand that own and develop by medical professions and professors. We believe that we have the knowledge and resources that support the CKD patient in every aspects. Furthermore, the another values is safe to consume as we are confident that this supplement has pass number of examine and test in order to be safe for patient. Lastly, we are offering the affordable price supplement for all patient economic level to purchase.

Question	Answer
What is your differentiating value that different from the competitors?	We focus mainly on the quality of the product and the benefits of it as we want to be sure that it is benefiting the patient and solve their issues or problems. In addition, the package of our supplements is an easy-to-go package by comparing with competitors that are mainly focus on sachet or box. For this reason, we are confident that our products package is more convenience for the patient comparing to the competitors.

Customer's relationship

Question	Answer
Please kindly identify the strategy that you apply to retain the customer's relationship	For the customer relationship, we are focus on follow up our customers on their feedback and progression from consuming our supplement. As the negative feedback will be beneficial for our development and growth. Furthermore, we do fews advertising in social media to engage with our customers.

Channels

Question	Answer
What distribution channel that you choose to distribute your product?	Currently, we distribute our products in online channels including Shopee, Lazada, Facebook and Line. However, we are processing to distribute our product in medical store and channel in the medical services centre.

Customers Segments

Question	Answer
Please kindly define the customer's group that is your potential customers for a supplement product.	Our customers divide into three group, first CKD patient in all stage as our supplements is suitable for their condition and support their overall systems during their dialysis treatment. Secondly, people that are risks of having CKD or in CKD first stage. As they have high awareness and willing to purchase the products that helps their kidney systems. Lastly, CKD patient family as for some elderly patient, the decision making will accord to their family. Also, as Thai culture, we want the best for our parents or grandparents to support them and make them happy.

Key Resources

Question	Answer
What are the resources that require to process the production?	Our key resources are our knowledge and experience in the medical fields, and we are confident that we are capable of this job and seek the best for our customers. We have professions teams and everyone understand the company vision and drive to achieve our goals. Another resource is investment as we need money to operate the business and we have investors that are willing to invest on our project. Lastly, the most important resources is our brand trust as this factor is impact on customers decision.

Cost Structure

Question	Answer
Please kindly identify the list of costs for operating the business.	The costs are cover the employee's salary, including two admins, two stock organiser and management salary, which is 40% of overall costs. However, I can not specific on the numbers as it is the company confidential. Also, the costs on marketing and advertising in online channel, which is 20% of the overall costs. The less is manufacturing with the OEM company, which I could not specific the company name as per agreement.

Key Partners

Question	Answer
Who are your potential partners? How do they benefit your business?	Our key partner is the haemodialysis nurse that work in the clinics as we believe that they are the bridge that link us with the patient. Also, the investors is our partner as we do our best in our parts and they support us in term of financial. However, in the upcoming future, we are aiming to partnership with hospitals to offer our product and generate higher values to our brand.

Revenue Stream

Question	Answer
If it is not confidential, please suggest your revenue streams.	We have only one revenue streams which is our supplement in a form of powder with variety of flavours including coffee, chocolate, vanilla and strawberry.
Do you expand the product line? If yes, please explain. If not, what is the reason?	Currently, we have no plan to expand the product line because the business is just begun to enter the market. However, in the future we are aiming to offer more variety of products for our customers.

Key Activities

Question	Answer
What is the core activity that your company performs?	The key activities include communicating with the manufacturing company about the progression and finish product deadline. Manage the social media platform to update the interesting information and engage with the customers. Manged the orders and process the delivery.

Question	Answer
How did you manage the activity to be effective and efficient?	We set-up the team in a clear section and responsibilities, which each person has their own role and activity. Also, we set the meeting every week mainly online to follow-up the company performance, way of improvement and discuss on future. The most important strategy is that each staff have the right to share ideas and decide in the first stage. As we believe that everyone should be able to speak up and drive the company together.

Business Owner B2

Business Model Canvas

Values Proposition

Question	Answer
What is your company's value in offering supplements for CKD patients?	The key values that we offer to customers are supporting the immune systems and overall body systems. However, we receive numbers of positive feedback that our product helps the customers facial by reducing the blemish and spot. Furthermore, as we do not include sugar in our recipe, which it is suitable for diabetes patient as an alternative of sweets.

Question	Answer
What is your differentiating value that different from the competitors?	<p>Our differentiated values are our jelly texture that stands out from competitors by offering a jelly-like texture that adds an enjoyable aspect to consuming it. Furthermore, our jelly can be added in a various meal such as salad or mix with a smoothie to enhance customers experience and enjoyment for the customers daily diets. In addition, our packaging is portable and easy-to-go for customers conveniences. As our target lifestyles is very busy during the days whether working or travelling. So, they can consume our supplement whenever and wherever up to their preference.</p> <p>more convenience for the patient comparing to the competitors.</p>

Channels

Question	Answer
What distribution channel that you choose to distribute your product?	<p>For distribution, we focus on online channels including Shopee, Lazada, Facebook and Line official. However, we have our sales partner that some are focus on offline channel by committing face-to-face selling strategy. Overall, it is depending on each sales partner prefer channels. In addition, our brand has associated with the convenience store in Cambodia to distribute in the local supermarket. It is a great opportunity for us to expand the market overseas and currently we received positive feedback from our distributors and acceptable sales.</p>

Key Resources

Question	Answer
What are the resources that require to process the production?	Our key resources are the production of our products from the OEM company called SPG, which our production process is completed from this company. Furthermore, another resource is our sales partners as they are the important resources that help our product expand to the market. In addition, we are partner with professor that fulfill with knowledge and experience in nutrition. Which her assists us in developing the supplement formula to be the best for our customers.

Cost Structure

Question	Answer
Please kindly identify the list of costs for operating the business.	Manufacturing costs of the gel itself, the gel package, and the box package. We do not have employees as we rely on the partners to promote and sell our product. However, I used my café as a storage room and delivery the supplement to the partners by myself or café staff. These ways, we can save costs on employee's salary and operation costs.

Key Partners

Question	Answer
Who are your potential partners? How do they benefit your business?	Our partner is two friends of mine, both of them are business man one are focus on real estate and selling used vehicles. The benefits of associated with my friend to build up this business is that each of us have different skills and experience that helping the business to run smoothly and develop it further. Furthermore, as we have other business to manage, having friend to help in the business lead us to arrange the role specifically and this help us to save time effectively. In addition, another partner is the professors that help us to develop the formula until we receive the best product for our customers.

Revenue Stream

Question	Answer
If it is not confidential, please suggest your revenue streams.	The main revenue streams are our jelly supplements as our first launch products and we offer only one flavour which is apple cider. As it in the first stage and we want to focus on only product and flavour to minimize the production costs and risks. However, as we receiving positive feedback from our customers and generate high revenue. Which we aim to expand the product flavours to be more variety as well as the product line, as we want to focus on the fibre supplement to attract more customers base and generate more revenue.

Question	Answer
Do you expand the product line? If yes, please explain. If not, what is the reason?	We aim to expand the product flavours to be more variety as well as the product line, as we want to focus on the fibre supplement to attract more customers base and generate more revenue.

Key Activities

Question	Answer
What is the core activity that your company performs?	Our key activity is seeking for sales partner as our business model is relying on them and it is our responsibilities to be ensure that our partners have potential and ability to expand our product to compete with the market. Furthermore, we are setting the marketing campaign as a resource for the partners and support them to boost the sales. Also, we are standby to support the partners with any issues or concern immediately as we believe in efficiency.
How did you manage the activity to be effective and efficient?	I manage the business activity by follow-up the sales performance of each partner, as if they doing well, we will offers a lower price and invite for a dinner. However, if they do not perform well, it nothing we can do as the partners already purchase the products from us.

Business Owner B3**Business Model Canvas****Values Proposition**

Question	Answer
<p>What is your company's value in offering supplements for CKD patients?</p>	<p>Patient with CKD is not only concerning about their sodium level, but their sugar level needs to be aware closely as well. Also, they have high risk of having complication such as diabetes, obesity, and high blood pressure. For this reason, the values of Ffureme supplements are we are sugar-free supplement as our supplement does not contain sugar. Which our product can be a substitution of high sugar beverages.</p>
<p>What is your differentiating value that different from the competitors?</p>	<p>Our differentiating values is that we use the best ingredient as we concern of the quality of the extracts to be low calories and sugar. Also, we want the supplements to test similar or better than the sugary drinks.</p>

Customer's relationship

Question	Answer
Please kindly identify the strategy that you apply to retain the customer's relationship	We believe in effectiveness and perform it in that moment, as we remind the team that customers cannot wait from our reply. Likewise, we will reply to the chat as soon as possible. Furthermore, we provide after sales services to ensure that customers are satisfied with our product and services. Which, we can receive feedback from the customers to find area of improvement.
Please kindly define the strategy that will attract the customers for potential future purchase.	We will announce and communicate the promotion or activity with the customers via e-mail and Line frequently. From these points, we can build the relationship and retain the loyalty customers.

Channels

Question	Answer
What distribution channel that you choose to distribute your product?	The distribution channel that we select are online channel including Facebook and Line Official. This channel is very effective comparing to offline channel as our target market are using the social media as a part of their daily routine. Also, we can reduce rent cost if we choose to distribute our product in the supermarket or supplement store. Furthermore, the customers are willing to purchase online as we offer free delivery fees as our strategy to attract the customers.

Key Resources

Question	Answer
What are the resources that require to process the production?	Our key resources are the OEM company that in charge of the production process and responsible to maintain the quality of each product to our brand standard. Also, our staff are our key resources as myself have other business as well and with a limited of time, I cannot manage this business effectively. However, our staff are very skilful and experience that can manage the company activity and solve minor issues.

Cost Structure

Question	Answer
Please kindly identify the list of costs for operating the business.	The cost cover mainly the production costs including the product cost and the packaging, which the cost is approximately 150 THB per box, one box includes 10 package. Furthermore, including the advertising, staff salary, operation costs and transportation costs is around 50,000 THB per month.

Key Partners

Question	Answer
Who are your potential partners? How do they benefit your business?	<p>Our key partner is Newlife Pragmatical Limited as they are the OEM company that offer one stop service to produce the supplement from the start till the end. The benefits that we receive from our partner is that we can own a business with a limited investment as we do not have to establish the factory or a laboratory to research on the formula.</p> <p>Also, the process is much easier and convenience as they customize the formula according to our preference with R&D team to consult and discuss.</p> <p>Moreover, when we start the business, the OEM company process the registration and qualification for us, which we can spare time to plan the strategy rather than waiting for the ques.</p>

Revenue Stream

Question	Answer
If it is not confidential, please suggest your revenue streams.	Our main revenue stream is the sales from our two product, products Furume (protein drink) and Curelogy (pain killer liquid).
Do you expand the product line? If yes, please explain. If not, what is the reason?	In the future, we plan to expand the product line but recently we just launch the Curelogy as our latest product. So, we will wait for the feedback from our customers and if it is positive, we will plan to expand the product line focus on different customers group.

Key Activities

Question	Answer
<p>What is the core activity that your company performs?</p>	<p>We manage all of the activities of our two products Furume (protein drink) and Curelogy (pain killer liquid). The activity cover communicate with the manufacturing company (OEM) about the production line and the deadline that we need the product. Delivery our products to the customers with the common logistics company such as Kerry, Flash Express and Thai Post (depends on the rate). Furthermore, we communicate with our customers in social media upon any concerns or question related to our offering. Lastly, marketing and advertising to enhance the customers engagement in social media.</p>
<p>How did you manage the activity to be effective and efficient?</p>	<p>We set the objective and goals that we want to achieve very clearly, to motivate the teams in the same direction. Also, we arrange the meeting frequently to follow-up the sales performance and discuss any issues together. Moreover, we discuss the future strategy to increase the sales revenue and future opportunity. We believe than this business is not a single-player, but it is a team-player as I cannot do this alone.</p>

Manufacturer (C1)**Business Model Canvas****Key Resources**

Question	Answer
What are the resources that require to process the production?	Our company is a one-stop-services company by aiming to help entrepreneur that are willing to start their own business. The Resources for the production line would be the raw material including the nutrition or special ingredient to insert in the formula. We have our own lab to research and test the formula to be able to satisfy our customers. Also, we have our own manufacturing process from the start to the end. Also, one of our important resources is our R&D team as we will customize the supplement formula according to the benefits that our customers prefer.

Cost Structure

Question	Answer
Please kindly identify the list of costs for operating the business.	For the business that use our services, the costs will include the R&D on the formula, registration costs, production costs, packaging costs and packaging design. This is a starter package with a requirement of ordering on minimum 30,000 package or capsules. However, if the clients acquire further services such as marketing, logistics or brand management, there will be an additional cost.

Key Partners

Question	Answer
Who are your potential partners? How do they benefit your business?	Our company partners with many suppliers including domestic and international, as we need to order raw material to formulate into the finish products. Furthermore, we seek numbers of suppliers as we want to create variety of choices for the customers to select what best for their products.

CKD Patient D1

4Ps

Product

Question	Answer
What is your perception on "Supplements for CKD Patient"?	Supplement would have benefits for my kidney during my dialysis treatment as in my understanding it would refresh and make me feel less tired. Which it is beneficial for me.
Do you think supplements will support your daily diet and activity?	Yes, I believe it will support my daily diet and activity, especially after a tired period from dialysis treatment.
What do you expect from the product in terms of packaging?	I do not mind of the package or flavour of the supplement as I only concern with the ingredient that will offer the benefit and not harming my body. v

Price

Question	Answer
What is the right price for the supplement of 1 package?	I would not mind the price as long as it good for my kidney system and support my living.

Place

Question	Answer
If you are considering purchasing the supplement for CKD patient, what is the distribution channel or place that come to your mind?	For me, I think the best channel is online platform such as Shopee and Lazada as I often use this platform in my daily. Also, in offline channel such as pharmacy will be convenience and reachable for me.

Promotion

Question	Answer
What kind of promotion strategy motivates you to purchase the supplement? Price Discount? Buy 1 get 1 free?	The strategy that will benefit my decision making is the information that the brand offers me about the benefits from consuming the supplement. The promotion is great but it not really motivates me that much.
Is word-of-mouth strategy from medical professionals effective for you	Yes, if there is recommendation from the doctor or nurse will help me to trust the brand and willing to try it out.

Business Model Canvas

Values Proposition

Question	Answer
What is the value you effect from the supplement?	The values that I presume that I will benefit from consuming supplements is health benefits. As I am a CKD patient, and I would seek for the supplements that benefit by kidney system or support my current condition. If the supplement helps me to feel better both physical and emotional factors, I will definitely select this product.
What values are essential for you in terms of supporting your daily life?	The essential values is safe to consume as I need to be ensure that whatever I consume, it would not effect my kidney system.

Customer's relationship

Question	Answer
Please kindly identify the strategy that will help to attract you for futures purchase.	If the supplement is good for my body systems and not effecting my dialysis treatment, I will trust the brand and choose to purchase it again. Furthermore, if the brand is supporting my medical professions will enhance attract me for future purchase.
How can the brand create the relationship with you? Social media? Face-to-face communication?	If the brand keep update the supplement information and knowledge on social media will help me to connect with the brand.

Channels

Question	Answer
What distribution channel is convenient for you to purchase supplements?	For me, I think the best channel is online platform such as Shopee and Lazada as I often use this platform in my daily. Also, in offline channel such as pharmacy will be convenience and reachable for me.

CKD Patient D2

4Ps

Product

Question	Answer
What is your perception on "Supplements for CKD Patient"?	In my perception, as a CKD patient we need to careful of the nutrition that we consume and if the supplement is safe and benefit my body. I will surely consume it and hope it support my daily diet. Also, in term of supplements, right now I consume the egg white powder and I feel that it is acceptable. However, it quit bothering me and inconvenience as I have to prepare and mix it with water every time, I want to drink it. As if it is ready-to-go will be more convenience
What do you expect from the product in terms of packaging?	I would expect the package to be easy-to-go as I need to travel to the clinic for my dialysis three time per week. Which, if I can carry it around with me and consume it whenever and wherever I prefer will make my life to be easier.

Price

Question	Answer
What is the right price for the supplement of 1 package?	I think the price should be equal or less than one meal, which less than 100 THB per package.

Place

Question	Answer
If you are considering purchasing the supplement for CKD patient, what is the distribution channel or place that come to your mind?	For me, I think the best channel is online platform such as Shopee and Lazada as I often use this platform in my daily. Also, in offline channel such as pharmacy will be convenience and reachable for me.

Promotion

Question	Answer
What kind of promotion strategy motivates you to purchase the supplement? Price Discount? Buy 1 get 1 free?	I think price will make an impact on my decision making as if there is buy 1 get 1 free, it will make me decide to purchase much easier comparing to the normal price.
Is word-of-mouth strategy from medical professionals effective for you?	Yes, the words from medical professionals will impact on my decision as I believe that they know what is best for me according to my condition.

Business Model Canvas

Values Proposition

Question	Answer
What is the value you effect from the supplement?	I consume white egg supplement have felt that it helps boost the calcium level for my bone and give me more energy after the tiring period of dialysis. Also, it is refreshing and support my physical and emotional very well.

Customer's relationship

Question	Answer
Please kindly identify the strategy that will help to attract you for futures purchase.	I would suggest the brand to update the information about the product, CKD, and others data that essential for CKD patient will attract me. As I trust the brand that have medical proffesions support the theory to be ensure it is safe to consume. Also, it make me feel that the brand are caring for their customers not only selling the supplement.

Channels

Question	Answer
What distribution channel is convenient for you to purchase supplements?	In my experience, I found some fake supplement and a scam from online channel, which it makes me scare to purchase in this channel. For this reason, I prefer the offline channel in the store located in clinics or hospitals. Especially, if I can purchase the supplement as soon as I finish my dialysis will be very convenient for me.

CKD Patient D3**4Ps****Product**

Question	Answer
What is your perception on “Supplements for CKD Patient”?	I think supplement is seem to be beneficial for my condition as my body need a some of the nutrition to support my daily life. However, I will be concern of the supplement formula as I do not want to presume anything that will harm my body.
What do you expect from the product in terms of packaging?	I expect the texture to be easy to consume as from my experience the egg-white powder is difficult to dissolve and I can taste the fishy from the white egg. Which it not that pleasant to consume and it lose my appetite.

Price

Question	Answer
What is the right price for the supplement of 1 package?	For the price I would be happy to pay around 50 baht per package.

Place

Question	Answer
If you are considering purchasing the supplement for CKD patient, what is the distribution channel or place that come to your mind?	I would say the distribution channel should be convenience for the customers including 7-11 store, as it is easy to find and accessible. Furthermore, online channel such as Facebook, Shopee and Lazada is convenient as well.

Promotion

Question	Answer
What kind of promotion strategy motivates you to purchase the supplement? Price Discount? Buy 1 get 1 free?	The promotion will definitely attract me as if the price is much cheaper than other brand, it would be easy to choose this brand.
Is word-of-mouth strategy from medical professionals effective for you?	Yes, it could drive me to trust the brand and willing to try out the supplement.

Business Model Canvas

Values Proposition

Question	Answer
What is the value you expect from the supplement?	The values that I expect from the supplement is the benefits as I will be satisfied if the supplement helps my kidney systems. Furthermore, if the supplements are including numbers of nutrition that will be benefit for me, definitely I will be satisfied with it.

Customer's relationship

Question	Answer
Please kindly identify the strategy that will help to attract you for futures purchase.	The strategy that will attract me to purchase the supplements is the brand provide the sample product for the customers to test and try. As, I would like to know the texture and taste before purchase.
How can the brand create the relationship with you? Social media? Face-to-face communication?	I would say, the brand should after sales services would be beneficial for the customers. As if the customers have question or concern, the brand should be able to provide help and services. Furthermore, the communication channel should be easy to use and the brand should reply the customers as soon as possible.

Channels

Question	Answer
What distribution channel is convenient for you to purchase supplements?	I would say the distribution channel should be convenience for the customers including 7-11 store, as it is easy to find and accessible. Furthermore, online channel such as Facebook, Shopee and Lazada is convenient as well.

CKD Patient D4

4Ps

Product

Question	Answer
What is your perception on "Supplements for CKD Patient"?	I have consume egg-white supplement in a form of capsule, I feel that it help my life much more easier. As usually I eat the actual white egg in my daily diet but when I am busy or forgot, I can consume this tablet as a replacement instead.
What do you expect from the product in terms of packaging?	I would like to see the white egg in other form rather than powder and cabsule. As I have issues with these two forms as it not convenience and unpleasant to consume. Likewise, the flavour should be refreshment as after tired, I will be tired and sweet or sour supplement will boost my energy. Also, the package should be easy-to-go and can eat straight away. As the issues of powder is that you need to be prepare and take abit of time to drink it.

Price

Question	Answer
What is the right price for the supplement of 1 package?	The preferred price would be the same of one meal around 50 THB.

Place

Question	Answer
If you are considering purchasing the supplement for CKD patient, what is the distribution channel or place that come to your mind?	The online channel like Facebook and Shopee is very convenience to purchase as during dialysis that take around 4 hours. I have time to enjoy the social media and online shopping to distract me from the treatment. However, it would be nice if the supplement can distribute in the clinics. So, I can purchase it after my treatment and do not have to wait for online delivery.

Promotion

Question	Answer
What kind of promotion strategy motivates you to purchase the supplement? Price Discount? Buy 1 get 1 free?	I would be interested of the promotion as I mentioned before that I would like to purchase for one package less than 50 THB and if the price is less than that will surely attract me.

Question	Answer
Is word-of-mouth strategy from medical professionals effective for you?	Yes, if the doctors recommended the supplement will make me feel safer to consume and feel less paranoid that whether it would affect my system.

Business Model Canvas

Values Proposition

Question	Answer
What is the value you effect from the supplement?	In my opinion, the values that I received from consuming supplement is refreshment as during my dialysis, I feel less exhausted and boost up the energy. Overall, it support my daily life and I can manage the diet more effectively.

Customer's relationship

Question	Answer
Please kindly identify the strategy that will help to attract you for futures purchase.	I think if the brand try to engage with the customers, for example, create an activity or a community for CKD patient to share and discuss the issues or concern. This will motivate me to become the loyalty customers as I feel that the brand are concerning of the customers satisfaction and happiness.

Channels

Question	Answer
What distribution channel is convenient for you to purchase supplements?	The online channel like Facebook and Shopee is very convenience to purchase as during dialysis that take around 4 hours. I have time to enjoy the social media and online shopping to distract me from the treatment. However, it would be nice if the supplement can distribute in the clinics. So, I can purchase it after my treatment and do not have to wait for online delivery.

CKD Patient D5

4Ps

Product

Question	Answer
What is your perception on "Supplements for CKD Patient"?	The supplement is the option to increase the level of nutritions and maintain my kidney systems. However, I will be aware of the risks if there is none of medical reference or recommends by doctors.
What do you expect from the product in terms of packaging?	I would be pleasant if the package is easy-to-carry around and can consume it whenever I prefer. Also, the taste should be refreshment and boost my energy.

Price

Question	Answer
What is the right price for the supplement of 1 package?	The price should be affordable, I would say less than 50 THB per package.

Place

Question	Answer
If you are considering purchasing the supplement for CKD patient, what is the distribution channel or place that come to your mind?	The distribution that would be convenience for me is the online channel and in the convenience store like 7-11 or supermarket. As these channels is easy for me to purchase and I always visit these channel in my daily routine.

Promotion

Question	Answer
What kind of promotion strategy motivates you to purchase the supplement? Price Discount? Buy 1 get 1 free?	Promotion such as discount, buy 1 get 1 free or free stuff will surely make it easier for me to purchase it.
Is word-of-mouth strategy from medical professionals effective for you?	Yes, medical professions words will make a lot of impact in my decision making process as I believe that they know what is best for my condition.

Business Model Canvas

Values Proposition

Question	Answer
What is the value you effect from the supplement?	The values that will affect my decision making of purchasing the supplement is the health benefits. As I was concerning of lack of nutrition and if it can support me, this will affect my decision. Furthermore, it should be safe to consume and suitable for my condition as I do not want it to effect my dialysis progression. Also, the price should be affordable but not too low as it will make me feel that it is low quality.
What values are essential for you in terms of supporting your daily life?	I presume it help me to receive all the essential nutrition when I cannot get from the actual meal.

Customer's relationship

Question	Answer
Please kindly identify the strategy that will help to attract you for futures purchase.	I think after services is essential as if I have the questions or concern, I can directly ask the brand for the solution. Also, extend the communication channel to be easier to access such as Line, Facebook, SMS, etc.

Channels

Question	Answer
What distribution channel is convenient for you to purchase supplements?	The distribution that would be convenience for me is the online channel and in the convenience store like 7-11 or supermarket. As these channels is easy for me to purchase and I always visit these channel in my daily routine.

