

**A STUDY AND DEVELOPING CUSTOMER RELATIONSHIP
MANAGEMENT MODEL FOR CUSTOMER RETENTION: A
CASE STUDY FOR ENTREPRENEUR IN INNOVATIVE PET
FOOD SUPPLEMENT BUSINESS (DOG AND CAT)**

The seal of Mahidol University is a circular emblem. It features a central blue circle containing a golden Thai royal crest (Chakrasamukha). Surrounding this is a white ring with Thai script. The outermost ring is gold with more Thai script. The name 'JIRAPAT CHALERMBONGKOT' is printed in black capital letters across the center of the seal.

JIRAPAT CHALERMBONGKOT

**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
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Thesis Paper
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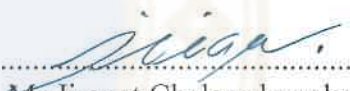
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was submitted to the College of Management, Mahidol University
for the degree of Master of Management


on
February 8, 2025





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It is my hope that this thesis will be of benefit to businesses within the pet food industry, particularly in the agricultural and food industries, both in the public and private sectors in Thailand. Should there be any errors or shortcomings in this work, I sincerely apologize.

Jirapat Chalermbongkot

A STUDY AND DEVELOPING CUSTOMER RELATIONSHIP MANAGEMENT MODEL FOR CUSTOMER RETENTION: A CASE STUDY FOR ENTREPRENEUR IN INNOVATIVE PET FOOD SUPPLEMENT BUSINESS (DOG AND CAT)

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ABSTRACT

This study, titled "A Study and Developing Customer Relationship Management Model for Customer Retention: A Case Study for Entrepreneurs in the Innovative Pet Food Supplement Business (Dog and Cat)," aims to explore the factors influencing customer purchase intention and repurchase behavior of innovative pet food supplement products among both B2C and B2B customers. The research applies the Theory of Planned Behavior (TPB) as a conceptual framework for studying consumer behavior. The study collected data from 250 B2C customers who own pets, have previous purchasing experience, and whose pets have consumed innovative pet food supplements in Thailand. Additionally, data was gathered from 20 B2B customers, including both current and potential pet shop owners who sell pet supplies and food. The study employed statistical analysis using SPSS and AMOS.

The quantitative research findings confirm the proposed research framework, with confirmatory factor analysis (CFA) validating the relationship between variables. Structural Equation Modeling (SEM) was used to test the influence of key factors. The results indicate that Attitude (Attitude Toward Purchase), Social Norms, and Purchase Intention significantly affect the purchasing behavior of B2C customers in Thailand. Meanwhile, qualitative findings suggest that all research framework factors similarly influence B2B customers' purchase and repurchase intentions for innovative pet food supplements.

KEY WORDS: Innovative Pet Food Supplements/ Theory of Planned Behavior (TPB)/ Customer Relationship Management (CRM)/ Customer Retention

410 pages

CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
LIST OF TABLES	xii
LIST OF FIGURES	xix
CHAPTER I INTRODUCTION	1
1.1 Research Background	1
1.2 Research Objectives	3
1.3 Scope of the study	3
1.4 Research Contribution	4
1.5 Alignment with Sustainable Development Goals (SDGs)	5
1.6 Definitions of Key Terms	5
1.7 Conclusion	7
CHAPTER II LITERATURE REVIEW	9
2.1 Theory of Planned Behavior (TPB)	9
2.2 Concept and Theories Related to Customer Relationship Management (CRM)	10
2.2.1 The Importance of CRM in a Strategic Context	10
2.2.2 The Strategic Framework for CRM	11
2.2.3 The Connection Between A Strategic Framework for CRM and Customer Repurchase Behavior	11
2.2.4 Applying A Strategic Framework for CRM to the Pet Supplement Business	12
2.3 Conceptual Framework, Hypothesis Development, and Research Questions	12
Quantitative Research	12
2.3.1 Attitude	13
2.3.2 Subjective Norms	13

CONTENTS (cont.)

	Page
2.3.3 Perceived Behavioral Control	13
2.3.4 Purchase Intention & Behavior	14
2.3.5 Self-Identity	14
2.3.6 Social Norms	14
Qualitative Research	18
2.3.7 Research Questions	19
2.4 Conclusion	19
CHAPTER III METHODOLOGY	21
3.1 Research Design	21
3.2 Research Method	22
3.2.1 Methodology	22
3.2.2 Data and Sample Description	24
Quantitative Research	24
Qualitative Research	26
3.2.3 Instrument	27
Quantitative Research	27
Qualitative Research	33
3.2.4 Data Collection	34
Quantitative Research	34
Qualitative Research	34
3.2.5 Research tools and Validity/reliability	35
Quantitative Research	35
Qualitative Research	36
3.2.6 Data analysis	37
Quantitative Research	37
Qualitative Research	40
3.3 Ethical Considerations	40
3.4 Conclusion	41

CONTENTS (cont.)

	Page
CHAPTER IV RESULTS	43
Quantitative Research	43
4.1 Demographic Analysis of Respondents	43
4.2 Analysis of Respondents' Opinions	46
4.3 Results of Exploratory Factor Analysis (EFA)	54
4.4 Results of Confirmatory Factor Analysis (CFA)	55
4.5 Structural Equation Modeling (SEM) Analysis	69
4.6 Conclusion	72
Qualitative Research	73
4.7 General Information of Interview Participants	73
4.8 General Information of Interviewees Regarding Pet Supplement Products (Product Perception Aspect)	76
4.9 Results of the Study on Attitudes of Pet Supply and Pet Food Store Entrepreneurs	85
4.9.1 Opinions on Innovative Pet Supplement Products from Current Suppliers Available in Stores	85
4.9.2 Opinions on the Value or Benefits of Innovative Pet Supplement Products from Current Suppliers for Customers' Pets	94
4.9.3 Opinions on Advantages and Disadvantages of Innovative Pet Supplement Products from Current Suppliers	103
4.9.4 Opinions on Innovative Pet Supplement Products from New Suppliers to be Stocked in Stores	114
4.9.5 Opinions on What Innovative Pet Supplement Products to Stock in Stores and Why	119

CONTENTS (cont.)

	Page
4.9.6 Opinions on Selection Criteria or Considerations for Bringing Innovative Pet Supplement Products from New Suppliers to be Stocked in Stores	123
4.9.7 Opinions on the Advantages and Disadvantages of Introducing New Supplier's Innovative Pet Supplements in Stores	129
4.10 Study Results on Subjective Norms of Pet Supply and Food Store Entrepreneurs	135
4.10.1 Customer Opinions About Innovative Pet Supplement Products from Current Suppliers	135
4.10.2 Effect of Recommendations from Veterinarians, Experts, or Connections on Decision-Making in Bringing or Ordering Innovative Pet Supplement Products for Sale in Stores	143
4.10.3 Effects of Expert or Regular Customer Opinions on Decision-Making for Ordering Innovative Pet Supplement Products for Sale in Stores	152
4.10.4 Opinions on How Pet Supplement Product Suppliers Owned by Veterinarians or Experts Influence Product Consideration for Store Sales	160
4.10.5 Customer Opinions on Innovative Pet Supplement Products in General	167
4.10.6 Effect of Recommendations from Veterinarians, Experts, or Connections on Decision-Making in Bringing or Ordering Innovative Pet Supplement Products for Sale in Stores	172
4.10.7 Effect of Expert or Regular Customer Opinions on Decision-Making for Ordering Innovative Pet Supplement Products for Sale in Stores	177

CONTENTS (cont.)

	Page
4.10.8 Opinions on How Pet Supplement Product Suppliers Owned By Veterinarians or Experts Influence Product Consideration for Store Sales	183
4.11 Study Results on Perceived Behavioral Control of Pet Supply and Food Store Entrepreneurs	189
4.11.1 Convenience or Difficulty in Ordering and Managing Pet Supplement Products from Current Suppliers	189
4.11.2 Information, Knowledge, and Understanding Regarding the Use and Benefits of Pet Supplement Products from Current Suppliers: Is it Sufficient for Pet Supply Store Entrepreneurs and Sales Staff?	197
4.11.3 Does the Price of Pet Supplement Products from Current Suppliers Affect the Decision to Stock or Order Products for Sale in Stores?	207
4.11.4 Satisfaction with Promotions and Marketing of Pet Supplement Products from Current Suppliers	216
4.11.5 How Much Do Delivery and After-Sales Service of Current Suppliers Affect the Decision to Stock Innovative Pet Supplement Products in Stores?	227
4.11.6 What Difficulties in Ordering Pet Supplement Products From New Suppliers Would Result in Not Considering Them for Store Distribution	238
4.11.7 Does having sufficient information, knowledge, and understanding about the usage and benefits of pet supplement products from new suppliers affect your decision to purchase for distribution in your store	245
4.11.8 Does the price of pet supplement products from new suppliers affect your decision to purchase or order them for sale in your store	252

CONTENTS (cont.)

	Page
4.11.9 Promotions and Marketing Strategies for Ordering New Supplier Pet Supplement Products to be Considered for Store Distribution	257
4.11.10 Delivery Services and After-Sales Support Expected from New Pet Supplement Product Suppliers to be Considered for Store Distribution	263
4.12 Study Results on Additional Information from Pet Supply and Food Store Entrepreneurs	271
4.12.1 Additional Expectations from Current Innovative Pet Supplement Product Suppliers to Improve Product Sales	271
4.12.2 Most Important Factors When Ordering Pet Supplement Products from Current Suppliers	282
4.12.3 Recommendations for Improving Current Innovative Pet Supplement Products or Services to Better Meet the Needs of Pet Supply and Food Stores	289
4.12.4 Factors Leading to Repeat Purchases of Innovative Pet Supplement Products from Current Suppliers and Most Impressive Aspects of Current Innovative Pet Supplement Product Suppliers	300
4.12.5 Expectations from New Innovative Pet Supplement Suppliers When Bringing Products to Sell in Stores	315
4.12.6 Most Important Factors When Selecting Pet Supplement Products from New Suppliers	322
4.12.7 Recommendations or Suggestions Regarding Innovative Pet Supplement Products or Services from New Suppliers That Will Be Considered When Purchasing Products for Retail in Stores	327
4.13 Conclusion	335

CONTENTS (cont.)

	Page
CHAPTER V CONCLUSION AND DISCUSSION	336
Quantitative Research	336
5.1 Conclusion	336
5.1.1 Summary of Respondents' General Information	336
5.1.2 Summary of Hypothesis Analysis Results	338
5.2 Discussion	341
5.2.1 Discussion of Research Findings	341
5.2.2 New Academic Discoveries	343
5.3 Implications	344
5.3.1 Theoretical Implications	344
5.3.2 Managerial Implications	345
Qualitative Research	346
5.4 Conclusion	346
5.4.1 Summary of General Information of the Interview Sample Group	346
5.4.2 Summary of Interview Data Analysis on Factors Creating Intention and Behavior in Purchasing and Repurchasing Innovative Pet (Dogs and Cats) Supplement Products among Business-to- Business (B2B) Customers	347
5.4.3 Summary of Opportunities and Challenges Arising from Research Findings, Leading to Marketing Strategy Development for Innovative Pet Supplement Products	351
5.5 Discussion	353
5.6 Implications	356
5.6.1 Theoretical Implications	356
5.6.2 Managerial Implications	357

CONTENTS (cont.)

	Page
Mixed Method Research	360
5.7 Discussion	360
5.7.1 Integrated CRM Model for Pet Supplement Industry (ICRM-PSI)	361
5.7.2 Consistency and Differences between the New Model (Integrated CRM Model for Pet Supplement Industry) and the Original Theory (Payne & Frow, 2005)	363
5.8 Implications	366
5.8.1 Theoretical Implications	366
5.8.2 Managerial Implications	367
5.9 Limitations	368
5.10 Conclusion	369
REFERENCES	372
APPENDICES	375
Appendices A	376
Appendices B	384
Appendices C	392
Appendices D	396
Appendices E	400
Appendices F	404
Appendices G	408
BIOGRAPHY	410

LIST OF TABLES

Table	Page
2.1 Summary of Literature Review	15
3.1 Quota Sampling Based on Gender and Age Distribution	25
3.2 Attitude Measurement Items	29
3.3 Subjective Norm Measurement Items	30
3.4 Perceived Behavioral Control Measurement Items	30
3.5 Self-Identity Measurement Items	31
3.6 Social Norm Measurement Items	32
3.7 Purchase Intention Measurement Items	32
3.8 Purchasing Behavior Measurement Items	33
4.1 Frequency and Percentage of Respondents by Gender	43
4.2 Frequency and Percentage of Respondents by Age	43
4.3 Frequency and Percentage of Respondents by Average Monthly Income	44
4.4 Frequency and Percentage of Respondents by Pet Ownership	44
4.5 Frequency and Percentage of Respondents by Purchasing Experience of Pet Supplement Innovation Products	45
4.6 Frequency and Percentage of Respondents by the Most Recalled Type of Pet Supplement Innovation Product	45
4.7 Mean and Standard Deviation of Attitude Factors (AT)	46
4.8 Mean and Standard Deviation of Subjective Norm Factors (SN)	48
4.9 Mean and Standard Deviation of Perceived Behavioral Control Factors (PBC)	49
4.10 Mean and Standard Deviation of Self-Identity Factors (SI)	50
4.11 Mean and Standard Deviation of Social Norm Factors (SN)	51
4.12 Mean and Standard Deviation of Purchase Intention Factors (IN)	52
4.13 Mean and Standard Deviation of Purchase Behavior Factors (BE)	53
4.14 Initial Model Fit Indices for the Attitude (AT_1) Factor	56
4.15 Model Fit Indices After Covariance Adjustments for Attitude (AT_1)	57
4.16 Initial Model Fit Indices for Subjective Norm (SN_1)	58

LIST OF TABLES (cont.)

Table	Page
4.17 Model Fit Indices After Covariance Adjustments for Subjective Norm (SN_1)	59
4.18 Initial Model Fit Indices for Perceived Behavioral Control (PBC_1)	60
4.19 Model Fit Indices After Covariance Adjustments for Perceived Behavioral Control (PBC_1)	61
4.20 Model Fit Indices for Self-Identity (SI_1)	63
4.21 Model Fit Indices for Social Norms (SCN_1)	64
4.22 Model Fit Indices for Intention (IN_1)	65
4.23 Model Fit Indices for Behavior (BE_1)	66
4.24 Model Fit Indices for the Full CFA Model	68
4.25 Structural Equation Modeling (SEM) Hypothesis Testing Results	70
4.26 Model Fit Indices for Structural Equation Modeling (SEM)	71
4.27 Details of Key Informants in Each Group	74
4.28 Content Analysis of General Information from Interviewees Regarding Pet Supplement Products in Terms of Product Perception as First Recall	80
4.29 Content Analysis of Opinions from Existing Customer Entrepreneurs Regarding Innovative Pet Supplement Products from Current Suppliers Available in Stores	90
4.30 Content Analysis of Opinions from Existing Customer Entrepreneurs Regarding the Value or Benefits of Innovative Pet Supplement Products from Current Suppliers for Customers' Pets	98
4.31 Content Analysis of Opinions from Existing Customer Entrepreneurs Regarding the Advantages of Innovative Pet Supplement Products from Current Suppliers	107
4.32 Content Analysis of Opinions from Existing Customer Entrepreneurs Regarding the Disadvantages of Innovative Pet Supplement Products from Current Suppliers	110

LIST OF TABLES (cont.)

Table	Page
4.33 Content Analysis of Opinions from Prospective Customer Entrepreneurs Regarding Innovative Pet Supplement Products from New Suppliers to be Stocked in Stores	116
4.34 Content Analysis of Opinions from Prospective Customer Entrepreneurs Regarding What Innovative Pet Supplement Products to Stock in Stores and Why	121
4.35 Content Analysis of Opinions from Prospective Customer Entrepreneurs Regarding Selection Criteria or Considerations for Bringing Innovative Pet Supplement Products from New Suppliers to be Stocked in Stores	125
4.36 Content Analysis of Prospective Customers' Opinions on the Advantages of Introducing Innovative Pet Supplements from New Suppliers in Stores	132
4.37 Content Analysis of Prospective Customers' Opinions on the Disadvantages of Introducing Innovative Pet Supplements from New Suppliers in Stores	133
4.38 Content Analysis of Customer Opinions About Innovative Pet Supplement Products from Current Suppliers	139
4.39 Content Analysis of Subjective Norms of Existing Customer Entrepreneurs Regarding the Effect of Recommendations from Veterinarians, Experts, or Connections on Decision-Making in Bringing or Ordering Innovative Pet Supplement Products for Sale in Stores	147
4.40 Content Analysis of Subjective Norms of Existing Customer Entrepreneurs Regarding the Effect of Expert or Regular Customer Opinions on Decision-Making for Ordering Innovative Pet Supplement Products for Sale in Stores	156
4.41 Content Analysis of Subjective Norms of Existing Customer Entrepreneurs Regarding Opinions on How Pet Supplement Product Suppliers Owned by Veterinarians or Experts Influence Product Consideration for Store Sales	163
4.42 Content Analysis of Customer Opinions on Innovative Pet Supplement Products in General	169

LIST OF TABLES (cont.)

Table	Page
4.43 Content Analysis of Subjective Norms of Prospective Customer Entrepreneurs Regarding the Effect of Recommendations from Veterinarians, Experts, or Connections on Decision-Making in Bringing or Ordering Innovative Pet Supplement Products for Sale in Stores	175
4.44 Content Analysis of Subjective Norms of Prospective Customer Entrepreneurs Regarding the Effect of Expert or Regular Customer Opinions on Decision-Making for Ordering Innovative Pet Supplement Products for Sale in Stores	180
4.45 Content Analysis of Subjective Norms of Prospective Customer Entrepreneurs Regarding Opinions on How Pet Supplement Product Suppliers Owned by Veterinarians or Experts Influence Product Consideration for Store Sales	185
4.46 Content Analysis of Perceived Behavioral Control of Entrepreneurs in the Existing Customer Group Regarding Convenience or Difficulty in Ordering and Managing Pet Supplement Products from Current Suppliers	193
4.47 Content Analysis of Perceived Behavioral Control of Entrepreneurs in the Existing Customer Group Regarding the Sufficiency of Information, Knowledge, and Understanding About the Use and Benefits of Pet Supplement Products from Current Suppliers for Pet Supply Store Entrepreneurs and Sales Staff	202
4.48 Content Analysis of Perceived Behavioral Control of Entrepreneurs in the Existing Customer Group Regarding Whether the Price of Pet Supplement Products from Current Suppliers Affects the Decision to Stock or Order Products for Sale in Stores	211

LIST OF TABLES (cont.)

Table	Page
4.49 Content Analysis of Perceived Behavioral Control of Entrepreneurs in the Existing Customer Group Regarding Satisfaction with Promotions and Marketing of Pet Supplement Products from Current Suppliers	221
4.50 Content Analysis of Perceived Behavioral Control of Entrepreneurs in the Existing Customer Group Regarding How Much Delivery and After-Sales Service of Current Suppliers Affect the Decision to Stock Innovative Pet Supplement Products in Stores	232
4.51 Content Analysis of Perceived Behavioral Control of Entrepreneurs in the Prospective Customer Group Regarding Difficulties in Ordering Pet Supplement Products from New Suppliers That Would Result in Not Considering Them for Store Distribution	241
4.52 Content Analysis of Perceived Behavioral Control of Entrepreneurs in The Prospective customer group regarding whether having sufficient information, knowledge, and understanding about the usage and benefits of pet supplement products from new suppliers affects the decision to purchase for distribution in your store	248
4.53 Content Analysis of Perceived Behavioral Control of Entrepreneurs in the Prospective customer group regarding whether the price of pet supplement products from new suppliers affects the decision to purchase or order them for sale in your store	254
4.54 Content Analysis of Perceived Behavioral Control of Entrepreneurs Among Prospective customers Regarding Promotions and Marketing in Ordering New Supplier Pet Supplement Products to be Considered for Store Distribution	260

LIST OF TABLES (cont.)

Table	Page
4.55 Content Analysis of Perceived Behavioral Control of Entrepreneurs Among Prospective Customers Regarding Delivery Services and After-Sales Support from New Pet Supplement Product Suppliers to be Considered for Store Distribution	266
4.56 Content Analysis of Additional Information from Existing Customer Entrepreneurs Regarding Additional Expectations from Current Innovative Pet Supplement Product Suppliers to Improve Product Sales	275
4.57 Content Analysis of Additional Information from Existing Customer Entrepreneurs Regarding the Most Important Factors When Ordering Pet Supplement Products from Current Suppliers	285
4.58 Content Analysis of Additional Information from Existing Customer Entrepreneurs Regarding Recommendations for Improving Current Innovative Pet Supplement Products or Services to Better Meet the Needs of Pet Supply and Food Stores	293
4.59 Content Analysis of Additional Information from Existing Customer Entrepreneurs Regarding Factors Leading to Repeat Purchases of Innovative Pet Supplement Products from Current Suppliers	305
4.60 Content Analysis of Additional Information from Existing Customer Entrepreneurs Regarding the Most Impressive Aspects of Current Innovative Pet Supplement Product Suppliers	309

LIST OF TABLES (cont.)

Table	Page
4.61 Content Analysis of Additional Information from Entrepreneurs in the Prospective Customer Group Regarding Expectations from New Innovative Pet Supplement Suppliers When Bringing Products to Sell in Stores	317
4.62 Content Analysis of Additional Information from Entrepreneurs in the Prospective Customer Group Regarding The Most Important Factors When Selecting Pet Supplement Products From New Suppliers	324
4.63 Content Analysis of Additional Information from Entrepreneurs in the Prospective Customer Group Regarding Recommendations or Suggestions For Innovative Pet Supplement Products or Services From New Suppliers to be Considered When Purchasing Products For Retail in Stores	330
5.1 Summary of Hypothesis Analysis Results	339
5.2 Discussion of Research Findings	342
5.3 Research Results and Consistency with Literature Review of the Sample Group	354
5.4 Strategic Summary for Utilizing Opportunities and Reducing Challenges	359
5.5 Consistency between the New Model (ICRM-PSI) and the Original Theory (Payne & Frow, 2005)	364
5.6 Differences between the New Model (ICRM-PSI) and the Original Theory (Payne & Frow, 2005)	365

LIST OF FIGURES

Figure	Page
1.1 Birth Rate and Pet Ownership Rate in Thailand (2017-2021)	1
1.2 Global and Thai Pet Market Value and Growth Rate	2
2.1 The Theory of Planned Behavior (TPB) (Ajzen, 1991)	9
2.2 The Strategic Framework for CRM (Payne & Frow, 2005)	10
2.3 Theoretical Conceptual Framework of the Study and Research Assumption	17
2.4 Conceptual Framework of the Study	18
3.1 Research Process Flowchart	23
4.1 The First Latent Variable Group – Attitude (AT_1)	55
4.2 Attitude (AT_1) After Covariance Adjustments	57
4.3 The Second Latent Variable Group – Subjective Norm (SN_1)	58
4.4 Subjective Norm (SN_1) After Covariance Adjustments	59
4.5 The Third Latent Variable Group – Perceived Behavioral Control (PBC_1)	60
4.6 Perceived Behavioral Control (PBC_1) After Covariance Adjustments	61
4.7 The Fourth Latent Variable Group – Self-Identity (SI_1)	62
4.8 The Fifth Latent Variable Group – Social Norms (SCN_1)	64
4.9 The Sixth Latent Variable Group – Intention (IN_1)	65
4.10 The Seventh Latent Variable Group – Behavior (BE_1)	66
4.11 The Full CFA Model for All Latent Variables	67
4.12 Shows the model fit of the variables from the Conceptual Framework after Structural Equation Modeling analysis.	69
4.13 Presents the Modified Conceptual Framework that resulted from the Structural Equation Modeling (SEM) Analysis	70
4.14 Content linkage diagram showing the opinions and attitudes of existing customer entrepreneurs regarding innovative pet supplement products from current suppliers available in their stores.	94

LIST OF FIGURES (cont.)

Figure	Page
4.15 Content linkage diagram showing the opinions and attitudes of Existing customer entrepreneurs regarding the value or benefits of innovative pet supplement products from current suppliers for customers' pets.	103
4.16 Content linkage diagram showing the opinions and attitudes of existing customer entrepreneurs regarding advantages and disadvantages of innovative pet supplement products from current suppliers.	113
4.17 Content linkage diagram showing the opinions and attitudes of Prospective customer entrepreneurs regarding innovative pet supplement products from new suppliers to be stocked in stores.	118
4.18 Content linkage diagram showing the opinions of prospective customer entrepreneurs regarding selection criteria or considerations for bringing innovative pet supplement products from new suppliers to be stocked in stores.	129
4.19 Content linkage diagram showing the opinions and attitudes of Prospective customer entrepreneurs regarding advantages and disadvantages of introducing innovative pet supplement products from new suppliers in stores.	135
4.20 Content linkage diagram showing the opinions and subjective norms of customers regarding innovative pet supplement products from current suppliers.	143
4.21 Content linkage diagram showing the subjective norms of existing customer entrepreneurs regarding the effect of recommendations from veterinarians, experts, or connections on decision-making in bringing or ordering innovative pet supplement products for sale in stores.	152

LIST OF FIGURES (cont.)

Figure	Page
4.22 Content linkage diagram showing the subjective norms of existing customer entrepreneurs regarding the effect of expert or regular customer opinions on decision-making for ordering innovative pet supplement products for sale in stores.	160
4.23 Content linkage diagram showing the subjective norms of existing customer entrepreneurs regarding opinions on how pet supplement product suppliers owned by veterinarians or experts influence product consideration for store sales.	166
4.24 Content linkage diagram showing the subjective norms of customers regarding innovative pet supplement products in general.	172
4.25 Content linkage diagram showing the subjective norms of prospective customer entrepreneurs regarding the effect of recommendations from veterinarians, experts, or connections on decision-making in bringing or ordering innovative pet supplement products for sale in stores.	177
4.26 Content linkage diagram showing the subjective norms of prospective customer entrepreneurs regarding the effect of expert or regular customer opinions on decision-making for ordering innovative pet supplement products for sale in stores.	182
4.27 Content linkage diagram showing the subjective norms of prospective customer entrepreneurs regarding the effect of veterinarian or expert suppliers of innovative pet supplement products on decision-making for stocking these products in stores.	188
4.28 Content linkage diagram showing the Perceived Behavioral Control of existing customer entrepreneurs regarding convenience or difficulty in ordering and managing pet supplement products from current suppliers.	197

LIST OF FIGURES (cont.)

Figure	Page
4.29 Content linkage diagram showing the Perceived Behavioral Control of existing customer entrepreneurs regarding the sufficiency of information, knowledge, and understanding about the use and benefits of pet supplement products from current suppliers for pet supply store entrepreneurs and sales staff.	207
4.30 Content linkage diagram showing the Perceived Behavioral Control of existing customer entrepreneurs regarding whether the price of pet supplement products from current suppliers affects the decision to stock or order products for sale in stores.	216
4.31 Content linkage diagram showing the Perceived Behavioral Control of existing customer entrepreneurs regarding satisfaction with promotions and marketing of pet supplement products from current suppliers.	226
4.32 Content linkage diagram showing the Perceived Behavioral Control of existing customer entrepreneurs regarding how much delivery and after-sales service of current suppliers affect the decision to stock innovative pet supplement products in stores.	237
4.33 Content linkage diagram showing the Perceived Behavioral Control of Entrepreneurs and potential customer groups regarding difficulties in Ordering pet supplement products from new suppliers that would not be considered for store distribution.	244

LIST OF FIGURES (cont.)

Figure	Page
4.34 Content linkage diagram showing the Perceived Behavioral Control of Entrepreneurs in the prospective customer group regarding whether having sufficient information, knowledge, and understanding about the usage and benefits of pet supplement products from new suppliers affects to purchase for distribution in your store.	251
4.35 Content linkage diagram showing the Perceived Behavioral Control of Entrepreneurs in the prospective customer group regarding whether the price of Pet supplement products from new suppliers affects the decision to purchase or order them for sale in your store.	257
4.36 Content linkage diagram showing the Perceived Behavioral Control of Entrepreneurs in the prospective customer group regarding promotions and Marketing in ordering new supplier pet supplement products to be considered for store distribution.	263
4.37 Content linkage diagram showing the Perceived Behavioral Control of Entrepreneurs in the prospective customer group regarding delivery services and after-sales support from new pet supplement product suppliers to be considered for store distribution.	271
4.38 Content linkage diagram showing additional information from existing customer entrepreneurs regarding additional expectations from current innovative pet supplement product suppliers to improve product sales.	281
4.39 Content linkage diagram showing additional information from existing customer entrepreneurs regarding the most important factors when ordering pet supplement products from current suppliers.	288

LIST OF FIGURES (cont.)

Figure	Page
4.40 Content linkage diagram showing additional information from existing customer entrepreneurs regarding recommendations for improving current innovative pet supplement products or services to better meet the needs of pet supply and food stores.	300
4.41 Content linkage diagram showing additional information from Existing customer entrepreneurs regarding factors influencing repeat purchases of pet supplement innovation products from current suppliers and the most impressive aspects of current pet supplement innovation product suppliers.	314
4.42 Content linkage diagram showing additional information from entrepreneurs in the prospective customer group regarding expectations from new innovative pet supplement suppliers when bringing products to sell in stores.	321
4.43 Content linkage diagram showing additional information from entrepreneurs in the prospective customer group regarding the most important factors when selecting pet supplement products from new suppliers.	326
4.44 Content linkage diagram showing additional information from entrepreneurs in the prospective customer group regarding recommendations or suggestions for innovative pet supplement products or services from new suppliers to be considered when purchasing products for retail in stores.	333
4.45 Conceptual Framework of the Research	334
5.1 Integrated CRM Model for Pet Supplement Industry (ICRM-PSI)	361

CHAPTER I

INTRODUCTION

1.1 Research Background

Currently, Thailand is transitioning into an aging society, leading to a continuous increase in the elderly population. Simultaneously, changing values among younger generations, particularly Millennials (aged 18-34), show a growing trend toward remaining single or marrying without having children. This has significantly contributed to a declining birth rate, as indicated by data from the National Statistical Office (2022), which shows a continuous decrease in birth rates between 2017 and 2021. However, during the same period, the trend of pet ownership, especially for dogs and cats, has significantly increased (Pet Register, 2021). Pets are increasingly perceived as companions, sources of emotional support, and even family members, a phenomenon known as "Pet Humanization" (Boonying Khongachapat, 2023).



Figure 1.1 Birth Rate and Pet Ownership Rate in Thailand (2017-2021)

Source: National Statistical Office (2022) and Pet Registration Database (2021)

A major factor driving the rapid growth of the pet industry was the COVID-19 pandemic, which altered consumer behavior significantly. With more time spent at home due to work-from-home policies, the desire to own pets increased as they provided emotional relief and companionship. Additionally, pet owners spent more time with their pets, fostering stronger emotional bonds. This shift in perspective—from viewing pets merely as animals to considering them family members—has led pet owners to place greater emphasis on the quality of pet-related products and services (BrandAge Team, 2022).

This trend has led to continuous growth in the pet-related product and service market. Krungthai COMPASS (2023) projects that the global pet industry will reach a value of USD 217.65 billion by 2026, growing at an average annual rate of 7.2% (CAGR). Meanwhile, the Thai pet market is expected to reach THB 66.75 billion, with an annual growth rate of 8.4%. This growth benefits various pet-related businesses, including pet food, pet supplements, pet care products, and specialized services. Furthermore, innovation plays a crucial role in driving this market, encompassing pet food, supplements, accessories, and specialized services tailored to the needs of pet owners who seek high-quality and safe products. Health-related innovations such as supplements for joint health, stress reduction, immune support, and smart pet care devices like automated feeders, pet health tracking systems, and telemedicine services for pets are also gaining prominence.

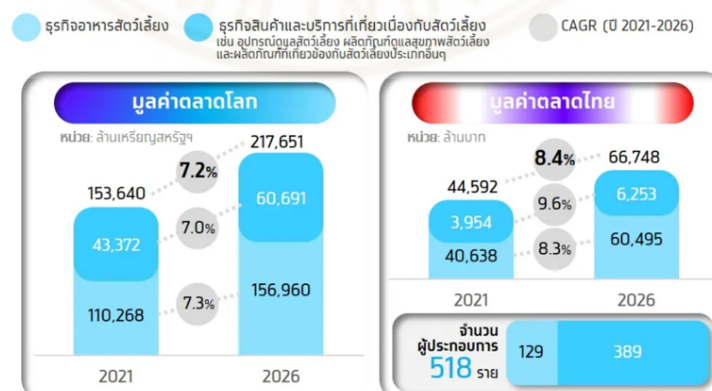


Figure 1.2 Global and Thai Pet Market Value and Growth Rate

Source: Euromonitor and Department of Business Development retrieved from Nation TV, November 27, 2023

Morina Solutions Co., Ltd. is a company specializing in biotechnology innovation, focusing on the development of pet supplements that differentiate from conventional market offerings. However, businesses in this sector face a significant challenge known as the "Chasm" or "Valley of Death"—the gap between Early Adopters and the Early Majority (Moore & McKenna, 1999), where companies struggle to expand their market from niche customers to mass consumers.

Given this context, this study aims to explore the factors influencing purchase decisions and repurchase behavior among both new and existing customers of innovative pet supplements from Morina Solutions Co., Ltd. The research focuses on developing an effective Customer Relationship Management (CRM) model to enhance customer retention, which is crucial for long-term business growth. The study provides insights into customer behavior and strategic CRM development to build lasting relationships and expand the customer base both domestically and internationally.

1.2 Research Objectives

Quantitative Research

To study the factors influencing purchase intention and behavior of innovative pet supplements (for dogs and cats) among B2C customers (business-to-consumer).

Qualitative Research

To study factors that drive purchase intention and repurchase behavior of innovative pet supplements (for dogs and cats) among B2B customers (business-to-business).

1.3 Scope of the study

This study employs a Mixed-Methods Research Approach, with the following details:

Quantitative Research

The quantitative study aims to analyze factors influencing purchase and repurchase behavior of B2C customers in Thailand who own pets (especially dogs and cats) and have experience purchasing innovative pet supplements. The research applies the Theory of Planned Behavior (TPB) and incorporates additional variables to enhance explanatory power, including personal identity and social norms. Data will be collected through an online questionnaire from June 2024 onward and analyzed using Structural Equation Modeling (SEM) to test the research framework and hypotheses.

Qualitative Research

The qualitative study focuses on B2B customers, specifically pet store owners (both existing and prospective customers of Morina Solutions Co., Ltd.). A total of 20 participants will be selected: 13 existing customers and 7 prospective customers. The study will use in-depth semi-structured interviews to gather insights on purchase decisions and business considerations related to innovative pet supplements. Interviews will last approximately 45-60 minutes per participant, with data collection beginning in June 2024.

1.4 Research Contribution

1.4.1 Academic Contributions

1.4.1.1 This study will provide new insights by applying the Theory of Planned Behavior (TPB) to understand customer behavior in the innovative pet supplement industry, particularly the factors influencing B2C customer purchase decisions.

1.4.2 Practical Implications

1.4.2.1 Develops a strategic CRM model or marketing framework to enhance customer relationships and retention for businesses in the agriculture and food industry in Thailand

1.4.2.2 Transfers knowledge to pet supplement entrepreneurs, enabling them to apply research findings to strategic planning, marketing adjustments, and business innovations in the pet industry in Thailand

1.5 Alignment with Sustainable Development Goals (SDGs)

This research aligns with the United Nations Sustainable Development Goals (SDGs) as follows:

1.5.1 Goal 3: Ensure healthy lives and promote well-being for all at all ages.

This study supports the development of pet supplement innovations that enhance pet health and well-being, ultimately contributing to improved quality of life for pet owners.

1.5.2 Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.

By developing a CRM model tailored for the pet supplement industry, this research contributes to business innovation and market expansion, fostering sustainable growth and technological advancements in Thailand's pet industry.

1.6 Definitions of Key Terms

Innovative Pet Supplement Products (Dogs and Cats) refer to pet supplements (specifically for dogs and cats) that are developed using new technologies or possess unique properties to enhance the nutritional benefits of regular pet food, ultimately improving the health and well-being of pets.

Pet Humanization refers to the trend where pet owners perceive their pets as family members or even as their children. This leads to higher standards of care, including improved nutrition, healthcare, and overall well-being.

Business-to-Consumer (B2C) Customers refer to a business model where companies sell products or services directly to individual consumers. In this research, it refers to customers who purchase pet supplement products for personal use with their pets.

Business-to-Business (B2B) Customers refer to a business model where companies sell products or services to other businesses, such as pet supply stores or veterinary clinics, which then resell or use the pet supplement products in their services.

Existing Customers refer to customers who have previously purchased pet supplement products from Morina Solutions Co., Ltd. and continue to engage with the company, indicating a level of satisfaction and trust in the products.

Prospective Customers refer to potential customers who have not yet purchased products from Morina Solutions Co., Ltd. but have an interest or inclination to buy in the future. Their purchasing decisions may be influenced by factors such as product awareness, marketing campaigns, or recommendations from other consumers.

Attitude refers to a person's beliefs or feelings toward repeat purchases of pet supplement products. It can be either positive or negative, based on previous experiences, satisfaction, and perceived product value.

Subjective Norms refer to the social pressure perceived by an individual from influential people or groups, such as family, friends, or veterinarians, regarding their decision to repurchase pet supplement products. This influence may either encourage or discourage such behavior.

Perceived Behavioral Control refers to an individual's belief in their ability to control or execute the behavior of repurchasing pet supplement products. This perception is influenced by factors such as financial resources or accessibility to the product.

Social Norms refer to unwritten social rules or expectations that influence an individual's behavior when repurchasing pet supplement products. Examples include societal values regarding responsible pet ownership or preferences for eco-friendly pet products.

Self-Identity refers to how individuals perceive themselves in relation to their repurchasing behavior of pet supplement products. Pet owners with a strong self-identity tied to their pets may prioritize high-quality, health-conscious products for their animals.

1.7 Conclusion

This study adopts a Mixed-Method Research Approach under the topic "A Study and Development of a Customer Relationship Management Model for Customer Retention: A Case Study for Entrepreneurs in the Innovative Pet Supplement Business (Dogs and Cats)." The primary objective is to develop a Customer Relationship Management (CRM) Model that enhances customer retention in the pet supplement industry.

Currently, the Pet Humanization trend significantly influences pet owners' behavior, particularly among those who treat their pets as family members. With declining marriage and birth rates, pet owners increasingly prioritize their pets' health and well-being, leading to continuous growth in the pet-related products and services market. Businesses in the pet industry must understand customer behavior and develop effective strategies to strengthen customer loyalty and encourage repeat purchases.

This research aims to examine the factors influencing repeat purchases among Business-to-Consumer (B2C) and Business-to-Business (B2B) customers of Morina Solutions Co., Ltd. It investigates the key determinants affecting purchase decisions for both customer groups. For the quantitative research, online surveys will be conducted to collect data from the target sample. The data collection will take place from June 2024 onwards and will be analyzed using the Theory of Planned Behavior (TPB) framework (Ajzen, 1991; Rendi Tegar Pratama, 2021; Slevita Yuliati, 2021) as the primary theoretical foundation. For the qualitative research, in-depth interviews will be conducted with selected business representatives to gain deeper insights that align with the study's objectives.

The findings from this study are expected to contribute to the development of a practical CRM model that businesses can apply to strengthen their customer relationships. This model will help companies increase sales by fostering customer loyalty, encouraging repeat purchases, and attracting new customers, leading to long-term business sustainability. Furthermore, the research will provide valuable insights for other pet supplement entrepreneurs in Thailand, offering guidelines for implementing CRM strategies that effectively drive customer retention.



CHAPTER II

LITERATURE REVIEW

2.1 Theory of Planned Behavior (TPB)

The Theory of Planned Behavior (TPB) was developed by Icek Ajzen (1991) as a framework for explaining and predicting human behavior that results from prior planning. TPB is an extension of the Theory of Reasoned Action (TRA) with the addition of Perceived Behavioral Control (PBC) as a key factor, enabling a better understanding of behaviors that individuals may have partial or full control over (Ajzen, 1991).

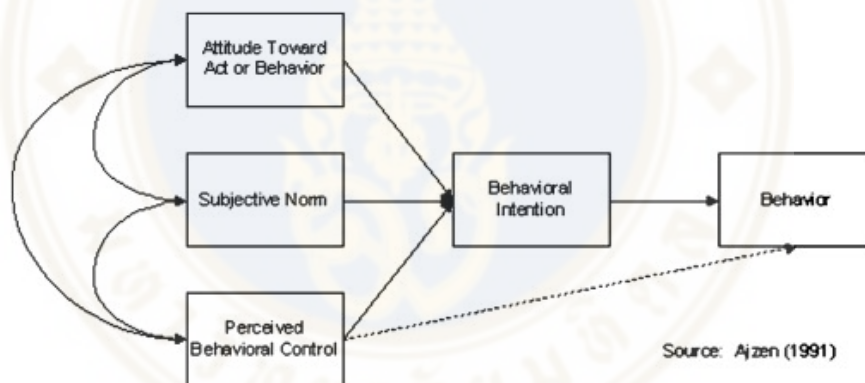


Figure 2.1 The Theory of Planned Behavior (TPB) (Ajzen, 1991)

TPB comprises three main factors that influence an individual's intention to perform a behavior:

Attitude Toward the Behavior – This refers to an individual's positive or negative perception toward a specific behavior. The more favorable an attitude a person has toward a behavior, the more likely they are to engage in that behavior (Ajzen, 1991).

Subjective Norms – This factor refers to the social influence exerted by important individuals or groups, such as family, friends, or society at large, which affects a person's decision to perform a behavior (Fishbein & Ajzen, 1975).

Perceived Behavioral Control (PBC) – This refers to an individual's belief in their ability to control and execute a behavior. This perception is influenced by past experiences and anticipated barriers (Ajzen, 2002).

These three factors collectively influence Behavioral Intention, which is a crucial determinant of Actual Behavior. A strong behavioral intention significantly increases the likelihood of an individual carrying out the intended behavior (Ajzen, 1991).

2.2 Concept and Theories Related to Customer Relationship Management (CRM)

2.2.1 The Importance of CRM in a Strategic Context

Customer Relationship Management (CRM) is a vital strategy in modern business, focusing on developing and maintaining customer relationships to create long-term value (Ryals & Payne, 2001). The CRM model proposed by Payne and Frow (2005) introduces a conceptual framework that integrates CRM with corporate strategy while emphasizing a cross-functional approach. This approach enables organizations to manage customer relationships more effectively.

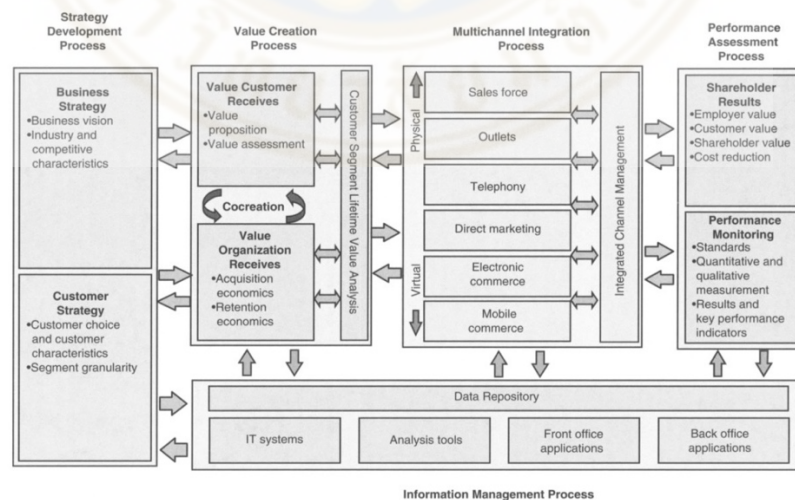


Figure 2.2 The Strategic Framework for CRM (Payne & Frow, 2005)

2.2.2 The Strategic Framework for CRM

Payne and Frow (2005) introduced A Strategic Framework for CRM, which defines CRM as a strategic process composed of five key components:

2.2.2.1 Strategy Development Process – This stage requires organizations to align business strategy and customer strategy, which includes industry analysis, customer segmentation, and relationship management structure design.

2.2.2.2 Value Creation Process – This process emphasizes co-creation of value between the organization and customers. Organizations must understand what customers desire and how they can generate value from customer relationships.

2.2.2.3 Multichannel Integration Process – The use of multiple communication channels, including online stores, email, social media platforms, and telephone services, ensures a seamless customer experience.

2.2.2.4 Information Management Process – The collection, analysis, and utilization of customer data to refine CRM strategies. This involves data warehousing, analytical tools, and front/back-office applications to support data-driven decision-making.

2.2.2.5 Performance Assessment Process – The evaluation of CRM effectiveness through key performance indicators (KPIs) such as Customer Lifetime Value (CLV), Retention Rate, and Shareholder Value.

2.2.3 The Connection Between A Strategic Framework for CRM and Customer Repurchase Behavior

The CRM model by Payne and Frow (2005) illustrates that CRM is not merely a technology system but a comprehensive strategic process covering all aspects of customer management. This model can be applied to customer repurchase behavior research in the pet supplement industry, particularly when combined with the Theory of Planned Behavior (TPB) to create an integrated model that systematically explains customer decision-making.

2.2.4 Applying A Strategic Framework for CRM to the Pet Supplement Business

For pet supplement businesses, CRM strategies can be utilized to enhance customer retention and encourage repeat purchases through the following key processes:

2.2.4.1 Value Creation Process – Providing high-quality products and services tailored to pet owners' specific needs.

2.2.4.2 Multichannel Integration Process – Leveraging both online (e-commerce, social media) and offline (pet shops, veterinary clinics) channels to engage with customers effectively.

2.2.4.3 Information Management Process – Analyzing customer purchase behavior and retention trends to improve CRM strategies.

Based on this theoretical framework, A Strategic Framework for CRM can be integrated with the Theory of Planned Behavior (TPB) to develop a new model that provides deeper insights into customer repurchase behavior.

2.3 Conceptual Framework, Hypothesis Development, and Research Questions

Quantitative Research

Application of the Theory of Planned Behavior (TPB) to Consumer Purchase Behavior for Innovative Pet Supplements - the Theory of Planned Behavior (TPB), developed by Ajzen (1991), has been widely applied in consumer behavior research to understand factors influencing consumer intentions and actions. TPB posits that an individual's intention to perform a behavior is influenced by three key factors: Attitude, Subjective Norms, and Perceived Behavioral Control (PBC). These constructs have been widely used in studies analyzing consumer purchasing decisions, particularly in the pet food industry.

Recent studies have expanded the scope of TPB by incorporating additional variables, such as Self-Identity and Social Norms, to enhance the explanatory power of consumer behavior models (Whitmarsh & O'Neill, 2010; Yue & Zhou, 2008). These factors are especially relevant in research related to pet product purchases, where social influences and self-perception significantly impact decision-making.

2.3.1 Attitude

Attitude refers to an individual's positive or negative perception of a behavior. In the context of innovative pet supplements, pet owners' attitudes reflect their trust in the benefits of the product, such as its ability to improve pet health and well-being. If owners perceive the product positively, they are more likely to purchase it. A review of previous studies found that a positive attitude towards pet supplements significantly influences purchase intention (Smith et al., 2020).

Hypothesis 1 (H1): A positive attitude toward purchasing innovative pet supplements has a positive influence on purchase intention.

2.3.2 Subjective Norms

Subjective Norms refer to the social pressure perceived by an individual regarding a particular behavior. In the context of pet supplements, pet owners may be influenced by veterinarians, friends, or family members regarding the necessity of using such products. If they perceive that these key individuals endorse the use of pet supplements, they are more likely to purchase them. Studies have shown that social influence from peers and family members significantly affects consumer decisions to buy pet supplements (Jones & Park, 2018).

Hypothesis 2 (H2): Subjective norms have a positive influence on pet owners' purchase intentions for innovative pet supplements.

2.3.3 Perceived Behavioral Control

Perceived Behavioral Control (PBC) represents the extent to which an individual believes they can control or easily perform a behavior. In the case of pet supplements, factors such as price, availability, and access to product information influence pet owners' purchase intentions. Research suggests that consumers who perceive purchasing as easy and convenient are more likely to make a purchase (Miller & Kim, 2019).

Hypothesis 3a (H3a): Perceived Behavioral Control has a positive influence on purchase intention.

Hypothesis 3b (H3b): Perceived Behavioral Control has a positive influence on actual purchasing behavior.

2.3.4 Purchase Intention & Behavior

Research by Ajzen (1991) and Sheeran (2002) indicates that purchase intention is a strong predictor of actual purchasing behavior, particularly in the health and pet care industries.

Hypothesis 4 (H4): Purchase intention has a positive influence on actual purchasing behavior for innovative pet supplements.

2.3.5 Self-Identity

Self-Identity refers to an individual's perception of themselves as part of a social group with shared values or behaviors. In the pet supplement industry, owners who identify themselves as "health-conscious pet parents" are more likely to purchase products that provide nutritional and health benefits for their pets. Studies show that self-identity plays a key role in influencing consumer preference for environmentally friendly or health-conscious products (Whitmarsh & O'Neill, 2010; Sparks & Shepherd, 1992).

Hypothesis 5 (H5): Self-identity has a positive influence on purchase intention for innovative pet supplements.

2.3.6 Social Norms

Social Norms refer to the broader societal and cultural influences that impact an individual's decision-making. In the case of pet supplements, if societal trends encourage pet owners to invest in pet health products, consumers are more likely to follow the trend. Research shows that perceived social norms strongly impact pet product purchase behavior (Yue & Zhou, 2008).

Hypothesis 6 (H6): Social norms have a positive influence on pet owners' purchase intentions for innovative pet supplements.

Table 2.1 Summary of Literature Review

No.	Study Title	Authors	Theory Applied	Key Findings
1	The Influence of Pet Owners' Attitudes on Purchase Intentions of Pet Supplements	Smith et al. (2020)	Theory of Planned Behavior (TPB)	Pet owners' attitudes significantly impact purchase intention. Factors such as product benefits, safety, and pricing influence purchase decisions.
2	Social Influence and Purchase Intentions of Pet Health Products among Pet Owners	Jones & Park (2018)	TPB	Social influence significantly affects pet owners' purchase intentions, particularly from family, friends, and veterinarians.
3	Perceived Behavioral Control and Consumer Decision-Making in Pet Product Purchases	Miller & Kim (2019)	TPB	Consumers with high perceived control over purchases are more likely to buy pet products. Factors like ease of purchase and product availability play a crucial role.
4	Intention-Behavior Relations: A Conceptual and Empirical Review	Sheeran (2002)	TPB	Purchase intention strongly predicts actual purchasing behavior, especially in health and pet care industries.

5	Application of TPB in Consumer's Purchase Decision of Cat and Dog Food Products	Pratama & Yuliati (2021)	TPB, Self-Identity, Social Norms	TPB effectively explains pet food purchasing behavior. Self-identity and social norms significantly impact consumer choices.
6	Consumer Preferences for Pet Food with Sustainability Labels	Whitmarsh & O'Neill (2010)	TPB, Self-Identity, Social Norms	Consumers prefer sustainability-labeled pet food and are willing to pay more. Awareness, label trust, and social responsibility are key factors.
7	Self-Identity and the Theory of Planned Behavior: Assessing the Role of Identification with Green Consumerism	Sparks & Shepherd (1992)	TPB, Self-Identity	Self-Identity influences sustainable consumption behavior and interacts with attitudes, perceived control, and social norms.
8	The Effect of Subjective Norms on Pet Product Purchasing Behavior	Yue & Zhou (2008)	TPB, Social Norms	Social norms significantly influence consumer purchase behavior. Consumers tend to purchase products endorsed by their social circle.

For the quantitative research, after reviewing relevant theories and prior studies, the researcher has developed a conceptual framework based on the literature review and theoretical foundations. The Theoretical Conceptual Framework integrates key constructs derived from the Theory of Planned Behavior (TPB) and additional influencing factors identified in previous research.

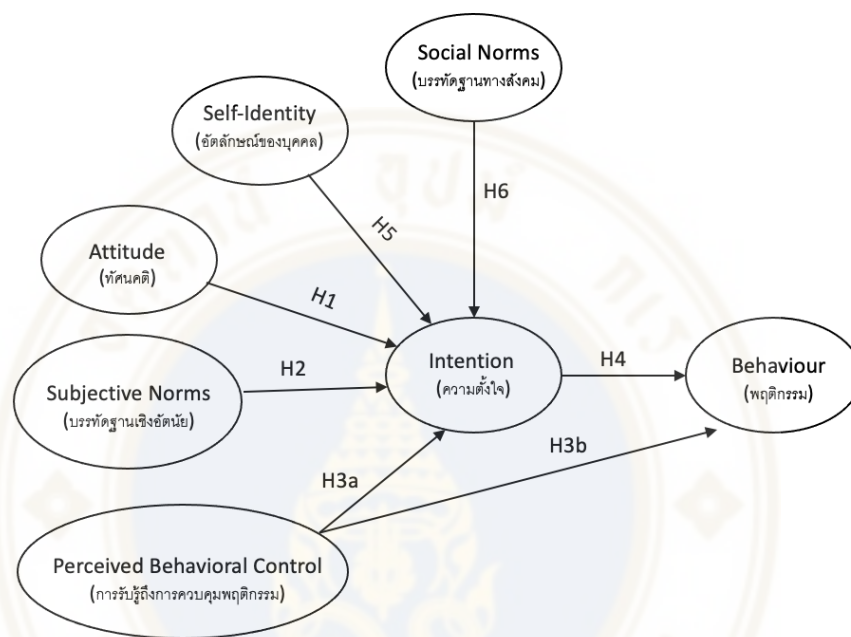


Figure 2.3 Theoretical Conceptual Framework of the Study and Research Assumption

Source: Adapted from Ajzen (1991); Rendi Tegar Pratama (2021); Slevita Yulianti (2021)

Based on the literature review and the application of the Theory of Planned Behavior (TPB), the following research hypotheses are proposed:

Hypothesis 1 (H1): Pet owners' positive attitude toward purchasing innovative pet supplements has a positive influence on their purchase intention.

Hypothesis 2 (H2): Subjective norms have a positive influence on pet owners' purchase intention for innovative pet supplements.

Hypothesis 3a (H3a): Perceived Behavioral Control has a positive influence on pet owners' purchase intention for innovative pet supplements.

Hypothesis 3b (H3b): Perceived Behavioral Control has a positive influence on pet owners' actual purchasing behavior for innovative pet supplements.

Hypothesis 4 (H4): Purchase intention has a positive influence on actual purchasing behavior for innovative pet supplements.

Hypothesis 5 (H5): Self-identity has a positive influence on pet owners' purchase intention for innovative pet supplements.

Hypothesis 6 (H6): Social norms have a positive influence on pet owners' purchase intention for innovative pet supplements.

Qualitative Research

For the qualitative research, the conceptual framework explores factors influencing purchase intention and repurchase behavior of B2B customers, particularly pet shop owners and retailers. This study applies the Theory of Planned Behavior (TPB) as the foundation for investigating decision-making processes, including Attitude, Subjective Norms, Perceived Behavioral Control, Purchase Intention, and Actual Purchase Behavior, as illustrated in Figure 2.4.

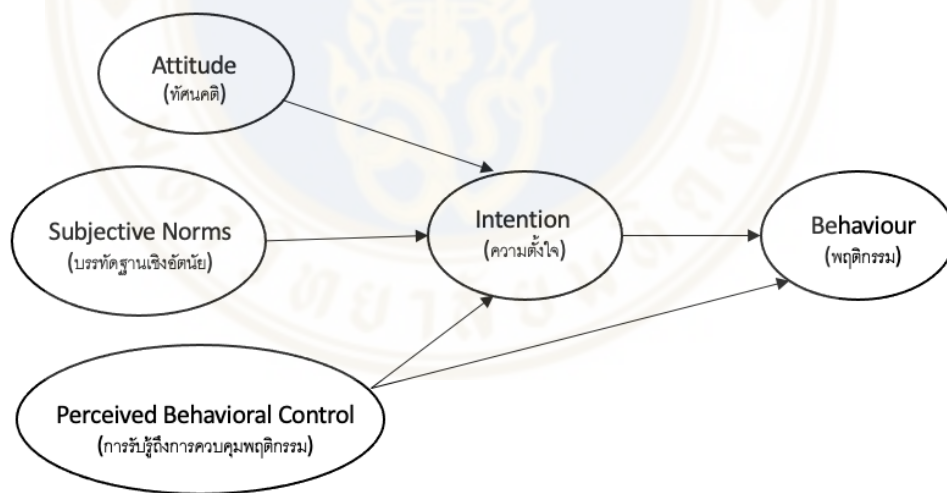


Figure 2.4 Conceptual Framework of the Study

Source: The Theory of Planned Behavior (TPB) (Ajzen, 1991)

2.3.7 Research Questions

2.3.7.1 How does the attitude of pet shop owners toward innovative pet supplement products influence their purchase intention?

2.3.7.2 How do subjective norms (e.g., veterinarian recommendations or consumer trends) influence the purchase intention of pet shop owners?

2.3.7.3 How do behavioral control factors, such as product pricing, purchasing convenience, and product accessibility, influence the purchase intention of pet shop owners?

2.4 Conclusion

The findings in Chapter 2, which reviewed relevant theories and literature, indicate that the Theory of Planned Behavior (TPB) serves as the primary theoretical framework for analyzing repeat purchase behavior in the innovative pet supplement industry. This study identifies three key factors that influence purchase intention and repurchase behavior: attitude, subjective norms, and perceived behavioral control. Attitude refers to a consumer's perception of the product, subjective norms reflect social pressures from veterinarians, peers, and family, while perceived behavioral control relates to the ease of purchasing, product pricing, and accessibility.

Recent studies have expanded the TPB framework by incorporating self-identity and social norms to provide a broader understanding of consumer behavior. The literature review suggests that a positive attitude toward pet supplements is associated with a higher purchase intention. Moreover, subjective norms play a crucial role in shaping consumer decisions, as pet owners often rely on veterinarians, friends, and family when purchasing supplements. Additionally, perceived behavioral control, particularly in terms of purchasing convenience and product pricing, significantly affects a consumer's decision to repurchase pet supplements.

By integrating TPB with existing research findings, this study develops a conceptual framework tailored to the consumer behavior dynamics within the pet supplement industry, which is a highly specialized market. The study ultimately aims to establish a comprehensive research model that forms the basis for hypothesis

development and research questions. Furthermore, the research seeks to design a Customer Relationship Management (CRM) model that can be practically implemented to enhance customer retention and encourage repeat purchases within the pet supplement business.



CHAPTER III

METHODOLOGY

3.1 Research Design

This study, titled "A study and Developing Customer Relationship Management Model for Customer Retention: A Case Study for Entrepreneurs in the Innovative Pet Food Supplement Business (Dogs and Cats)," adopts a Mixed Method Research approach. This methodology integrates both quantitative research and qualitative research to explore the factors influencing customer retention and repeat purchase behavior within the pet supplement industry.

Quantitative Research

The quantitative research in this study follows a survey research design, aiming to identify factors that influence consumer behavior in purchasing innovative pet supplements for dogs and cats. The research also examines the process leading to repeat purchases. The primary data collection tool is an online questionnaire, selected for its efficiency in reaching a broad consumer base quickly and conveniently. The target population consists of Thai pet owners, specifically those who own dogs and cats. These respondents are identified through their engagement in pet-related events, such as the Thailand Pet Expo, as well as through online channels, including the internet and social media platforms. These distribution channels are chosen due to their effectiveness in reaching the intended respondents. The collected data undergoes descriptive statistical analysis to characterize the sample population. Following data processing, Structural Equation Modeling (SEM) is utilized to test the research framework and hypotheses. This analytical method enables the examination of complex relationships between multiple variables, offering insights into the determinants of consumer purchasing behavior.

Qualitative Research

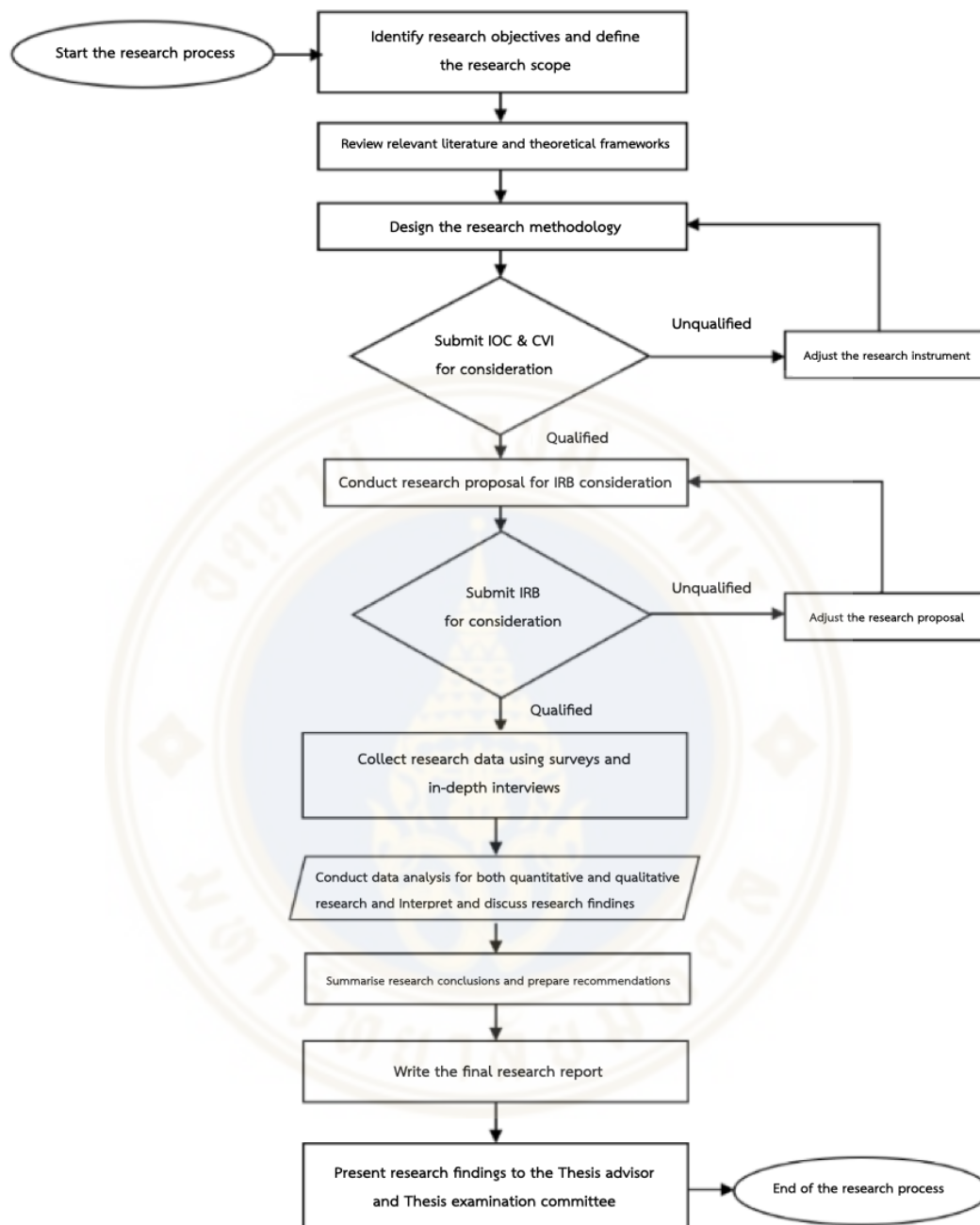
The qualitative component of this study investigates the key factors influencing purchase intention and repeat purchase behavior among B2B customers, particularly pet supply store owners. This segment of the research aims to develop a CRM model tailored to drive customer retention and long-term engagement within the innovative pet supplement business. Through in-depth interviews, this qualitative study explores how pet supply store owners perceive innovative pet supplements, their motivations and barriers to purchasing, and their expectations regarding customer relationship management. The findings from this study contribute to the design of an effective CRM model that aligns with business needs and enhances repeat purchasing behavior among key stakeholders in the pet supplement industry.

By integrating both quantitative and qualitative methods, this research provides a comprehensive understanding of customer retention strategies in the innovative pet supplement market. The mixed-method approach ensures a holistic perspective, combining statistical validation with in-depth insights to formulate actionable CRM strategies that cater to both B2C consumers and B2B customers.

3.2 Research Method

3.2.1 Methodology

This research was conducted through a systematic approach, including a literature review, data collection using both quantitative and qualitative research methods, data analysis, and interpretation of the results. The research process followed the predefined objectives and concluded with the preparation of the research report, publication, and dissemination of the academic findings.

**Figure 3.1** Research Process Flowchart

3.2.2 Data and Sample Description

Quantitative Research

3.2.2.1 Population and Sample

This study focuses on the factors influencing purchasing behavior regarding innovative pet supplements (for dogs and cats) among business-to-consumer (B2C) customers. Therefore, the target population consists of pet owners (specifically dog and cat owners) in Thailand, aged 20 years and older. The reason for selecting this age group is that adults are responsible for their pets in terms of care and expenses, which significantly affects their purchasing decisions for pet supplements. Additionally, individuals aged 20 years and older are expected to better comprehend the questionnaire content, thereby providing more accurate responses aligned with the research context.

For the quantitative research sample, the study focuses on pet owners (especially dog and cat owners) residing in Bangkok and its metropolitan areas who have previously purchased innovative pet supplements at least once. Data collection is conducted through online questionnaires, as the study covers a broad geographical scope, and online surveys allow for convenient and rapid access to target respondents. This approach also helps minimize costs related to time and resource allocation in data collection (Saunders et al., 2019). This method aligns with survey research guidelines, which emphasize data collection from a population with specified characteristics.

3.2.2.2 Samples Size and Sampling Method

The research sample comprises Thai pet owners (primarily dog and cat owners) with prior experience purchasing innovative pet supplements. The study employs quota sampling to ensure balanced distribution across age and gender categories, allowing for a better analysis of demographic factors influencing purchasing behavior (Phukjit, 2022; Arommorratt, 2016; Ketkaew, 2021).

The determination of the sample size follows the recommendation by Hair et al. (1995, cited in Sukeesan, 2011), which suggests an appropriate range of 200-300 respondents. Therefore, the study defines a sample size of 250 participants to ensure data reliability and facilitate effective statistical analysis.

Table 3.1 Quota Sampling Based on Gender and Age Distribution

	Below 30 years	30-39 years	40-49 years	50-59 years	60 years and above	Total
Male	25	25	25	25	25	125
Female	25	25	25	25	25	125
Total	50	50	50	50	50	250

Using quota sampling ensures that the sample distribution is appropriately balanced in terms of gender and age, which are factors identified in previous research as influencing consumer behavior in purchasing pet supplements (Phukjit, 2022; Arommorat, 2016; Ketkaew, 2021).

3.2.2.3 Strategies for Accessing the Sample

The study employs a quota sampling approach to select respondents who own pets (dogs and cats) and have prior experience purchasing innovative pet supplements. To ensure diverse and representative data, online and offline strategies are employed for respondent recruitment, as follows:

1. Distributing the questionnaire via Facebook pages and direct messages (inbox): the questionnaire is shared through the Facebook page of Morina Solutions Co., Ltd. to reach existing B2C customers who have previously purchased the company's pet supplement products.

2. Sharing the questionnaire via social media (Line, Facebook, and Instagram): expanding outreach to a broader audience, including those who have never purchased pet supplements but may have potential interest.

3. Distributing the questionnaire at pet-related events: The questionnaire is shared at Thailand Pet Expo and other relevant pet industry events to target customers actively interested in pet supplement innovations.

This multi-channel strategy ensures that the survey reaches a diverse sample of respondents who meet the study criteria, thereby improving data quality and reliability.

Qualitative Research

3.2.2.4 Population and Sampling

The qualitative research segment of this study focuses on pet product retailers in Thailand, aiming to explore the factors influencing their purchase intentions and repeat purchasing behavior regarding innovative pet supplements. The study selects two key groups: existing customers who have been purchasing pet supplements from Morina Solutions Co., Ltd., and prospective customers who have not yet made purchases but exhibit potential interest and purchasing capability. These groups provide insights into both the decision-making process of loyal customers and the considerations influencing potential customers who are yet to make a purchase.

3.2.2.5 Samples Size and Sampling Method

This study employs non-probability sampling, specifically using purposive sampling and quota sampling, to select relevant participants. The qualitative sample consists of at least 20 respondents, including 13 existing customers who are pet product retailers that have previously purchased from Morina Solutions Co., Ltd., and 7 prospective customers who have expressed interest but have not yet made a purchase. This sampling approach enables the collection of in-depth insights into consumer behavior, allowing for the development of a CRM model tailored to the pet supplement industry (Creswell & Poth, 2018).

3.2.2.6 Interview Questions and Approach

The qualitative research employs in-depth interviews using a semi-structured interview format, allowing flexibility in questioning based on discussion flow (Bryman, 2016). The interview process follows these steps:

1. Pre-interview contact: Respondents are contacted in advance to schedule an on-site or online interview based on their preference.
2. Pre-sending interview guide: The interview guide is sent beforehand via email or messaging apps (e.g., LINE), allowing respondents sufficient preparation time.
3. Applying the 5W1H framework: The Who, What, Where, When, Why, and How approach (Rozan, 2016) is employed to collect comprehensive insights into consumer behavior and CRM strategies.

3.2.2.7 Strategies for Accessing the Sample

The study applies several strategies to efficiently access the target sample for in-depth interviews. First, collaboration with Morina Solutions Co., Ltd. is established to identify potential interviewees from the company's customer database, ensuring direct access to existing and potential customers. After identifying potential participants, the research team directly contacts pet retailers to introduce the study and provide necessary details. The study also offers flexible interview arrangements, allowing respondents to choose between on-site or online interviews based on their convenience. To ensure structured and meaningful discussions, an interview guide is sent to participants in advance, giving them sufficient time to prepare. Additionally, an official interview request letter issued by the university is provided to enhance credibility and encourage participation from the target sample.

3.2.3 Instrument

Quantitative Research

To achieve the research objectives, this study employs a self-administered online questionnaire, developed based on a review of prior studies. The questionnaire items were derived from previous research that examined variables relevant to this study, including social norms, self-identity, attitude, subjective norms, perceived behavioral control, purchase intention, and purchasing behavior. The questionnaire undergoes a pre-test and refinement process before actual data collection, with a target sample of 250 respondents.

3.2.3.1 Questionnaire

The research instrument used in this study is a structured questionnaire, which is divided into four sections. The first section collects general demographic information of respondents, including gender, age, average monthly income, type of pet, and the first pet supplement brand that comes to mind. The second section focuses on measuring factors that determine purchase intention and purchasing behavior of innovative pet supplements. This section consists of six questions related to attitude, four questions on subjective norms, seven questions on perceived behavioral control, four questions on self-identity, and three questions on social norms. The third

section assesses purchase intention through three questions, while the fourth section evaluates purchasing behavior using three questions.

The questionnaire consists of a total of 30 questions and is measured using a Five-point Likert scale, ranging from “Strongly Disagree (1)” to “Strongly Agree (5)”. The questions in the second section are grouped into seven subcategories based on the key study variables. These questions were adapted from previous research and modified to fit the Thai consumer context. The adapted questions are presented in Tables 3.2 to 3.8, which outline the details of each variable, including attitude, subjective norms, perceived behavioral control, self-identity, social norms, purchase intention, and purchasing behavior.

Each set of questions was developed based on prior studies and structured in a way that ensures clarity and relevance to the target respondents. The Likert scale used in this questionnaire allows for the measurement of varying degrees of agreement or disagreement, providing more nuanced insights into consumer perceptions and behaviors. Prior to data collection, the questionnaire undergoes a pre-testing phase to ensure clarity and reliability before being distributed to the target sample of 250 respondents.

Section 1: Demographic data

The first section of the questionnaire collects demographic information, referencing previous research. The demographic variables include:

- Gender: Male, Female
- Age:
 - 20–30 years
 - 31–39 years
 - 40–49 years
 - 50–59 years
 - 60+ years
- Average Monthly Income:
 - Below 15,000 THB
 - 15,001–25,000 THB
 - 25,001–35,000 THB

- 35,001–45,000 THB
- 45,001–55,000 THB
- 55,001–65,000 THB
- Above 65,001 THB

Section 2-4: Study variable

Attitude consists of a total of 6 questions, mainly referenced from the research of Pratama, Renda Tegar and Yuliati, Elevita (2021), and adapted to the context of consumers in Thailand. Details are shown in Table 3.2 as follows.

Table 3.2 Attitude Measurement Items

Variables	Code	Questions	Adapted from
Attitude (AT)	AT 1	You think purchasing innovative pet supplements for your pet is a good decision and plan to buy it next month.	Pratama, Renda Tegar and Yuliati, Elevita (2021)
	AT 2	You think purchasing innovative pet supplements for your pet is beneficial and plan to buy it next month.	
	AT 3	You feel happy seeing your pet consume the supplement and plan to buy it next month.	
	AT 4	You enjoy selecting innovative pet supplements and plan to buy it next month.	
	AT 5	You find innovative pet supplements convenient to use and plan to buy them next month.	
	AT 6	You consider innovative pet supplements necessary and plan to buy them next month.	

Subjective Norm consists of a total of 4 questions, mainly referenced from the research of Pratama, Renda Tegar and Yuliati, Elevita (2021), and adapted to the context of consumers in Thailand. Details are shown in Table 3.3 as follows.

Table 3.3 Subjective Norm Measurement Items

Variables	Code	Questions	Adapted from
Subjective Norm (SN)	SN 1	People you trust, such as family or close friends, support purchasing innovative pet supplements.	Pratama, Renda Tegar and Yuliati, Elevita (2021)
	SN 2	People you trust, such as family or close friends, agree with purchasing innovative pet supplements.	
	SN 3	People you trust, such as family or close friends, expect you to buy innovative pet supplements.	
	SN 4	You feel social pressure to purchase innovative pet supplements.	

Perceived Behavioral Control consists of a total of 7 questions, mainly referenced from the research of Pratama, Renda Tegar and Yuliati, Elevita (2021), and adapted to the context of consumers in Thailand. Details are shown in Table 3.4 as follows.

Table 3.4 Perceived Behavioral Control Measurement Items

Variables	Code	Questions	Adapted from
Perceived Behavioral Control (PBC)	PBC 1	You decide whether to purchase innovative pet supplements.	Pratama, Renda Tegar and Yuliati,
	PBC 2	You have a full sense of control over buying innovative pet supplements.	

PBC 3	You feel that you cannot control your pet supplement purchases.	Elevita (2021)
PBC 4	You believe you have the financial capability to buy innovative pet supplements.	
PBC 5	You feel confident that you can purchase innovative pet supplements.	
PBC 6	You are certain that you will be able to buy innovative pet supplements.	
PBC 7	If you make the purchasing decision, you are confident you can buy innovative pet supplements.	

Self-identity consists of a total of 4 questions, mainly referenced from the research of Pratama, Renda Tegar and Yuliati, Elevita (2021), and adapted to the context of consumers in Thailand. Details are shown in Table 3.5 as follows.

Table 3.5 Self-Identity Measurement Items

Variables	Code	Questions	Adapted from
Self-Identity (SI)	SI 1	You identify yourself as someone who buys innovative pet supplements.	Pratama, Renda
	SI 2	You see yourself as someone who prioritizes pet nutrition.	Tegar and Yuliati,
	SI 3	You are concerned about the health impact of pet supplements on your pet.	Elevita (2021)
	SI 4	You prefer to buy innovative pet supplements with good taste for your pet.	

Self-identity consists of a total of 3 questions, mainly referenced from the research of Pratama, Renda Tegar and Yuliati, Elevita (2021), and adapted to the context of consumers in Thailand. Details are shown in Table 3.5 as follows.

Table 3.6 Social Norm Measurement Items

Variables	Code	Questions	Adapted from
Social Norm (SCN)	SCN 1	Pet owners in your community purchase innovative pet supplements.	Pratama, Renda
	SCN 2	You are willing to follow recommendations from experts or veterinarians regarding pet supplement purchases.	Tegar and Yuliati, Elevita
	SCN 3	Your family and friends buy innovative pet supplements for their pets.	(2021)

Purchase Intention consists of a total of 3 questions, mainly referenced from the research of Pratama, Renda Tegar and Yuliati, Elevita (2021), and adapted to the context of consumers in Thailand. Details are shown in Table 3.7 as follows.

Table 3.7 Purchase Intention Measurement Items

Variables	Code	Questions	Adapted from
Purchase Intention (IN)	IN 1	You intend to buy innovative pet supplements next month.	Pratama, Renda
	IN 2	You plan to buy innovative pet supplements next month.	Tegar and Yuliati, Elevita
	IN 3	You want to buy innovative pet supplements next month.	(2021)

Purchase Behavior consists of a total of 3 questions, mainly referenced from the research of Pratama, Renda Tegar and Yuliati, Elevita (2021), and adapted to the context of consumers in Thailand. Details are shown in Table 3.8 as follows.

Table 3.8 Purchasing Behavior Measurement Items

Variables	Code	Questions	Adapted from
Purchasing Behavior (BE)	BE 1	You regularly buy innovative pet supplements.	Pratama, Renda Tegar and Yuliati, Elevita (2021)
	BE 2	You purchased innovative pet supplements last month.	
	BE 3	You have been buying innovative pet supplements for a long time.	

Qualitative Research

This study employs in-depth interviews as the primary method for qualitative research and data collection to achieve the research objectives. The in-depth interviews will be conducted with two groups of respondents. The first group consists of 13 existing customers, specifically pet supply store owners who have been purchasing pet supplement products from Morina Solutions Co., Ltd. in Thailand. The second group comprises 7 prospective customers, who are pet supply store owners that have not yet purchased products from Morina Solutions Co., Ltd. but have potential interest in doing so.

The interviews will follow a semi-structured format, with pre-determined interview questions outlined in an interview guide. Additionally, open-ended questions will be incorporated to allow respondents to provide detailed insights and factual responses. The interview questions are divided into two sets, each tailored to the respective respondent groups. The first set is designed for interviews with existing pet supply store customers, while the second set is for prospective pet supply store customers of Morina Solutions Co., Ltd.

3.2.4 Data Collection

Quantitative Research

The data used in this quantitative study consists of primary data, collected directly from the sample group through an online questionnaire. The questionnaire was distributed via social media platforms, including Line, Facebook, and Instagram, as well as pet-related events. The study aimed to collect 250 completed responses from the target sample group.

The content of the questionnaire covers key factors, including Social Norms, Self-Identity, Attitude, Subjective Norms, Perceived Behavioral Control, Purchase Intention, and Purchase Behavior, as referenced from the Theory of Planned Behavior (TPB). Prior to the actual data collection, the researcher conducted a pre-test to assess the clarity and accuracy of the questionnaire. This step ensured that respondents could fully understand the questions. Based on feedback, certain questions were revised to enhance their clarity and alignment with the study's objectives.

Qualitative Research

For the qualitative study, data collection is also based on primary data, obtained directly from sources that align with the research objectives. The main research tool used is in-depth interviews, incorporating semi-structured interview questions to enable flexibility and comprehensive exploration of relevant topics (Bryman, 2016).

The in-depth interviews were conducted with two key respondent groups: the first group consisted of pet supply store owners who are current customers of Morina Solutions Co., Ltd., while the second group included pet supply store owners who are prospective customers—those who have not yet purchased from Morina Solutions Co., Ltd. but have the potential and interest to do so. This qualitative data collection approach allows for a deeper understanding of customer behavior and attitudes, providing essential insights for developing a more effective Customer Relationship Management (CRM) model (Creswell & Poth, 2018).

3.2.5 Research tools and Validity/reliability

Quantitative Research

The researcher conducted tests on the research instruments to ensure validity and reliability, ensuring that the questionnaire aligns with the research objectives. The details of the tests are as follows:

3.2.5.1 Validity Testing

The researcher presented the questionnaire to Assistant Professor Dr. Kittichai Rachamaha, the research advisor, for a content validity check, ensuring the appropriateness of language and the construct validity of the questionnaire. Additionally, three experts, including the advisor, evaluated the Item Objective Congruence (IOC) to assess the consistency of the questionnaire with the research objectives. The Index of Item Objective Congruence (IOC) is calculated using the formula:

$$IOC = \frac{\sum R}{n}$$

where:

- $\sum R$ = the sum of expert ratings for each question
- n = the number of experts

The evaluation criteria for IOC values are as follows:

- If $IOC > 0.50$, the question aligns with the research objective.
- If $IOC \leq 0.50$, the question does not align with the research objective and requires revision.

Additionally, the Content Validity Index (CVI) was calculated to evaluate the overall validity of the questionnaire. The acceptable CVI value is 0.80 or higher, calculated as follows (Jaruy Suwanbamrung, 2020):

$$CVI = \frac{\text{Number of question rated 3 or 4 by experts}}{\text{Total number of questions}}$$

3.2.5.2 Reliability Testing

To test the reliability of the questionnaire, a pilot test was conducted with 30 pet owners (dogs and cats) who had experience purchasing pet supplement innovation products. The reliability of the questionnaire was assessed using Cronbach's Alpha Coefficient. A Cronbach's Alpha (α) value close to 1 indicates high reliability. If α is greater than 0.7, the questionnaire is considered reliable and suitable for research (Kanlaya Vanichbancha, 2021). The reliability test resulted in a Cronbach's Alpha value of 0.884.

Qualitative Research

For the qualitative research on a study and Developing Customer Relationship Management Model for Customer Retention: A Case Study for Entrepreneurs in the Innovative Pet Food Supplement Business (Dogs and Cats), the researcher tested the validity and reliability of the research instruments as follows:

3.2.5.3 Validity Testing

Validity testing involves systematically analyzing whether the interview questions align with the study's content and objectives. The content validity was assessed by three experts through two methods:

1. Content Validity Index (CVI)

Three experts evaluated the appropriateness of the interview structure and content, ensuring completeness. The evaluation used a four-point rating scale:

- 1 = Irrelevant
- 2 = Somewhat irrelevant
- 3 = Quite relevant but requires minor revision
- 4 = Highly relevant

The Item-Level CVI (I-CVI) is calculated as:

$$I - CVI = \frac{\text{Number of question rated 3 or 4 by experts}}{\text{Total number of questions}}$$

If $I - CVI < 0.85$, the question does not meet the validity criteria and requires revision. The overall CVI score was 0.86.

2. Index of Item-Objective Congruence (IOC)

The IOC score was calculated based on expert evaluations (Phisit Tantawanich & Phana Chindasri, 2018) using the following rating scale:

- 1 = The question directly measures the intended objective.
- 0 = Uncertain whether the question measures the objective.
- -1 = The question does not measure the intended objective.

The IOC score is calculated as:

$$IOC = \frac{\sum R}{n}$$

where $\sum R$ is the sum of expert ratings and n is the number of experts.

- If IOC is between 0.50 - 1.00, the question is valid and can be used in the interviews.
- If IOC is less than 0.50, the question requires revision before inclusion in the study (Surapong Khongsat & Theerachat Thammawong, 2008).

3.2.5.4 Reliability Testing

To assess reliability, the study used parallel interviews, where both the primary researcher and a research assistant conducted interviews with the same participants to compare consistency in responses. Additionally, Member Checking was applied, where interviewees reviewed their responses to verify accuracy and prevent misinterpretation (Lincoln & Guba, 1985).

3.2.6 Data analysis

Quantitative Research

The data analysis in this study employs Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) using AMOS software. Additionally, Structural Equation Modeling (SEM) is used to analyze causal relationships between factors. The analysis is conducted using SPSS and/or AMOS, depending on the results obtained from the initial grouping of factors through Confirmatory Factor Analysis. The study aims to examine the factors influencing

purchase intention and purchase behavior of B2C customers in Thailand regarding pet supplement innovation products.

3.2.6.1 Descriptive Statistical Analysis

Descriptive statistics are used to summarize the dataset, including the following methods:

1. Percentage (%): Used to describe demographic characteristics of respondents, including gender, age, average monthly income, pet ownership, and the first pet supplement innovation product that comes to mind.
2. Mean (M): Used to describe the characteristics of independent variables, mediator variables, and dependent variables.
3. Standard Deviation (SD): Used to explain the variability of independent variables, mediator variables, and dependent variables.

3.2.6.2 Structural Equation Modeling (SEM) Analysis

Qualitative Research

SEM is employed to analyze statistical relationships and validate research hypotheses derived from theoretical frameworks using AMOS software. SEM facilitates the assessment of complex relationships among multiple variables through a Path Diagram. The steps of SEM analysis are as follows (Vanichbancha, 2021):

1. Model Specification: The model used in the study is specified based on previous theories and related literature.
2. Reliability Testing: The reliability of the model is assessed using Cronbach's Alpha Coefficient, where a value greater than 0.7 indicates a reliable model.
3. Model Identification: This step examines whether the model is properly specified by evaluating degrees of freedom (DF) using the formula (Schumacker & Lomax, 2010):

$$DF = \frac{NI(NI + 1)}{2} - \text{Number of parameter estimates}$$

where:

- DF = Degree of Freedom
- NI = Number of observed variables used in parameter estimation

The interpretation is as follows:

- If $DF > 0$, the model is over-identified.
- If $DF = 0$, the model is just-identified.
- If $DF < 0$, the model is under-identified.

4. Model Estimation: This process examines the consistency between the variance-covariance matrix of observed variables from sample data (S) and the variance-covariance matrix from the path diagram (Σ). The estimation method used in AMOS is Maximum Likelihood Estimation (MLE), which ensures consistency, efficiency, and independence of measurement units. The objective of SEM is to minimize the difference between S and Σ , or to achieve $S - \Sigma \approx 0$.

5. Model Testing: The goodness-of-fit of the model is assessed using multiple fit indices:

- Chi-square (χ^2): Should be greater than 0.05 to support the null hypothesis.
- Relative Chi-square (χ^2/df): Should be less than 3 (or preferably 2).
- Goodness of Fit Index (GFI): Should be greater than 0.95.
- Normed Fit Index (NFI): Should be greater than 0.95.
- Comparative Fit Index (CFI): Should be greater than 0.90.
- Root Mean Square Error of Approximation (RMSEA): Should be between 0 and 0.07.
- Standardized Root Mean Square Residual (RMR): Should be less than 0.05.

6. Model Modification (Modification Index: MI): If the SEM results indicate poor model fit, modifications may be made by adding bidirectional or unidirectional arrows between variables based on the highest Par Change value. A reduction in Chi-square (χ^2) indicates improved model fit.

Qualitative Research

Qualitative data analysis in this study employs Content Analysis and Thematic Analysis to identify patterns, trends, and key themes emerging from in-depth interviews (Braun & Clarke, 2006).

3.2.6.3 Qualitative Data Analysis Process

1. Transcription & Data Preparation: Recorded interview audio is transcribed into text, and accuracy is verified using Member Checking, where interviewees review their responses (Lincoln & Guba, 1985).

2. Familiarization with Data: The researcher reads through the transcripts multiple times to gain an in-depth understanding and makes initial notes of emerging themes.

3. Generating Initial Codes using ATLAS.ti: The software ATLAS.ti is used for qualitative data analysis. Open Coding is applied to categorize key concepts, followed by Axial Coding to identify relationships between concepts (Frieze, 2019).

4. Identifying Themes: The researcher groups similar codes into major themes that reflect patterns within the data. Pattern Recognition is used to analyze recurring insights.

5. Reviewing and Defining Themes: The researcher refines and validates the themes to ensure clarity and alignment with the research objectives.

6. Writing the Report and Interpretation: Findings are presented using direct quotes from interviewees to support conclusions. The findings are linked to relevant literature and theoretical frameworks (Creswell & Poth, 2018).

3.3 Ethical Considerations

Quantitative Research

This study implements strict measures to protect the confidentiality and personal data of research participants in the quantitative research phase. The online questionnaire is designed to ensure anonymity, as no personal identifiers such as name and surname are collected. Demographic data are presented in an aggregated format

using descriptive statistics to ensure privacy. Likewise, all study findings are reported in a collective manner without identifying individual participants. After the completion of this study, all research data will be securely stored for one year to allow for any necessary validation of the findings. Following this period, all participant data will be permanently deleted by erasing digital files to prevent any unauthorized access. These measures are taken to ensure the highest level of confidentiality and data protection for research participants.

Qualitative Research

For qualitative research, the data collected in this study is intended for academic purposes only. The researcher ensures that any data disclosed in academic contexts will remain anonymous, excluding participants' names, surnames, and demographic details. All personal information provided by interview participants will be stored securely in a restricted-access system, ensuring that unauthorized individuals cannot access the data. The researcher upholds strict confidentiality measures, respecting participants' rights to privacy and adhering to legal and ethical data protection regulations.

3.4 Conclusion

Quantitative Research

Chapter 3 of this research outlines the methodology used in this study, which follows a quantitative research approach in the form of survey research. The objective of this study is to examine the factors influencing purchase intention and purchasing behavior of pet supplement innovation products (for dogs and cats) among B2C customers. To achieve this, an online questionnaire was utilized to ensure broad distribution and extensive data collection.

The collected data was first analyzed using descriptive statistics to describe the sample characteristics. Subsequently, Structural Equation Modeling (SEM) was employed to test the research framework and hypotheses. The AMOS software was used

to generate empirical results. Furthermore, confidentiality and data protection measures were strictly adhered to in compliance with ethical research guidelines.

Qualitative Research

For qualitative research, the researcher employed quota sampling to select the sample group. The data collection involved conducting in-depth interviews with two key groups: current customers and prospective customers of Morina Solutions Co., Ltd.. These interview sessions were conducted either on-site or online, depending on the participants' convenience.

The study involved 20 participants, comprising 13 current customers (pet supply store owners who have previously purchased pet supplement innovation products) and 7 prospective customers (pet supply store owners who have not yet purchased the products but have potential interest in doing so). The interview questions were designed in an open-ended format to allow respondents to express a diverse range of opinions. The collected data was analyzed using qualitative data analysis techniques.

CHAPTER IV

RESULTS

Quantitative Research

4.1 Demographic Analysis of Respondents

The demographic analysis was divided into five categories, namely gender, age, average monthly income, pet ownership, purchasing experience of pet supplement innovation products, and most recalled type of pet supplement innovation product. The results were presented using frequency (Frequency) and percentage (Percentage), as shown in the following tables.

Table 4.1 Frequency and Percentage of Respondents by Gender

Gender	Number of Respondents	Percentage (%)
1. Male	125	50
2. Female	125	50
Total	250	100

The analysis in Table 4.1 indicates that the respondents were evenly distributed between male (125 respondents, 50%) and female (125 respondents, 50%).

Table 4.2 Frequency and Percentage of Respondents by Age

Age Group	Number of Respondents	Percentage (%)
1. Below 30 years	50	20
2. 30 – 39 years	50	20
3. 40 – 49 years	50	20
4. 50 – 59 years	50	20
5. 60 years and above	50	20
Total	250	100

According to Table 4.2, the respondents were evenly distributed across all age groups, with each category accounting for 20% of the total respondents.

Table 4.3 Frequency and Percentage of Respondents by Average Monthly Income

Average Monthly Income	Number of Respondents	Percentage (%)
1. Below 15,000 THB	12	5
2. 15,001 – 25,000 THB	34	14
3. 25,001 – 35,000 THB	39	16
4. 35,001 – 45,000 THB	39	16
5. 45,001 – 55,000 THB	36	14
6. 55,001 – 65,000 THB	33	13
7. Above 65,001 THB	57	23
Total	250	100

From Table 4.3, it is evident that the largest group of respondents had an average monthly income of more than 65,001 THB (23%, 57 respondents). The second-largest groups had incomes between 25,001 – 35,000 THB and 35,001 – 45,000 THB, both with 39 respondents (16%). The income group between 45,001 – 55,000 THB had 36 respondents (14%), while those earning 55,001 – 65,000 THB comprised 33 respondents (13%). The income group 15,001 – 25,000 THB accounted for 14% (34 respondents). The lowest income group (below 15,000 THB) had 12 respondents (5%).

These findings suggest that the majority of respondents belong to a higher income bracket, particularly those earning above 25,000 THB per month, which could influence their purchasing behavior for pet supplement innovation products.

Table 4.4 Frequency and Percentage of Respondents by Pet Ownership

Pet Type	Number of Respondents	Percentage (%)
1. Dog	122	49
2. Cat	128	51
Total	250	100

Based on Table 4.4, the majority of respondents were cat owners (51%, 128 respondents), while dog owners accounted for 49% (122 respondents). This indicates that the respondents were nearly evenly distributed between cat and dog owners, with a slight preference towards cat ownership. This insight suggests that the pet supplement market should address the needs of both groups to maintain a balanced product offering.

Table 4.5 Frequency and Percentage of Respondents by Purchasing Experience of Pet Supplement Innovation Products

Purchasing Experience	Number of Respondents	Percentage (%)
1. Have purchased pet supplement products	250	100
2. Have not purchased pet supplement product	0	0
Total	250	100

According to Table 4.5, all respondents (100%, 250 respondents) reported having prior experience purchasing pet supplement innovation products. This ensures that the responses collected are relevant to the study's objective, as all participants have direct experience with pet supplement consumption.

Table 4.6 Frequency and Percentage of Respondents by the Most Recalled Type of Pet Supplement Innovation Product

Type of Pet Supplement Innovation Product	Number of Respondents	Percentage (%)
1. Treat-based supplements	157	62.8
2. Beverage-based supplements	15	6.0
3. Powder-based supplements	31	12.4
4. Tablet-based supplements	43	17.2
5. Other types of supplements	4	1.6
Total	250	100

The results in Table 4.6 show that treat-based supplements were the most commonly recalled product type, with 62.8% (157 respondents) selecting this category. This was followed by tablet-based supplements (17.2%, 43 respondents), powder-based supplements (12.4%, 31 respondents), and beverage-based supplements (6.0%, 15 respondents). The least recalled category was "other supplement types" (1.6%, 4 respondents).

These findings suggest that treat-based supplements dominate the market, likely due to their convenience, palatability, and ease of administration for pet owners. Meanwhile, beverage-based and other supplement types have lower recognition, indicating a potential gap or niche market opportunity for product development.

4.2 Analysis of Respondents' Opinions

In this study, descriptive statistics, including Mean and Standard Deviation, were used to analyze respondents' opinions. The interpretation of the mean scores follows the Likert-scale rating criteria as proposed by Thanin (2020). Additionally, the Index of Item Objective Congruence (IOC) and Content Validity Index (CVI) were assessed by three experts, including professors and subject matter specialists. The findings confirm that all 30 questions met the required evaluation criteria.

Table 4.7 Mean and Standard Deviation of Attitude Factors (AT)

Attitude Factors	Mean	Std. Deviation	Interpretation
AT1. You think purchasing innovative pet supplements for your pet is a good decision and plan to buy it next month.	4.02	0.86	Agree
AT2. You think purchasing innovative pet supplements for your pet is beneficial and plan to buy it next month.	4.01	0.87	Agree

AT3. You feel happy seeing your pet consume the supplement and plan to buy it next month.	4.13	0.86	Agree
AT4. You enjoy selecting innovative pet supplements and plan to buy it next month.	3.89	0.98	Agree
AT5. You find innovative pet supplements convenient to use and plan to buy them next month.	3.97	0.92	Agree
AT6. You consider innovative pet supplements necessary and plan to buy them next month.	3.86	0.97	Agree
Total	3.98	0.91	Agree

From Table 4.7, the mean score of respondents' attitudes towards purchasing pet supplement innovation products was 3.98, with a standard deviation of 0.91, indicating an overall positive attitude towards the products.

The statement with the highest mean score was AT3: "You feel happy seeing your pet consume the supplement and plan to buy it next month.", which had a mean of 4.13 and a standard deviation of 0.86. This suggests that the emotional satisfaction of seeing their pet enjoy the supplement is a crucial factor influencing purchase decisions. The second highest-rated statement was AT1: "You think purchasing innovative pet supplements for your pet is a good decision and plan to buy it next month.", with a mean of 4.02 and a standard deviation of 0.86, which indicates that respondents generally perceive the product as beneficial. Conversely, the lowest mean score was observed for AT6: "You consider innovative pet supplements necessary and plan to buy them next month.", which had a mean of 3.86 and a standard deviation of 0.97. While this score still falls under the "Agree" category, it suggests that some respondents may not perceive these products as essential.

To summarize, the findings suggest that respondents have a positive attitude towards pet supplement innovation products and are likely to continue purchasing them in the future.

Table 4.8 Mean and Standard Deviation of Subjective Norm Factors (SN)

Subjective Norm Factors	Mean	Std. Deviation	Interpretation
SN1. People you trust, such as family or close friends, support purchasing innovative pet supplements.	3.83	0.96	Agree
SN2. People you trust, such as family or close friends, agree with purchasing innovative pet supplements.	3.82	0.91	Agree
SN3. People you trust, such as family or close friends, expect you to buy innovative pet supplements.	3.68	0.96	Agree
SN4. You feel social pressure to purchase innovative pet supplements.	2.89	1.35	Neutral
Total	3.55	1.05	Agree

As shown in Table 4.8, respondents generally agree that their close social circle influences their decision to purchase pet supplement innovation products, with an overall mean score of 3.55 and a standard deviation of 1.05.

The statement with the highest mean score was SN1: "People you trust, such as family or close friends, support purchasing innovative pet supplements.", with a mean of 3.83 and a standard deviation of 0.96. This highlights that social support plays a significant role in influencing consumer purchase decisions. The second highest score was for SN2: "People you trust, such as family or close friends, agree with purchasing innovative pet supplements.", which had a mean of 3.82 and a standard deviation of 0.91, reinforcing the idea that social acceptance contributes to purchase behavior. The lowest mean score was recorded for SN4: "You feel social pressure to purchase innovative pet supplements.", with a mean of 2.89 and a standard deviation of 1.35. This indicates that while social influence exists, respondents generally do not feel coerced into making a purchase.

In summary, the findings indicate that social influence plays a role in pet supplement purchases, primarily through support and approval from family and close friends, rather than through direct pressure.

Table 4.9 Mean and Standard Deviation of Perceived Behavioral Control Factors (PBC)

Perceived Behavioral Control Factors	Mean	Std. Deviation	Interpretation
PBC1. You decide whether to purchase innovative pet supplements.	4.30	0.86	Strongly Agree
PBC2. You have a full sense of control over buying innovative pet supplements.	4.36	0.83	Strongly Agree
PBC3. You feel that you cannot control your pet supplement purchases.	2.92	0.59	Neutral
PBC4. You believe you have the financial capability to buy innovative pet supplements.	4.22	0.85	Strongly Agree
PBC5. You feel confident that you can purchase innovative pet supplements.	4.29	0.84	Strongly Agree
PBC6. You are certain that you will be able to buy innovative pet supplements.	4.26	0.83	Strongly Agree
PBC7. If you make the purchasing decision, you are confident you can buy innovative pet supplements.	4.31	0.88	Strongly Agree
Total	4.09	0.81	Agree

From Table 4.9, the mean score of Perceived Behavioral Control (PBC) factors was 4.09, with a standard deviation of 0.81, indicating that respondents generally strongly agree that they have control over purchasing decisions regarding pet supplement innovation products.

The highest-rated statement was PBC2: "You have a full sense of control over buying innovative pet supplements," with a mean of 4.36 and a standard deviation

of 0.83. This suggests that most respondents perceive themselves as having complete autonomy in their purchasing choices. The second highest-rated statement was PBC7: "If you make the purchasing decision, you are confident you can buy innovative pet supplements," which had a mean of 4.31 and a standard deviation of 0.88, indicating a high level of confidence in their purchasing ability. Conversely, the lowest-rated statement was PBC3: "You feel that you cannot control your pet supplement purchases," which had a mean of 2.92 and a standard deviation of 0.59, indicating a neutral perception. This suggests that while most respondents feel in control, some may experience external influences affecting their purchasing decisions.

Overall, the findings suggest that respondents feel confident and autonomous in their ability to control their purchasing decisions. They believe that they have both the freedom and financial capability to buy pet supplement innovation products.

Table 4.10 Mean and Standard Deviation of Self-Identity Factors (SI)

Self-identity Factors	Mean	Std. Deviation	Interpretation
SI1. You identify yourself as someone who buys innovative pet supplements.	4.25	0.90	Strongly Agree
SI2. You see yourself as someone who prioritizes pet nutrition.	4.30	0.88	Strongly Agree
SI3. You are concerned about the health impact of pet supplements on your pet.	4.35	0.82	Strongly Agree
SI4. You prefer to buy innovative pet supplements with good taste for your pet.	4.09	0.89	Agree
Total	4.25	0.88	Strongly Agree

From Table 4.10, the mean score of Self-Identity (SI) factors was 4.25, with a standard deviation of 0.88, indicating that respondents strongly agree with self-perceptions related to pet supplement purchases.

The highest-rated statement was SI3: "You are concerned about the health impact of pet supplements on your pet," with a mean of 4.35 and a standard deviation of 0.82. This suggests that long-term health benefits are a crucial consideration in purchase decisions. The second highest-rated statement was SI2: "You see yourself as someone who prioritizes pet nutrition," which had a mean of 4.30 and a standard deviation of 0.88, further reinforcing the importance of pet health consciousness among respondents. The lowest-rated statement was SI4: " You prefer to buy innovative pet supplements with good taste for your pet," with a mean of 4.09 and a standard deviation of 0.89, suggesting that while taste is a factor, it is less important compared to health-related considerations.

In conclusion, the findings suggest that respondents strongly identify as responsible pet owners who prioritize their pet's health and well-being. They are more likely to consider health benefits over taste when choosing pet supplement innovation products.

Table 4.11 Mean and Standard Deviation of Social Norm Factors (SN)

Social Norm Factors	Mean	Std. Deviation	Interpretation
SCN1. Pet owners in your community purchase innovative pet supplements.	3.54	1.05	Agree
SCN2. You are willing to follow recommendations from experts or veterinarians regarding pet supplement purchases.	4.35	0.81	Strongly Agree
SCN3. Your family and friends buy innovative pet supplements for their pets.	3.91	0.97	Agree
Total	3.93	0.94	Agree

From Table 4.11, the mean score of Social Norm (SN) factors was 3.93, with a standard deviation of 0.94, indicating that respondents agree that social norms influence their purchasing decisions.

The highest-rated statement was SCN2: "You are willing to follow recommendations from experts or veterinarians regarding pet supplement purchases," with a mean of 4.35 and a standard deviation of 0.81. This suggests that expert recommendations, particularly from veterinarians, play a crucial role in influencing purchase decisions. The second highest-rated statement was SCN3: "Your family and friends buy innovative pet supplements for their pets," which had a mean of 3.91 and a standard deviation of 0.97, suggesting that social circles influence purchasing behavior. The lowest-rated statement was SCN1: "Pet owners in your community purchase innovative pet supplements," with a mean of 3.54 and a standard deviation of 1.05, indicating that while community behavior has some impact, it is less significant compared to expert recommendations or close social circles.

To summarize, the findings suggest that respondents place significant value on expert opinions, particularly from veterinarians, when making purchasing decisions. While social influence from family and friends also plays a role, the buying behavior of the general community has a relatively lower impact.

Table 4.12 Mean and Standard Deviation of Purchase Intention Factors (IN)

Purchase Intention Factors	Mean	Std. Deviation	Interpretation
IN1. You intend to buy innovative pet supplements next month.	4.09	0.87	Agree
IN2. You plan to buy innovative pet supplements next month.	3.93	0.97	Agree
IN3. You want to buy innovative pet supplements next month.	4.03	0.91	Agree
Total	4.02	0.92	Agree

From Table 4.12, the mean score for purchase intention (IN) factors was 4.02, with a standard deviation of 0.92, indicating that respondents agreed with statements reflecting their purchase intention.

The highest-rated statement was IN1: " You intend to buy innovative pet supplements next month," which had a mean of 4.09 and a standard deviation of 0.87.

This suggests that most respondents have a strong intention to buy pet supplements in the near future. The second highest-rated statement was IN3: "You want to buy innovative pet supplements next month," which had a mean of 4.03 and a standard deviation of 0.91. This indicates that respondents have a desire to make a purchase, reinforcing the likelihood of future consumption. The lowest-rated statement was IN2: "You plan to buy innovative pet supplements next month," which had a mean of 3.93 and a standard deviation of 0.97. This result suggests that while respondents express intention and desire, some have not yet made a definitive plan to purchase.

Overall, respondents demonstrated a high level of intention to purchase pet supplement innovation products in the upcoming month. However, while most think about and desire to buy, fewer have a concrete purchase plan.

Table 4.13 Mean and Standard Deviation of Purchase Behavior Factors (BE)

Purchase Behavior Factors	Mean	Std. Deviation	Interpretation
BE1. You regularly buy innovative pet supplements.	3.85	1.03	Agree
BE2. You purchased innovative pet supplements last month.	3.90	1.12	Agree
BE3. You have been buying innovative pet supplements for a long time.	3.87	1.09	Agree
Total	3.87	1.08	Agree

From Table 4.13, the mean score for purchase behavior (BE) factors was 3.87, with a standard deviation of 1.08, indicating that respondents agreed with statements about their past purchasing behavior.

The highest-rated statement was BE2: " You purchased innovative pet supplements last month," which had a mean of 3.90 and a standard deviation of 1.12. This suggests that a significant number of respondents had recently purchased pet supplements, reinforcing the active consumption trend. The second highest-rated statement was BE3: "You have been buying innovative pet supplements for a long time," which had a mean of 3.87 and a standard deviation of 1.09. This indicates that many

respondents have an established habit of purchasing pet supplements. The lowest-rated statement was BE1: "You regularly buy innovative pet supplements," which had a mean of 3.85 and a standard deviation of 1.03, still within the "agree" range. This suggests that while respondents exhibit purchasing behavior, the frequency may vary.

Overall, respondents demonstrated consistent purchasing behavior for pet supplement innovation products. They have purchased in the past month and are likely to continue buying, though some variations in frequency exist.

4.3 Results of Exploratory Factor Analysis (EFA)

In this study, the researcher adopted the conceptual framework proposed by Rendi Tegar Pratama and Elevita Yuliati as a reference for analyzing the factors influencing consumer behavior in purchasing pet supplement innovation products. Therefore, there is no need to conduct a new Exploratory Factor Analysis (EFA) in this research.

4.3.1 EFA and Its Importance in Research

Exploratory Factor Analysis (EFA) is a statistical method used to reduce the number of correlated variables into factor groups that best explain the structure of the data (Hair et al., 2010; Tabachnick & Fidell, 2019). Typically, EFA is used to identify latent structures within a dataset and helps determine which measured variables correspond to specific latent variables (Fabrigar & Wegener, 2012).

According to the study by Pratama and Yuliati (2022), an EFA was conducted to examine the factor structure influencing purchasing behavior of pet supplement innovation products. Their analysis identified a well-defined factor structure that can be applied to the sample population in this study, particularly within the pet supplement industry.

Thus, this study adopts the validated factor structure and proceeds directly to Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) to test the model's fit with the collected data from the sample population in Thailand.

4.3.2 Summary of Reasons for Not Conducting EFA in This Study

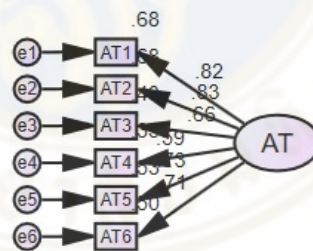
4.3.2.1. The adopted model has already been validated - The study by Pratama and Yulianti (2022) conducted EFA and established a clear structure of relevant variables.

4.3.2.2 Empirical evidence supports the model - The original research utilized EFA to define key factors influencing consumer behavior, confirming the validity of the factor structure.

4.3.2.3 Focus on Model Validation - This study focuses on Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) to validate variable relationships and test the model against empirical data.

4.4 Results of Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) is a statistical method used to test the fit between observed data and the theoretical model. This section presents the CFA results for different latent variable groups, as shown in the following figures.



Chi-square = 43.713, Chi-square/df = 4.857, df = 9,
 p = .000, GFI = .946, CFI = .948, RMR = .038,
 RMSEA = .124, NFI = .936

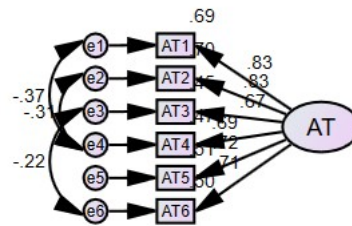
Figure 4.1 The First Latent Variable Group – Attitude (AT_1)

Table 4.14 Initial Model Fit Indices for the Attitude (AT_1) Factor

Fit Index	Recommend Value	Model Value	Remark
Chi-square/df	Should not exceed 3 (Hair et al., 2010)	4.86	Rejected
p-value	Should be greater than .05 (Bollen, 1989)	0.00	Rejected
The goodness of fit (GFI)	Should be greater than 0.80 (Filippini et al., 1998)	0.94	Accepted
Comparative fit index (CFI)	Should be greater than 0.90 (Byrne, 2013)	0.94	Accepted
Root mean square error of approximation (RMSEA)	Should be less than 0.08 (MacCallum et al., 1996)	0.12	Rejected

According to the interpretation of Initial CFA results, the CFA results indicate that the model does not fully meet the fit criteria, as certain indices fall outside the acceptable thresholds. The Chi-square/df value should be equal to or less than 3, according to Hair et al. (2010). However, the computed value is 4.857, which exceeds the acceptable threshold, leading to rejection. The p-value should be greater than 0.05, as suggested by Bollen (1989), but the calculated value is 0.00, which is lower than the required threshold, resulting in rejection. The Goodness of Fit Index (GFI) exceeds 0.80, as recommended by Filippini et al. (1998), with a computed value of 0.946, making it acceptable. The Comparative Fit Index (CFI) is 0.948, which is above the threshold of 0.90, as suggested by Byrne (2013), indicating a good model fit. However, the Root Mean Square Error of Approximation (RMSEA) should be below 0.08, as recommended by MacCallum et al. (1996), but the computed value is 0.124, leading to rejection.

To improve the model fit, covariance adjustments were applied, and the results were reassessed in Figure 4.2.



Chi-square = 10.084, Chi-square/df = 1.681, df = 6,
 p = .121, GFI = .987, CFI = .994, RMR = .016,
 RMSEA = .052, NFI = .985

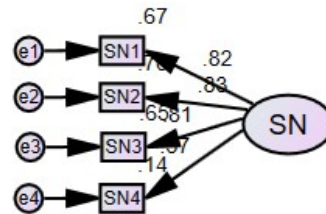
Figure 4.2 Attitude (AT_1) After Covariance Adjustments

Table 4.15 Model Fit Indices After Covariance Adjustments for Attitude (AT_1)

Fit Index	Recommend Value	Model Value	Remark
Chi-square/df	Should not exceed 3 (Hair et al., 2010)	1.68	Accepted
p-value	Should be greater than .05 (Bollen, 1989)	0.12	Accepted
The goodness of fit (GFI)	Should be greater than 0.80 (Filippini et al., 1998)	0.98	Accepted
Comparative fit index (CFI)	Should be greater than 0.90 (Byrne, 2013)	0.99	Accepted
Root mean square error of approximation (RMSEA)	Should be less than 0.08 (MacCallum et al., 1996)	0.05	Accepted

After adjusting the covariance, the model now meets all recommended fit criteria. The Chi-square/df value reduced to 1.68, which is within the acceptable threshold. The p-value increased to 0.12, which is greater than 0.05, making it acceptable. The GFI improved to 0.98, surpassing the recommended threshold of 0.80. The CFI increased to 0.99, exceeding 0.90, confirming a strong model fit. The RMSEA decreased to 0.05, meeting the requirement of being below 0.08.

Thus, the Attitude (AT_1) model is now fully accepted and can proceed to Structural Equation Modeling (SEM).



Chi-square = 17.246, Chi-square/df = 8.623, df = 2,
p = .000, GFI = .967, CFI = .961, RMR = .055,
RMSEA = .175, NFI = .956

Figure 4.3 The Second Latent Variable Group – Subjective Norm (SN_1)

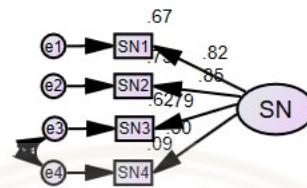
Table 4.16 Initial Model Fit Indices for Subjective Norm (SN_1)

Fit Index	Recommend Value	Model Value	Remark
Chi-square/df	Should not exceed 3 (Hair et al., 2010)	8.62	Rejected
p-value	Should be greater than .05 (Bollen, 1989)	0.00	Rejected
The goodness of fit (GFI)	Should be greater than 0.80 (Filippini et al., 1998)	0.96	Accepted
Comparative fit index (CFI)	Should be greater than 0.90 (Byrne, 2013)	0.96	Accepted
Root mean square error of approximation (RMSEA)	Should be less than 0.08 (MacCallum et al., 1996)	0.17	Rejected

According to the interpretation of Initial CFA results, the Subjective Norm (SN_1) model initially failed to meet the fit criteria. The Chi-square/df value is 8.62, which is above the recommended threshold of 3. The p-value is 0.00, which is lower than the required threshold of 0.05. The RMSEA is 0.17, which exceeds the

recommended maximum value of 0.08. Despite these issues, the GFI value of 0.96 and the CFI value of 0.96 meet their respective thresholds, indicating some level of model fit.

Covariance adjustments were made, and the revised results are shown in Figure 4.4.



Chi-square = 2.028, Chi-square/df = 2.028, df = 1,
p = .154, GFI = .996, CFI = .997, RMR = .019,
RMSEA = .064, NFI = .995

Figure 4.4 Subjective Norm (SN_1) After Covariance Adjustments

Table 4.17 Model Fit Indices After Covariance Adjustments for Subjective Norm (SN_1)

Fit Index	Recommend Value	Model Value	Remark
Chi-square/df	Should not exceed 3 (Hair et al., 2010)	2.02	Accepted
p-value	Should be greater than .05 (Bollen, 1989)	0.15	Accepted
The goodness of fit (GFI)	Should be greater than 0.80 (Filippini et al., 1998)	0.99	Accepted
Comparative fit index (CFI)	Should be greater than 0.90 (Byrne, 2013)	0.99	Accepted
Root mean square error of approximation (RMSEA)	Should be less than 0.08 (MacCallum et al., 1996)	0.06	Accepted

After applying covariance modifications, the Subjective Norm (SN_1) model now meets all fit criteria. The Chi-square/df value improved to 2.02, which is

within the acceptable range. The p-value increased to 0.15, which is above 0.05, making it acceptable. The GFI value increased to 0.99, surpassing the required threshold of 0.80. The CFI value improved to 0.99, exceeding 0.90, confirming a strong model fit. The RMSEA decreased to 0.06, meeting the requirement of being below 0.08.

Thus, the subjective Norm (SN_1) model is now fully accepted and can proceed to Structural Equation Modeling (SEM).

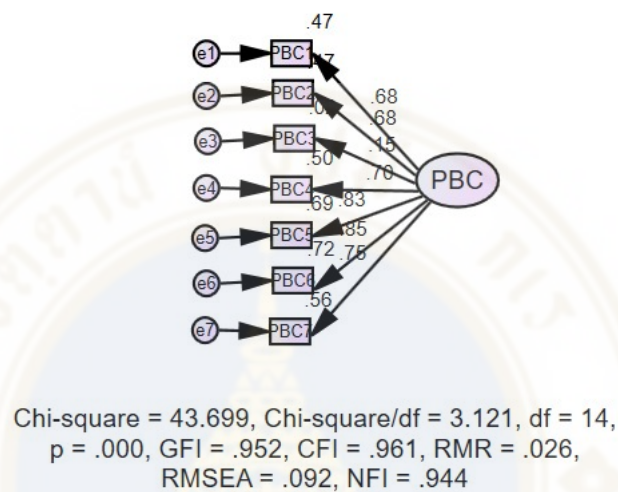


Figure 4.5 The Third Latent Variable Group – Perceived Behavioral Control (PBC_1)

Table 4.18 Initial Model Fit Indices for Perceived Behavioral Control (PBC_1)

Fit Index	Recommend Value	Model Value	Remark
Chi-square/df	Should not exceed 3 (Hair et al., 2010)	3.12	Rejected
p-value	Should be greater than .05 (Bollen, 1989)	0.00	Rejected
The goodness of fit (GFI)	Should be greater than 0.80 (Filippini et al., 1998)	0.95	Accepted
Comparative fit index (CFI)	Should be greater than 0.90 (Byrne, 2013)	0.96	Accepted
Root mean square error of approximation (RMSEA)	Should be less than 0.08 (MacCallum et al., 1996)	0.09	Rejected

According to the interpretation of Initial CFA results, the initial Confirmatory Factor Analysis (CFA) results indicate that the Perceived Behavioral Control (PBC_1) model does not fully meet the fit criteria. The Chi-square/df value is 3.12, which slightly exceeds the recommended threshold of 3 (Hair et al., 2010). The p-value is 0.00, which is lower than the required 0.05 (Bollen, 1989). The RMSEA is 0.09, surpassing the recommended upper limit of 0.08 (MacCallum et al., 1996). Despite these issues, some fit indices indicate acceptable model alignment. The Goodness of Fit Index (GFI) is 0.95, surpassing the required threshold of 0.80 (Filippini et al., 1998). Similarly, the Comparative Fit Index (CFI) is 0.96, exceeding the recommended 0.90 (Byrne, 2013).

To enhance the model's alignment with empirical data, covariance adjustments were made, and the revised results are presented in Figure 4.6.

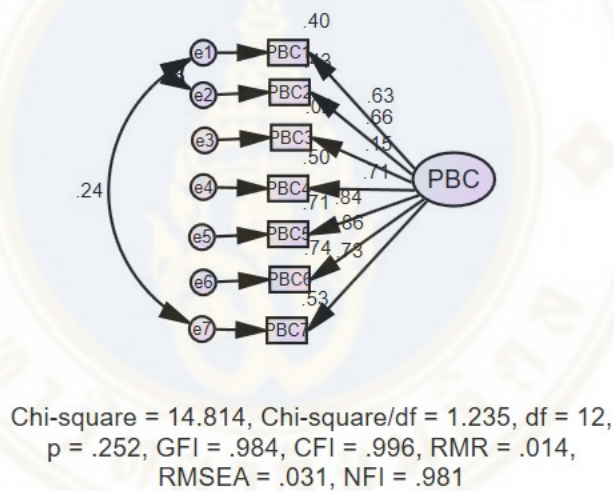


Figure 4.6 Perceived Behavioral Control (PBC_1) After Covariance Adjustments

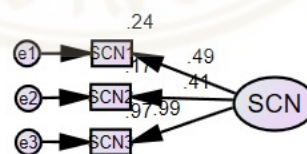
Table 4.19 Model Fit Indices After Covariance Adjustments for Perceived Behavioral Control (PBC_1)

Fit Index	Recommend Value	Model Value	Remark
Chi-square/df	Should not exceed 3 (Hair et al., 2010)	1.23	Accepted

p-value	Should be greater than .05 (Bollen, 1989)	0.25	Accepted
The goodness of fit (GFI)	Should be greater than 0.80 (Filippini et al., 1998)	0.98	Accepted
Comparative fit index (CFI)	Should be greater than 0.90 (Byrne, 2013)	0.99	Accepted
Root mean square error of approximation (RMSEA)	Should be less than 0.08 (MacCallum et al., 1996)	0.03	Accepted

After implementing covariance modifications, the Perceived Behavioral Control (PBC_1) model now satisfies all fit criteria. The Chi-square/df value improved significantly to 1.23, which is well within the acceptable range of below 3 (Hair et al., 2010). The p-value increased to 0.25, which is above the 0.05 threshold, making it statistically acceptable (Bollen, 1989). The GFI value increased to 0.98, surpassing the required minimum of 0.80 (Filippini et al., 1998). Additionally, the CFI value improved to 0.99, exceeding the 0.90 standard (Byrne, 2013), confirming a strong model fit. Finally, the RMSEA decreased to 0.03, well below the required 0.08 limit (MacCallum et al., 1996), further validating the model's structural consistency.

Based on these improvements, the Perceived Behavioral Control (PBC_1) model is now fully accepted and ready for progression to Structural Equation Modeling (SEM).



Chi-square = .000, Chi-square/df = \cmindf, df = 0,
p = \p, GFI = 1.000, CFI = 1.000, RMR = .000,
RMSEA = \rmsea, NFI = 1.000

Figure 4.7 The Fourth Latent Variable Group – Self-Identity (SI_1)

Table 4.20 Model Fit Indices for Self-Identity (SI_1)

Fit Index	Recommend Value	Model Value	Remark
Chi-square/df	Should not exceed 3 (Hair et al., 2010)	2.32	Accepted
p-value	Should be greater than .05 (Bollen, 1989)	0.09	Accepted
The goodness of fit (GFI)	Should be greater than 0.80 (Filippini et al., 1998)	0.99	Accepted
Comparative fit index (CFI)	Should be greater than 0.90 (Byrne, 2013)	0.99	Accepted
Root mean square error of approximation (RMSEA)	Should be less than 0.08 (MacCallum et al., 1996)	0.07	Accepted

According to the interpretation of CFA results, the Self-Identity (SI_1) model meets the Confirmatory Factor Analysis (CFA) fit criteria. The Chi-square/df value is 2.32, which falls within the acceptable range of below 3 (Hair et al., 2010). The p-value is 0.09, which is greater than the required threshold of 0.05, making it statistically acceptable (Bollen, 1989). The Goodness of Fit Index (GFI) is 0.99, surpassing the recommended minimum value of 0.80 (Filippini et al., 1998). Additionally, the Comparative Fit Index (CFI) is 0.99, exceeding the 0.90 threshold, which indicates strong model fit (Byrne, 2013). Finally, the Root Mean Square Error of Approximation (RMSEA) is 0.07, which remains within the acceptable range of below 0.08 (MacCallum et al., 1996).

Since all key fit indices satisfy the recommended criteria, the Self-Identity (SI_1) model is fully accepted and can proceed to Structural Equation Modeling (SEM) without requiring further adjustments.

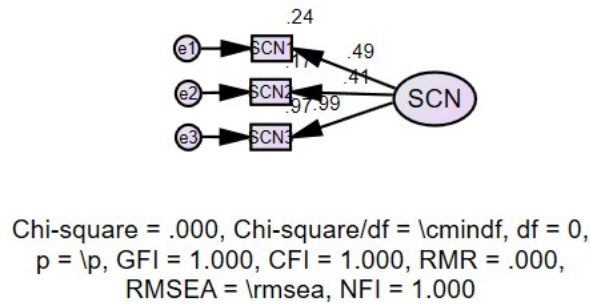


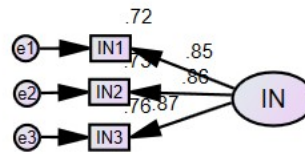
Figure 4.8 The Fifth Latent Variable Group – Social Norms (SCN_1)

Table 4.21 Model Fit Indices for Social Norms (SCN_1)

Fit Index	Recommend Value	Model Value	Remark
Chi-square/df	Should not exceed 3 (Hair et al., 2010)	Unidentified	Rejected
p-value	Should be greater than .05 (Bollen, 1989)	Unidentified	Rejected
The goodness of fit (GFI)	Should be greater than 0.80 (Filippini et al., 1998)	1.00	Accepted
Comparative fit index (CFI)	Should be greater than 0.90 (Byrne, 2013)	1.00	Accepted
Root mean square error of approximation (RMSEA)	Should be less than 0.08 (MacCallum et al., 1996)	Unidentified	Rejected

According to the interpretation of CFA Results , the Social Norms (SCN_1) model could not be structurally identified in the confirmatory factor analysis (CFA). The Chi-square/df value, p-value, and RMSEA were unidentified, leading to the rejection of model fit. However, the Goodness of Fit Index (GFI) and the Comparative Fit Index (CFI) both scored 1.00, which meets their respective thresholds of above 0.80 and above 0.90 (Filippini et al., 1998; Byrne, 2013).

Since the structural model could not be identified, the SCN_1 model cannot be accepted as it stands and may require further adjustments for validation.



Chi-square = .000, Chi-square/df = \cmindf, df = 0,
 p = \p, GFI = 1.000, CFI = 1.000, RMR = .000,
 RMSEA = \rmsea, NFI = 1.000

Figure 4.9 The Sixth Latent Variable Group – Intention (IN_1)

Table 4.22 Model Fit Indices for Intention (IN_1)

Fit Index	Recommend Value	Model Value	Remark
Chi-square/df	Should not exceed 3 (Hair et al., 2010)	Unidentified	Rejected
p-value	Should be greater than .05 (Bollen, 1989)	Unidentified	Rejected
The goodness of fit (GFI)	Should be greater than 0.80 (Filippini et al., 1998)	1.00	Accepted
Comparative fit index (CFI)	Should be greater than 0.90 (Byrne, 2013)	1.00	Accepted
Root mean square error of approximation (RMSEA)	Should be less than 0.08 (MacCallum et al., 1996)	Unidentified	Rejected

According to the interpretation of CFA results, the Intention (IN_1) model was structurally unidentified, making it impossible to confirm its fit using Chi-square/df, p-value, and RMSEA. However, the GFI and CFI values both reached 1.00, indicating an otherwise strong model fit (Filippini et al., 1998; Byrne, 2013).

Since the structural validity of this model cannot be confirmed, the IN_1 model is not acceptable in its current state and may require modification before proceeding to further analysis.

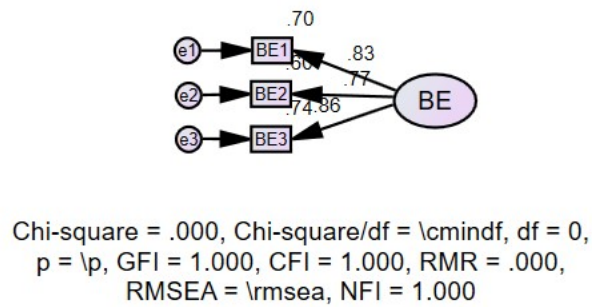


Figure 4.10 The Seventh Latent Variable Group – Behavior (BE_1)

Table 4.23 Model Fit Indices for Behavior (BE_1)

Fit Index	Recommend Value	Model Value	Remark
Chi-square/df	Should not exceed 3 (Hair et al., 2010)	Unidentified	Rejected
p-value	Should be greater than .05 (Bollen, 1989)	Unidentified	Rejected
The goodness of fit (GFI)	Should be greater than 0.80 (Filippini et al., 1998)	1.00	Accepted
Comparative fit index (CFI)	Should be greater than 0.90 (Byrne, 2013)	1.00	Accepted
Root mean square error of approximation (RMSEA)	Should be less than 0.08 (MacCallum et al., 1996)	Unidentified	Rejected

According to the interpretation of CFA results, the Behavior (BE_1) model also suffered from structural identification issues, leading to unidentified values for Chi-square/df, p-value, and RMSEA. Despite these issues, the GFI and CFI values both reached 1.00, indicating partial model fit (Filippini et al., 1998; Byrne, 2013).

Due to the inability to verify structural validity, the BE_1 model is not accepted in its current state and requires further refinement before proceeding with Structural Equation Modeling (SEM).

After conducting confirmatory factor analysis (CFA) for each individual latent variable, the researcher proceeded to integrate all factors and conducted a Full CFA Model analysis to examine the overall model's fit with empirical data.

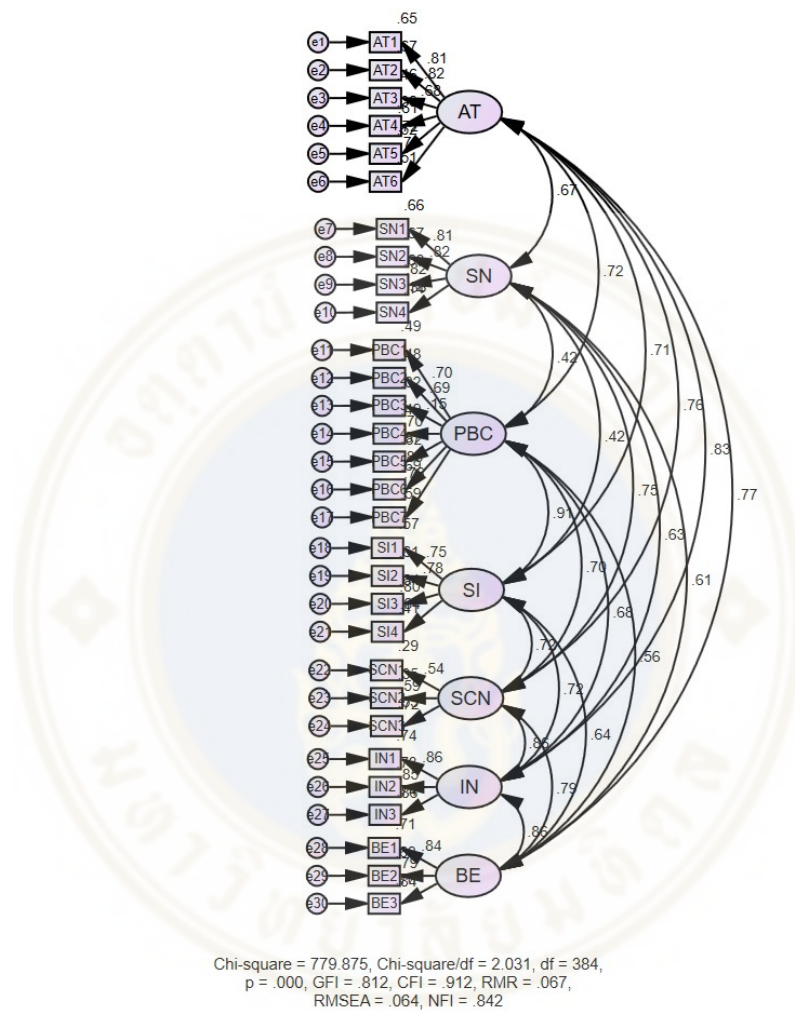


Figure 4.11 The Full CFA Model for All Latent Variables

Table 4.24 Model Fit Indices for the Full CFA Model

Fit Index	Recommend Value	Model Value	Remark
Chi-square/df	Should not exceed 3 (Hair et al., 2010)	2.03	Accepted
The goodness of fit (GFI)	Should be greater than 0.80 (Filippini et al., 1998)	0.81	Accepted
Comparative fit index (CFI)	Should be greater than 0.90 (Hu & Bentler, 1999)	0.91	Accepted
Root mean square error of approximation (RMSEA)	Should be less than 0.08 (MacCallum et al., 1996)	0.06	Accepted

According to the results of the full CFA Model Analysis, the full CFA Model demonstrated an acceptable level of model fit with empirical data. The Chi-square/df value was 2.031, which is within the recommended threshold (Hair et al., 2010). The CFI value was 0.912, and the GFI value was 0.812, both meeting the standard criteria recommended by Hu & Bentler (1999) and Filippini et al. (1998), respectively. Additionally, the RMSEA value was 0.064, which falls within the acceptable range (MacCallum et al., 1996). Based on these results, it can be concluded that the Full CFA Model is valid and can proceed to the Structural Equation Modeling (SEM) stage for further analysis.

4.5 Structural Equation Modeling (SEM) Analysis

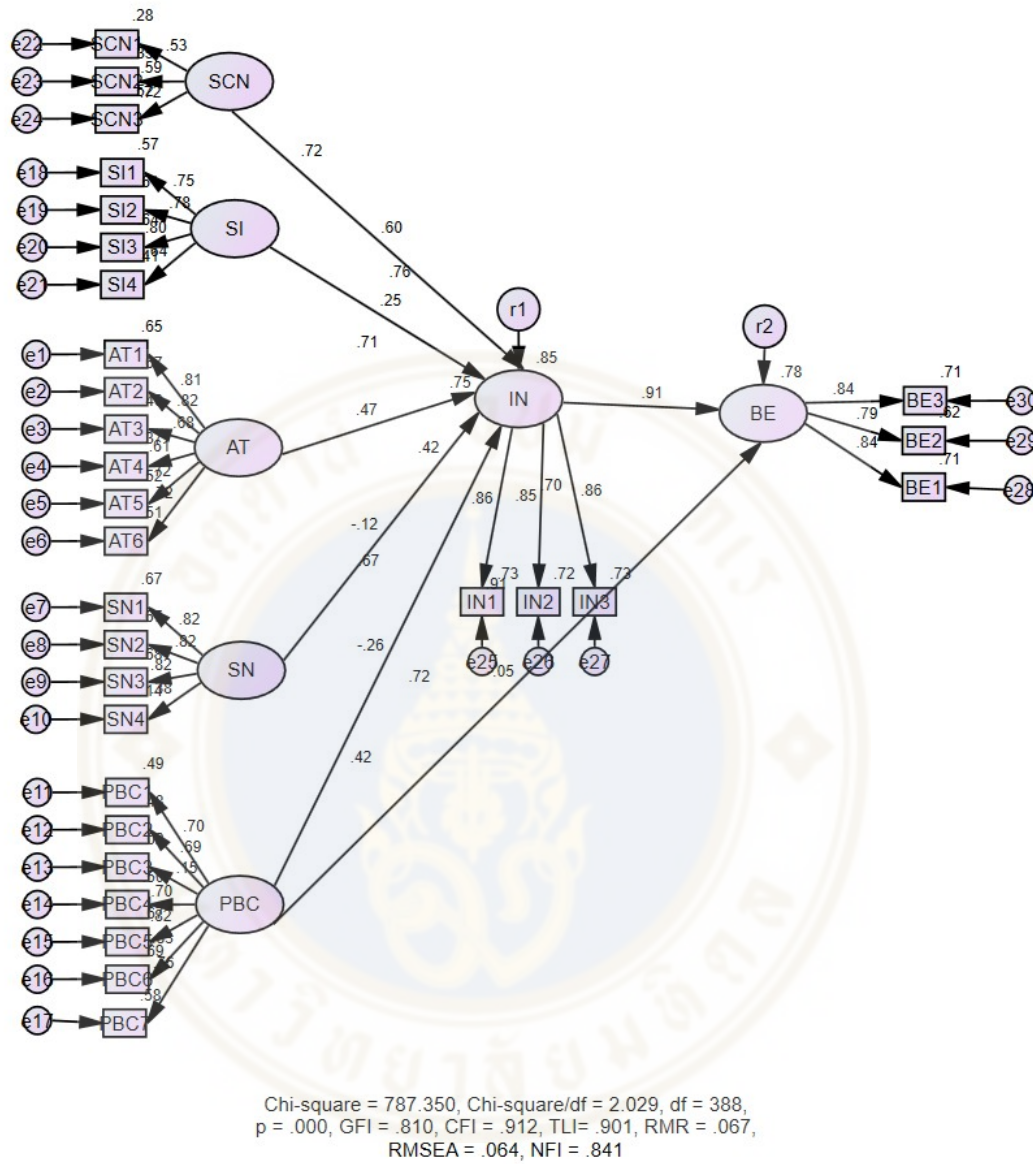


Figure 4.12 Shows the model fit of the variables from the Conceptual Framework after Structural Equation Modeling analysis

Table 4.25 Structural Equation Modeling (SEM) Hypothesis Testing Results

Hypothesis	Standardized Regression Coefficient	S.E	C.R. (T-value)	P-Value	Statistical Significance
H1: IN <--- AT	0.472	0.144	4.337	***	Significant
H2: IN <--- SN	-0.118	0.126	-0.913	0.361	Not Significant
H3a: IN <--- PBC	-0.260	1.887	-1.210	0.226	Not Significant
H3b: BE <--- PBC	-0.051	0.751	-0.697	0.486	Not Significant
H4: BE <--- IN	0.915	0.098	10.976	***	Significant
H5: IN <--- SI	0.252	0.269	1.268	0.205	Not Significant
H6: IN <--- SCN	0.598	0.235	2.805	0.005	Significant

The analysis revealed that three hypotheses were statistically significant. Hypothesis H1, which posits that a positive attitude (AT) toward purchasing innovative pet supplements has a positive influence on purchase intention (IN), was supported with a standardized regression coefficient of 0.472. Similarly, hypothesis H4, which states that purchase intention (IN) has a positive influence on actual purchasing behavior (BE) for innovative pet supplements, was also supported, with a standardized regression coefficient of 0.915. Lastly, hypothesis H6, which asserts that social norms (SCN) have a positive influence on pet owners' purchase intentions (IN) for innovative pet supplements, was found to be statistically significant, with a standardized regression coefficient of 0.598.

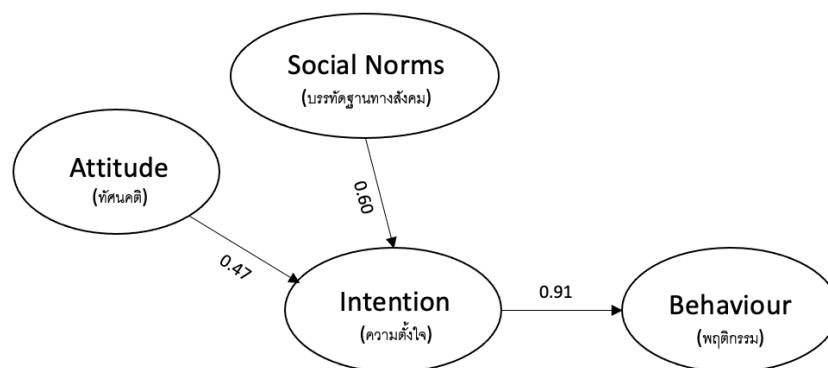


Figure 4.13 Presents the Modified Conceptual Framework that resulted from the Structural Equation Modeling (SEM) Analysis

To evaluate the overall model fit with the empirical data, several fit indices were examined, as shown in Table 4.26.

Table 4.26 Model Fit Indices for Structural Equation Modeling (SEM)

Fit Index	Analysis Result	Evaluation Criteria	Reference
CMIN/DF	2.029	< 5.000	(Hu and Bentler, 1999)
CFI	0.912	> 0.900	(Hu and Bentler, 1999)
TLI	0.901	> 0.900	(Hu and Bentler, 1999)
SRMR	0.067	< 0.100	(Hu and Bentler, 1999)
RMSEA	0.064	< 0.080	(Hu and Bentler, 1999)

Table 4.26 demonstrates the model fit indices, which indicate that the structural equation model (SEM) is well-aligned with the empirical data. The CMIN/DF value is 2.029, which is within the acceptable range, as it should be below 5.000 (Hu and Bentler, 1999). The CMIN/DF value is derived by dividing the Chi-square value by the degrees of freedom, and its acceptable threshold confirms that the model does not exhibit excessive complexity relative to the data.

The CFI (Comparative Fit Index) and TLI (Tucker-Lewis Index) values were 0.912 and 0.901, respectively, both exceeding the recommended threshold of 0.900 (Hu and Bentler, 1999). These indices are used to evaluate the degree to which the proposed model explains the covariance in the data compared to a null model. Since both values surpass the minimum requirement, the model demonstrates a strong fit with the observed data.

The SRMR (Standardized Root Mean Square Residual) value was 0.067, which is below the recommended maximum of 0.100 (Hu and Bentler, 1999). This metric assesses the average difference between the observed and predicted correlations. A lower SRMR indicates that the discrepancy between the actual and estimated data is minimal, further supporting the model's fit.

Finally, the RMSEA (Root Mean Square Error of Approximation) value was 0.064, which meets the standard of being below 0.080 (Hu and Bentler, 1999). RMSEA estimates the extent of model misfit per degree of freedom. A value below 0.080

suggests a well-fitting model, indicating that the SEM effectively captures the relationships among the variables with minimal residual error.

Overall, these fit indices confirm that the structural equation model (SEM) is statistically valid and sufficiently aligns with the empirical data. Thus, it provides a reliable framework for explaining and predicting consumer behavior regarding the purchase of innovative pet supplement products.

4.6 Conclusion

This quantitative study presented in Chapter 4 analyzed the research data and provided valuable insights into consumer behavior regarding repeat purchases of innovative pet supplement products. The demographic analysis of 250 respondents who met the screening criteria revealed that the majority were evenly distributed between male and female participants. The predominant age group was 30–39 years, with an average monthly income exceeding 25,000 THB, indicating a sample with high purchasing power. Additionally, all respondents had prior experience purchasing innovative pet supplement products, with snack-type supplements being the most popular choice, accounting for 62.8% of the first product that came to mind.

To examine the factors influencing repeat purchase behavior, the study adopted the Theory of Planned Behavior (TPB), incorporating the following constructs: Attitude (AT), Subjective Norms (SN), Perceived Behavioral Control (PBC), Self-Identity (SI), Social Norms (SCN), Intention (IN), and Behavior (BE).

Since this study was based on the conceptual model of Pratama and Yuliati (2022), which had already undergone Exploratory Factor Analysis (EFA), the Confirmatory Factor Analysis (CFA) was conducted instead to verify the consistency of the model structure with empirical data.

The CFA results for individual latent variables indicated that models for Attitude (AT), Perceived Behavioral Control (PBC), and Self-Identity (SI) demonstrated good model fit after covariance adjustments and model refinements. However, Social Norms (SCN), Intention (IN), and Behavior (BE) could not be

identified (Unidentified Model), possibly due to weak variable relationships or an insufficient number of observed variables.

When all latent variables were integrated into the Full CFA Model, the model fit was deemed acceptable, with key indices reporting Chi-square/df = 2.03, CFI = 0.912, GFI = 0.812, and RMSEA = 0.064, meeting the thresholds recommended by Hu & Bentler (1999) and MacCallum et al. (1996).

Regarding hypothesis testing, the findings identified three significant factors influencing purchase intention: Attitude (AT) positively influenced purchase intention, Social Norms (SCN) positively influenced purchase intention, and Purchase Intention (IN) had a direct impact on actual repeat purchase behavior. Conversely, Subjective Norms (SN) and Perceived Behavioral Control (PBC) were not found to have a statistically significant effect on purchase intention.

From these findings, it can be concluded that purchase intention (IN) directly drives consumer purchase behavior, and it is primarily influenced by consumer attitudes (AT) and social norms (SCN). The results indicate that pet owners with a positive attitude toward innovative pet supplement products are more likely to have a stronger purchase intention. Additionally, social norms, including recommendations from veterinarians and peer influence within pet owner communities, play a crucial role in shaping consumer decisions.

Qualitative Research

4.7 General Information of Interview Participants

This study conducted qualitative interviews with two groups of key informants. The first group consists of existing customers who are pet supply and pet food store owners currently purchasing pet supplement products from Morina Solutions Co., Ltd. and have made repeat purchases. The second group comprises prospective customers who are pet supply and pet food store owners who have not yet purchased from Morina Solutions Co., Ltd. but have the potential and capability to do so in the future. A total of 20 key informants participated in this research. The details of the key informants in each group are presented in the table below.

Table 4.27 Details of Key Informants in Each Group

Informant Group	Location (Province)	Store Type	Products and Services
Group 1: Existing customers who have made repeat purchases of pet supplement products			
Existing Customer Store 1 (EC1)	Bangkok	Multi-branch store (Offline & Online)	Pet supplies and pet food, grooming services, and veterinary clinic
Existing Customer Store 2 (EC2)	Bangkok	Multi-branch store (Offline)	Pet supplies and pet food, grooming services, and veterinary clinic
Existing Customer Store 3 (EC3)	Bangkok	Single-branch store (Offline & Online)	Pet supplies and pet food, grooming services, and veterinary clinic
Existing Customer Store 4 (EC4)	Bangkok	Single-branch store (Offline & Online)	Pet supplies and pet food, grooming services, and pet hotel
Existing Customer Store 5 (EC5)	Bangkok	Multi-branch store (Offline & Online)	Pet supplies and pet food, grooming services
Existing Customer Store 6 (EC6)	Bangkok	Retail and wholesale store (Offline & Online)	Pet supplies and pet food
Existing Customer Store 7 (EC7)	Nonthaburi	Multi-branch store (Offline & Online)	Pet supplies and pet food, and veterinary clinic

Existing Customer Store 8 (EC8)	Nonthaburi	Multi-branch store (Offline & Online)	Pet supplies and pet food, and veterinary clinic
Existing Customer Store 9 (EC9)	Lopburi	Multi-branch store (Offline & Online)	Pet supplies and pet food, and veterinary clinic
Existing Customer Store 10 (EC10)	Chonburi	Single-branch store (Offline)	Pet supplies and pet food, and pet hotel
Existing Customer Store 11 (EC11)	Samut Prakan	Single-branch store (Offline & Online)	Pet supplies and pet food
Existing Customer Store 12 (EC12)	Samut Prakan	Single-branch store (Offline & Online)	Pet supplies and pet food
Existing Customer Store 13 (EC13)	Buriram	Single-branch store (Offline & Online)	Pet supplies and pet food
Group 2 : Prospective customers who have not yet purchased but have the potential and capability to purchase pet supplement products			
Prospect Customer Store 1 (PC1)	Bangkok	Multi-branch store (Offline & Online)	Pet supplies and pet food
Prospect Customer Store 2 (PC2)	Bangkok	Single-branch store (Offline & Online)	Pet supplies and pet food
Prospect Customer Store 3 (PC3)	Bangkok	Single-branch store (Offline & Online)	Pet supplies and pet food

Prospect Customer Store 4 (PC4)	Bangkok	Single-branch store (Offline & Online)	Pet supplies and pet food
Prospect Customer Store 5 (PC5)	Bangkok	Single-branch store (Offline & Online)	Pet supplies and pet food
Prospect Customer Store 6 (PC6)	Nonthaburi	Multi-branch store (Offline & Online)	Pet supplies and pet food, and veterinary clinic
Prospect Customer Store 7 (PC7)	Nonthaburi	Multi-branch store (Offline & Online)	Pet supplies and pet food

4.8 General Information of Interviewees Regarding Pet Supplement Products (Product Perception Aspect)

From interviewing 20 informants from both existing customer and prospect customer groups, the data regarding pet supplement products in terms of perception about innovative pet supplement products that they first recall shows that 8 informants primarily recalled VF Core cat lick treat products. Meanwhile, 3 informants provided information without specifying a brand but mentioned supplement products for coat maintenance, bone support, and other benefits. There were also 2 informants who did not specify a brand but mentioned cat lick treat supplement products. Additionally, 2 informants recalled Sun Wonder brand supplements, while 1 informant mentioned vitamin supplements without specifying a brand, 1 informant mentioned Calumpa stones, and 1 informant mentioned sprinkle-type supplements, respectively. However, 2 informants reported having no product or brand awareness. The results from this section can identify trends in supplement products for the consumer group of pet supply and pet food stores, based on the perception from each informant's experience. The key informants stated:

"Nowadays, it would be cat lick treats, like VF CORE. This is probably because the brand focuses specifically on making supplement products in a very targeted way."

Existing Customer Store 5

"If I had to think of something immediately, for me it would be VF Core. The reason it's VF Core is because they were among the first ones, and customers at the store frequently ask about it, so I'm somewhat attached to this brand."

Existing Customer Store 9

"Honestly, if I think of the first thing, it's mostly about cats, cat lick treats, VF Core brand. That's the first brand that comes to mind because I may have seen or been familiar with it from the beginning. It's a food for cats to lick that can also provide vitamins for cats, related to blood nourishment, joint support, and conditions for cats with kidney disease, something like that."

Existing Customer Store 11

"Mostly it would be VF CORE, the vitamin supplements and such. It might be because their brand has captured the market, and we often hear customers asking about it."

Existing Customer Store 12

"If we go back 3-4 years, it would be powders to mix into pet food. But now, it would be supplements that come in ready-to-eat sachets, such as VF Core, because they say it has good marketing and was one of the first brands to do this."

Prospective Customer Store 1

"For Thai products that cats and dogs can consume directly, it would be products like VF Core. I learned about this from a friend who used to run a pet food business. They said the brand markets extensively to veterinarians by placing their products in animal hospitals, and doctors would recommend them to pet owners. Also,

regarding the ingredients, they said it doesn't cause kidney disease, it's not salty, unlike some brands that focus more on taste and are less medically oriented."

Prospective Customer Store 2

"There's VF Core, which is popular in the market, a product that has many orders. Most people know it well."

Prospective Customer Store 3

"Currently, it has to be VF Core, the first that pops into my head. Our customers ask about it frequently because it's an innovative supplement in the form of a lickable cream suitable for both dogs and cats from two months of age. And especially since Nonkul became their presenter, our customers have become more aware and more interested in the product. Also, they offer a variety of formulas to choose from."

Prospective Customer Store 5

"Supplements for coat nourishment. I must say, first, there are many of them, and second, it's something that customers generally need because it addresses problems that are visibly apparent, such as dogs and cats shedding fur."

Existing Customer Store 1

"Coat nourishing vitamins. Since trends have changed, when I first started, the sales percentage was 95% dogs and 5% cats, but today it has reversed to about 30% dogs and 70% cats. Therefore, cats don't need calcium but need various vitamins to help improve their coat."

Existing Customer Store 2

"Actually, the most accessible ones are coat nourishment and joint support. These two come to mind first, which also reflects sales figures. Because for long-haired cats and dogs, coat issues will eventually happen as they age, while joint degeneration affects larger dogs. These two are what come to mind first."

Existing Customer Store 6

"For us, the easiest and most tangible is cat lick treat supplements because, with rice sprinkle powders or salmon oil, some cats won't eat them. Personally, my cats at home can be picky. What others claim to be good sometimes doesn't work for all cats. But with cat lick treats, regardless of which cat, they will eat them. However, I think if cat lick treats are truly meant to be supplements, I'd prefer them to be real supplements by reducing the snack aspect and increasing the nutritional content."

Prospective Customer Store 4

"It would be dog and cat treats that contain supplements and vitamins, in the form of mousse or cat lick treats."

Prospective Customer Store 6

"Right now, the first that comes to mind would be something like Sun Wonder, which has 5 types of products. There are prebiotics, probiotics, joint support, immune boosters for small dogs or kittens, and another one related to kidney values. But they're more like supplements, not nourishing vitamins. They come in sachets, powder to sprinkle, with 20 sachets per box. Why it comes to mind first? Because it's trendy now and affordable. Have I personally used it? No, but it's a product that customers frequently inquire about and is easy to purchase."

Existing Customer Store 3

"The Sun Wonder brand product group. Their products are diverse and quite specialized. They are like what they call food sprinkle powders. Each helps with different aspects like coat, digestive system, immunity, and so on, all categorized separately."

Existing Customer Store 13

"Pet supplements, honestly, as I've mentioned before, I've never placed importance on supplements because we make food and see the food ingredients. If the food is already good, of a good brand and good grade, in my opinion, there's no need to use additional supplements."

Existing Customer Store 4

"None. But I believe that regardless of whether it's high-end, expensive, or whatever food, we need to consider if it's safe for the pets."

Existing Customer Store 8

"Currently, the pet supplements that come to mind are mostly vitamins that can be consumed but can also be mixed with food or treats. Because it's a pain point for pet owners who feel that whenever there might be various diseases, they look for these not only for prevention but also for treatment at the same time."

Existing Customer Store 7

"I think of Kalampa. Do you know Kalampa? They're herbal water-soaking stones. When you soak them in water, the pets drink the water with these stones in it, and they'll drink more water, and their waste won't smell as bad."

Existing Customer Store 10

"Supplements, the various sprinkle powders."

Prospective Customer Store 5

Table 4.28 Content Analysis of General Information from Interviewees Regarding Pet Supplement Products in Terms of Product Perception as First Recall

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
EC5	Nowadays, it would be cat lick treats, like VF CORE. This is probably because the brand focuses specifically on making supplement products in a very targeted way.	VF CORE	Supplements/Cat licking treats VF Core
EC9	If I had to think of something immediately, for me it would be VF Core. The reason it's VF Core is because they	VF CORE	Supplements/Cat licking treats VF Core

	were among the first ones, and customers at the store frequently ask about it, so I'm somewhat attached to this brand.		
EC11	Honestly, if I think of the first thing, it's mostly about cats, cat lick treats, VF Core brand. That's the first brand that comes to mind because I may have seen or been familiar with it from the beginning. It's a food for cats to lick that can also provide vitamins for cats, related to blood nourishment, joint support, and conditions for cats with kidney disease, something like that.	Cat licking food, VF Core brand	Supplements/Cat licking treats VF Core
EC12	Mostly it would be VF CORE, the vitamin supplements and such. It might be because their brand has captured the market, and we often hear customers asking about it.	VF CORE	Supplements/Cat licking treats VF Core
PC1	If we go back 3-4 years, it would be powders to mix into pet food. But now, it would be supplements that come in ready-to-eat sachets, such as VF Core, because they say it has good marketing and was one of the first brands to do this.	VF CORE	Supplements/Cat licking treats VF Core
PC2	For Thai products that cats and dogs can consume directly, it would be products like VF Core. I learned about this from a friend who used to run a pet food business. They said the brand markets extensively to veterinarians by placing their products in animal hospitals, and	VF CORE	Supplements/Cat licking treats VF Core

	doctors would recommend them to pet owners. Also, regarding the ingredients, they said it doesn't cause kidney disease, it's not salty, unlike some brands that focus more on taste and are less medically oriented.		
PC3	There's VF Core, which is popular in the market, a product that has many orders. Most people know it well.	VF CORE	Supplements/Cat licking treats VF Core
PC5	Currently, it has to be VF Core, the first that pops into my head. Our customers ask about it frequently because it's an innovative supplement in the form of a lickable cream suitable for both dogs and cats from two months of age. And especially since Non kul became their presenter, our customers have become more aware and more interested in the product. Also, they offer a variety of formulas to choose from.	VF CORE	Supplements/Cat licking treats VF Core
EC1	Supplements for coat nourishment. I must say, first, there are many of them, and second, it's something that customers generally need because it addresses problems that are visibly apparent, such as dogs and cats shedding fur.	Coat-enhancing supplements	Non-specific, but supplements for coat enhancement, bone support, and others
EC2	Coat nourishing vitamins. Since trends have changed, when I first started, the sales percentage was 95% dogs and 5% cats, but today it has reversed to about 30% dogs and 70% cats. Therefore, cats	Coat vitamins	Non-specific, but supplements for coat enhancement,

	don't need calcium but need various vitamins to help improve their coat.		bone support, and others
EC6	Actually, the most accessible ones are coat nourishment and joint support. These two come to mind first, which also reflects sales figures. Because for long-haired cats and dogs, coat issues will eventually happen as they age, while joint degeneration affects larger dogs. These two are what come to mind first.	Coat and joint supplements	Non-specific, but supplements for coat enhancement, bone support, and others
PC4	For us, the easiest and most tangible is cat lick treat supplements because, with rice sprinkle powders or salmon oil, some cats won't eat them. Personally, my cats at home can be picky. What others claim to be good sometimes doesn't work for all cats. But with cat lick treats, regardless of which cat, they will eat them. However, I think if cat lick treats are truly meant to be supplements, I'd prefer them to be real supplements by reducing the snack aspect and increasing the nutritional content.	Cat licking treat supplements	Non-specific brand, but cat licking treat supplements
PC6	It would be dog and cat treats that contain supplements and vitamins, in the form of mousse or cat lick treats.	Mousse form or cat licking treats	Non-specific brand, but cat licking treat supplements
EC3	Right now, the first that comes to mind would be something like Sun Wonder, which has 5 types of products. There are prebiotics, probiotics, joint support, immune boosters for small dogs or	Sun Wonder	Sun Wonder supplements

	kittens, and another one related to kidney values. But they're more like supplements, not nourishing vitamins. They come in sachets, powder to sprinkle, with 20 sachets per box. Why it comes to mind first? Because it's trendy now and affordable. Have I personally used it? No, but it's a product that customers frequently inquire about and is easy to purchase.		
EC13	The Sun Wonder brand product group. Their products are diverse and quite specialized. They are like what they call food sprinkle powders. Each helps with different aspects like coat, digestive system, immunity, and so on, all categorized separately.	Sun Wonder	Sun Wonder supplements
EC4	Pet supplements, honestly, as I've mentioned before, I've never placed importance on supplements because we make food and see the food ingredients. If the food is already good, of a good brand and good grade, in my opinion, there's no need to use additional supplements.	Never paid attention to supplements	None
EC8	None. But I believe that regardless of whether it's high-end, expensive, or whatever food, we need to consider if it's safe for the pets.	None	None

EC7	Currently, the pet supplements that come to mind are mostly vitamins that can be consumed but can also be mixed with food or treats. Because it's a pain point for pet owners who feel that whenever there might be various diseases, they look for these not only for prevention but also for treatment at the same time.	Vitamins used in edible forms	Non-specific, but vitamin supplements
EC10	I think of Kalumpa. Do you know Kalumpa stones? They're herbal water-soaking stones. When you soak them in water, the pets drink the water with these stones in it, and they'll drink more water, and their waste won't smell as bad.	Kalumpa balls (herbal solid supplements)	Kalumpa balls (herbal solid supplements)
PC5	Supplements, the various sprinkle powders.	Various sprinkle powders	Non-specific, but powder sprinkle supplements

4.9 Results of the Study on Attitudes of Pet Supply and Pet Food Store Entrepreneurs

Attitudes of Pet Supply and Pet Food Store Entrepreneurs Toward Current Pet Supplement Suppliers

4.9.1 Opinions on Innovative Pet Supplement Products from Current Suppliers Available in Stores

From interviews with 13 existing customer informants, it was found that all had positive, neutral, and negative attitudes toward innovative pet supplement products from current suppliers available in their stores.

Positive attitudes were expressed by six informants who believed that the products could meet consumer needs and that the supplement market is growing or has potential for future growth. They viewed the products as emphasizing effectiveness and showing results from consumption, as well as offering a variety of options for consumers or pets to choose from.

Neutral attitudes were expressed by three informants who provided general opinions, stating that products must be tried first before results can be determined. They felt that existing products in the market differ only in their format, with little innovation being added, and that innovative supplement products target specific customer groups.

Negative attitudes were expressed by four informants who viewed innovative pet supplement products negatively. Most interviewees thought there was an excessive variety of products that might saturate the market. They noted a lack of clear communication regarding product usage methods and believed that product consumption outcomes cannot be measured or are not clearly measurable, with consumers primarily relying on feelings to assess results.

The data received from the interviewees expressing various attitudes about innovative pet supplement products from current suppliers is one of the factors in considering and deciding whether to purchase products for sale in their stores. The key informants stated:

"It is considered a product that fairly meets the needs of consumers, which are pets, and regardless of the innovations that many brands are trying to develop, it's considered quite good and interesting. It's still a market that can grow."

Existing Customer Store 7

"Currently, I think it's a good option because, in my view, there might be only a small group of people who understand this area. I think that in the future, it can grow. The products being introduced provide more benefits than drawbacks. In the long term, I believe these products will have room for further growth."

Existing Customer Store 11

"Actually, I see this group as being quite similar to ourselves; we also want to look for food or supplements that take care of our bodies. It's like nowadays, there's a lot of focus on being healthy, right? Therefore, people who have pets also want to look for supplements or quality products for their pets more and more. So I see it as a good trend that the supplement group will do quite well during this period."

Existing Customer Store 13

"For current supplement products, we primarily expect results in terms of consumption efficiency or treatment."

Existing Customer Store 1

"I see them as products that maintain the health of pets when they are unwell, that can promote good health, good mood, safety, and not cause harm to pets. Because everyone who raises pets loves them."

Existing Customer Store 8

"I think there should be more new innovations in the supplement group, especially in the past 1-2 years, there have been what they call various formulas, various beneficial ingredients, and various forms of application."

Existing Customer Store 5

"To be honest, with supplements, we can't tell from the packaging. For me, I need to try it with our dogs or cats first before I can say how I feel about it, how good it is, whether it works or not, whether it actually works or is just made to deceive customers. It's similar to human supplements. For example, if we compare it to whey protein, if a brand claims it's okay but we've never consumed it, we can't answer at all how it's okay. It's the same with this—we need to try it first."

Existing Customer Store 4

"From what we observe today, there are imported supplement products and Thai products, but the innovations aren't that different. From our perspective, they only differ in appearance and form, whether they're powder or tablets, but there isn't much new innovation at all."

Existing Customer Store 6

"I think it's a product for specific customer groups because if customers' pets are not strong or they want to boost immunity for their pets, then they will buy it. Because most of them will buy regular pet food. But if the pet isn't suffering from anything and is already strong but they want to develop or enhance, there are some, but very few, because it might be due to customers in this area being more general pet owners."

Existing Customer Store 12

"Regarding the diversity of products that have come out, one product for one pet breaks down into about 10 types. Let's say long-haired cats have another 10, and short-haired cats have another 10, so that's 20 already. But normally in the past, they just had small, medium, large, and they were divided into two categories: chicken meat and beef, which would be at most 6 and 6, so 12, and that's it. But now it's not like that. Now one type has ten, and if there are ten types, there are a hundred. So this is a problem for stores."

Existing Customer Store 2

"From a store perspective, I feel that right now there might be too many products for the demand that customers are asking for. With many companies already in the market, when one company enters, many others follow suit. It turns out that supply exceeds demand by quite a lot. But it's good for customers that they have options to choose from. But for stores, it feels like there are already too many."

Existing Customer Store 9

"Actually, I think it's okay, I think it's fine, but regarding vitamins and supplements, what current suppliers are lacking is the actual method of use, what they call medication instructions. The information is limited, such as the duration of use, which should be stated or clearly specified. For example, if it's an anti-inflammatory drug, we know that once the full dose is taken, it's done. But for supplements, it should indicate how much to consume and what happens, at the very least. Supplements don't have this. And when it comes in a small container, but the dog might be very large, people just try it without any hope for results. The store probably provides this information, but from the brand itself, they don't often publicize these matters."

Existing Customer Store 3

"It's like this—for supplements, I always tell customers that they are just supplements, and results can't be measured. The problem is we can't measure the results of how the animal is after using it. There's no measurement; it's just based on the owner's feelings. For example, with coat nourishment, customers buy it and use it for 2-3 months. Some customers say it's softer, while others say it's the same. What do they use to decide? They use pure feelings. They don't look at how it actually is because it's difficult to see. Do you understand me that it's hard to see? So it's just a supplement—you just consume it as it is. Some animals improve after consuming it, some remain the same, and some don't show much difference. There's no measurement after consumption. That's the disadvantage of supplements—measurements are based on feelings."

Existing Customer Store 10

Table 4.29 Content Analysis of Opinions from Existing Customer Entrepreneurs Regarding Innovative Pet Supplement Products from Current Suppliers Available in Stores

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
EC7	It is considered a product that fairly meets the needs of consumers, which are pets, and regardless of the innovations that many brands are trying to develop, it's considered quite good and interesting. It's still a market that can grow.	Meets consumer needs, and the supplement market is growing/can grow further	Positive attitude
EC11	Currently, I think it's a good option because, in my view, there might be only a small group of people who understand this area. I think that in the future, it can grow. The products being introduced provide more benefits than drawbacks. In the long term, I believe these products will have room for further growth.	Meets consumer needs, and the supplement market is growing/can grow further	Positive attitude
EC13	Actually, I see this group as being quite similar to ourselves; we also want to look for food or supplements that take care of our bodies. It's like nowadays, there's a lot of focus on being healthy, right? Therefore, people who have pets also want to look for supplements or quality products for their pets more and more. So I see it as a good trend that the supplement group will do quite well during this period.	Meets consumer needs, and the supplement market is growing/can grow further	Positive attitude

EC1	For current supplement products, we primarily expect results in terms of consumption efficiency or treatment.	Emphasizes effectiveness and results	Positive attitude
EC8	I see them as products that maintain the health of pets when they are unwell, that can promote good health, good mood, safety, and not cause harm to pets. Because everyone who raises pets loves them.	Emphasizes effectiveness and results	Positive attitude
EC5	I think there should be more new innovations in the supplement group, especially in the past 1-2 years, there have been what they call various formulas, various beneficial ingredients, and various forms of application.	Variety, provides options for consumers/pets	Positive attitude
EC4	To be honest, with supplements, we can't tell from the packaging. For me, I need to try it with our dogs or cats first before I can say how I feel about it, how good it is, whether it works or not, whether it actually works or is just made to deceive customers. It's similar to human supplements. For example, if we compare it to whey protein, if a brand claims it's okay but we've never consumed it, we can't answer at all how it's okay. It's the same with this—we need to try it first.	Must try products first to determine results	Neutral attitude
EC6	From what we observe today, there are imported supplement products and Thai products, but the innovations aren't that different. From our perspective, they only differ in appearance and form, whether	Products differ only in format, with little innovation	Neutral attitude

	they're powder or tablets, but there isn't much new innovation at all.		
EC12	I think it's a product for specific customer groups because if customers' pets are not strong or they want to boost immunity for their pets, then they will buy it. Because most of them will buy regular pet food. But if the pet isn't suffering from anything and is already strong but they want to develop or enhance, there are some, but very few, because it might be due to customers in this area being more general pet owners.	Products for specific customer groups	Neutral attitude
EC2	Regarding the diversity of products that have come out, one product for one pet breaks down into about 10 types. Let's say long-haired cats have another 10, and short-haired cats have another 10, so that's 20 already. But normally in the past, they just had small, medium, large, and they were divided into two categories: chicken meat and beef, which would be at most 6 and 6, so 12, and that's it. But now it's not like that. Now one type has ten, and if there are ten types, there are a hundred. So this is a problem for stores.	Excessive variety of products	Negative attitude
EC9	From a store perspective, I feel that right now there might be too many products for the demand that customers are asking for. With many companies already in the market, when one company enters, many others follow suit. It turns out that supply	Excessive variety of products	Negative attitude

	exceeds demand by quite a lot. But it's good for customers that they have options to choose from. But for stores, it feels like there are already too many.		
EC3	Actually, I think it's okay, I think it's fine, but regarding vitamins and supplements, what current suppliers are lacking is the actual method of use, what they call medication instructions. The information is limited, such as the duration of use, which should be stated or clearly specified. For example, if it's an anti-inflammatory drug, we know that once the full dose is taken, it's done. But for supplements, it should indicate how much to consume and what happens, at the very least. Supplements don't have this. And when it comes in a small container, but the dog might be very large, people just try it without any hope for results. The store probably provides this information, but from the brand itself, they don't often publicize these matters.	Lack of publicity about product usage methods	Negative attitude
EC10	It's like this—for supplements, I always tell customers that they are just supplements, and results can't be measured. The problem is we can't measure the results of how the animal is after using it. There's no measurement; it's just based on the owner's feelings. For example, with coat nourishment, customers buy it and use it for 2-3 months. Some customers say it's softer, while others say it's the same. What do they	Results cannot be measured/measurements are not clear, relies on feelings to assess results	Negative attitude

	<p>use to decide? They use pure feelings. They don't look at how it actually is because it's difficult to see. Do you understand me that it's hard to see? So it's just a supplement—you just consume it as it is. Some animals improve after consuming it, some remain the same, and some don't show much difference. There's no measurement after consumption. That's the disadvantage of supplements—measurements are based on feelings.</p>		
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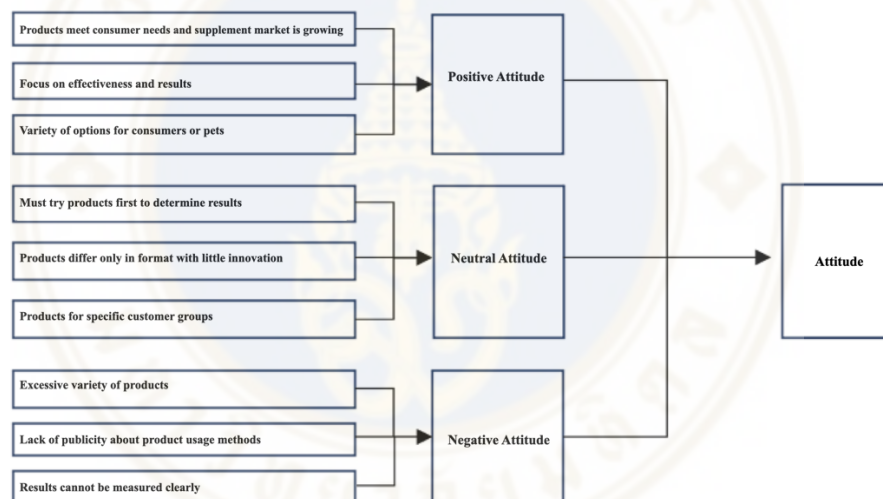


Figure 4.14 Content linkage diagram showing the opinions and attitudes of existing customer entrepreneurs regarding innovative pet supplement products from current suppliers available in their stores.

4.9.2 Opinions on the Value or Benefits of Innovative Pet Supplement Products from Current Suppliers for Customers' Pets

From interviews with 13 existing customer informants, it was found that all informants had either positive or neutral attitudes only. None of the informants expressed negative attitudes regarding the value or benefits of innovative pet supplement products from current suppliers for customers' pets.

Positive attitudes were expressed by the majority of informants, with nine participants having positive attitudes and stating that these products are beneficial and valuable because they show results and promote better pet health. Meanwhile, another three key informants also had positive attitudes and believed that these products are beneficial and valuable because in the current era of pet ownership, pet owners treat their pets as family members and often seek the best things for their pets.

Neutral attitude was expressed by only one informant who provided a general opinion, distinguishing between supplements from two different sources: imported from foreign countries and products made in Thailand.

From the data received, an interesting point is that most pet store entrepreneurs view innovative supplement products as playing an important role in enhancing pets' health and meeting the needs of pet owners, aligning with the current trend of Pet Humanization, where pets are treated as family members and owners want to provide the best care for them. The key informants stated:

"They are beneficial because they actually help improve the health of pets. Currently, there are more options to choose from. With our store's business model, we focus on improving the already good health of pets. Therefore, these products are suitable for dogs and cats that want additional benefits, such as shedding fur. It's not actually a major problem for their lives, but we can make it better. Or they don't have to have joint degeneration problems yet—they can consume supplements to prevent future problems."

Existing Customer Store 1

"For supplements, they can help already because we don't know what kind of food each household feeds their pets. If it's not complete, having these supplements is okay. And additionally, there are water-based ones that help, though we know there's very little vitamin in water, but at least they encourage pets to drink water, which is better than doing nothing."

Existing Customer Store 3

"Yes, they do. With this kind of product, it's very clear. If a brand—I won't mention names—claims to have vitamin E, nourish fur, or prevent fur clumping, whatever each brand promotes, when we use it and it actually works, we feel happy to recommend it to others. When our customers come, we can tell them right away that this brand is like this, 1, 2, 3, 4, and it really works, because we have cats and dogs at home, so we can present it without hesitation."

Existing Customer Store 4

"I think they do, by enhancing the health of pets to have better health and more complete nutrition."

Existing Customer Store 5

"They do have value, the ones that are intentionally produced. I mean, for all of them, we feel that even the cheapest vitamins, like 100 tablets for around a hundred baht, which is about one baht per tablet, still have repeat or continuous purchases. This means that the customers' pets must have experienced not just psychological effects, but physical ones too. It feels like it works. So I think that the products we bring in undergo some screening. When they come in, you have competitors in the store. If you can compete with them, we'll bring you in. But if you can't even compete with the competitors in the store, we might not bring you in from the start. So our screening is somewhat okay, and the products that come in respond to what's happening to some extent."

Existing Customer Store 6

"Nowadays, there are various products, whether it's mineral water or vitamins, supplements, probiotics, etc. They are like what people want to provide for their pets, whether the pets need them or not. But when customers buy these things, they feel like, 'I've consumed this and it's good, so I want my pets to receive the best as well.' In promoting good health for the pets, it's considered a good thing."

Existing Customer Store 7

"Are they beneficial? Yes, they are. For example, some pets have joint problems, so they provide joint support for the pets, which is good for their health. Everyone who raises pets loves them and wants them to have strong health."

Existing Customer Store 8

"I think it's the emotional value for the owner. Even though for me, I believe the results can't be measured, but when the pet owner sees their pet consume it, they feel that it's improving, so they like to feed it to them. That's it, because there's nothing to measure the results. It's purely the owner's feelings. Whether they will come back to buy or not depends on their feelings."

Existing Customer Store 10

"I think that if they consume these things regularly, if they can eat beneficial supplements that can prevent various diseases, then initially customers might see it as expensive with relatively high costs, but compared to the future, where it can help prevent kidney disease in dogs and cats, which would require hospital visits, I believe it's certainly less costly than taking dogs or cats to the vet for treatment. It's better to spend from the beginning and maintain the health of the dogs and cats so they can stay with us longer."

Existing Customer Store 11

"Actually, I think they're good, valuable, and very beneficial for pets because nowadays, pet keeping has changed. They've become like raising children. Now, the fact that there are supplements for them has actually existed in foreign countries for a long time. When they became available in Thailand, it felt quite good."

Existing Customer Store 9

"They are beneficial and valuable for their pets. If we love them like family members, we want to take the best care of them, right? Customers think the same way. They want the best things for their pets."

Existing Customer Store 12

"Actually, in pet keeping, I think that nowadays people feel that pets are like members of the family. Pets are well taken care of. As I mentioned earlier, we want to find something good for us to eat, right? The same goes for pets; we want to find quality food for them to eat as well."

Existing Customer Store 13

"If this question is divided into two parts: one, supplements from Thailand, and two, supplements imported from foreign countries. If they're from foreign countries, they meet the needs. If they're from Thailand, they don't meet the needs. Thai products meet the needs for general domestic dogs or general domestic cats."

Existing Customer Store 2

Table 4.30 Content Analysis of Opinions from Existing Customer Entrepreneurs Regarding the Value or Benefits of Innovative Pet Supplement Products from Current Suppliers for Customers' Pets

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
EC1	They are beneficial because they actually help improve the health of pets. Currently, there are more options to choose from. With our store's business model, we focus on improving the already good health of pets. Therefore, these products are suitable for dogs and cats that want additional benefits, such as shedding fur. It's not actually a major problem for their lives, but we can make it better. Or they don't have to have joint degeneration problems yet—they can consume supplements to prevent future problems.	Beneficial and valuable due to visible results and promotion of better pet health	Positive attitude

EC3	For supplements, they can help already because we don't know what kind of food each household feeds their pets. If it's not complete, having these supplements is okay. And additionally, there are water-based ones that help, though we know there's very little vitamin in water, but at least they encourage pets to drink water, which is better than doing nothing.	Beneficial and valuable due to visible results and promotion of better pet health	Positive attitude
EC4	Yes, they do. With this kind of product, it's very clear. If a brand—I won't mention names—claims to have vitamin E, nourish fur, or prevent fur clumping, whatever each brand promotes, when we use it and it actually works, we feel happy to recommend it to others. When our customers come, we can tell them right away that this brand is like this, 1, 2, 3, 4, and it really works, because we have cats and dogs at home, so we can present it without hesitation.	Beneficial and valuable due to visible results and promotion of better pet health	Positive attitude
EC5	I think they do, by enhancing the health of pets to have better health and more complete nutrition.	Beneficial and valuable due to visible results and promotion of better pet health	Positive attitude
EC6	They do have value, the ones that are intentionally produced. I mean, for all of them, we feel that even the cheapest vitamins, like 100 tablets for around a hundred baht, which is about one baht per tablet, still have repeat or	Beneficial and valuable due to visible results and	Positive attitude

	<p>continuous purchases. This means that the customers' pets must have experienced not just psychological effects, but physical ones too. It feels like it works. So I think that the products we bring in undergo some screening. When they come in, you have competitors in the store. If you can compete with them, we'll bring you in. But if you can't even compete with the competitors in the store, we might not bring you in from the start. So our screening is somewhat okay, and the products that come in respond to what's happening to some extent.</p>	<p>promotion of better pet health</p>	
EC7	<p>Nowadays, there are various products, whether it's mineral water or vitamins, supplements, probiotics, etc. They are like what people want to provide for their pets, whether the pets need them or not. But when customers buy these things, they feel like, 'I've consumed this and it's good, so I want my pets to receive the best as well.' In promoting good health for the pets, it's considered a good thing.</p>	<p>Beneficial and valuable due to visible results and promotion of better pet health</p>	<p>Positive attitude</p>
EC8	<p>Are they beneficial? Yes, they are. For example, some pets have joint problems, so they provide joint support for the pets, which is good for their health. Everyone who raises pets loves them and wants them to have strong health.</p>	<p>Beneficial and valuable due to visible results and promotion of better pet health</p>	<p>Positive attitude</p>

EC10	I think it's the emotional value for the owner. Even though for me, I believe the results can't be measured, but when the pet owner sees their pet consume it, they feel that it's improving, so they like to feed it to them. That's it, because there's nothing to measure the results. It's purely the owner's feelings. Whether they will come back to buy or not depends on their feelings.	Beneficial and valuable due to visible results and promotion of better pet health	Positive attitude
EC11	I think that if they consume these things regularly, if they can eat beneficial supplements that can prevent various diseases, then initially customers might see it as expensive with relatively high costs, but compared to the future, where it can help prevent kidney disease in dogs and cats, which would require hospital visits, I believe it's certainly less costly than taking dogs or cats to the vet for treatment. It's better to spend from the beginning and maintain the health of the dogs and cats so they can stay with us longer.	Beneficial and valuable due to visible results and promotion of better pet health	Positive attitude
EC9	Actually, I think they're good, valuable, and very beneficial for pets because nowadays, pet keeping has changed. They've become like raising children. Now, the fact that there are supplements for them has actually existed in foreign countries for a long time. When they became available in Thailand, it felt quite good.	Beneficial and valuable due to current pet ownership treating pets as family members, leading owners to seek the best for their pets	Positive attitude

EC12	They are beneficial and valuable for their pets. If we love them like family members, we want to take the best care of them, right? Customers think the same way. They want the best things for their pets.	Beneficial and valuable due to current pet ownership treating pets as family members, leading owners to seek the best for their pets	Positive attitude
EC13	Actually, in pet keeping, I think that nowadays people feel that pets are like members of the family. Pets are well taken care of. As I mentioned earlier, we want to find something good for us to eat, right? The same goes for pets; we want to find quality food for them to eat as well.	Beneficial and valuable due to current pet ownership treating pets as family members, leading owners to seek the best for their pets	Positive attitude
EC2	If this question is divided into two parts: one, supplements from Thailand, and two, supplements imported from foreign countries. If they're from foreign countries, they meet the needs. If they're from Thailand, they don't meet the needs. Thai products meet the needs for general domestic dogs or general domestic cats.	Supplements from Thailand and supplements imported from foreign countries	Neutral attitude

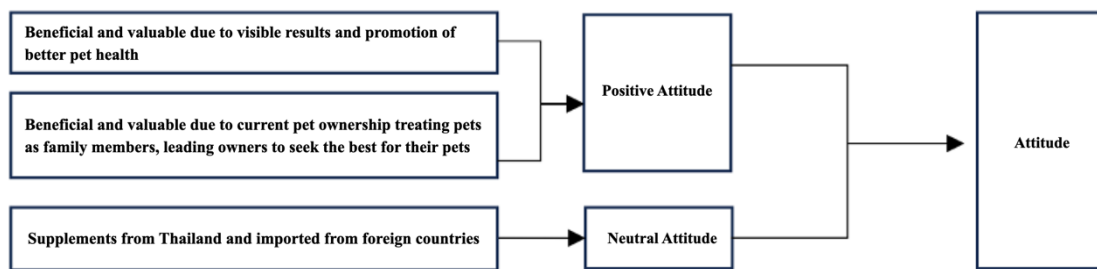


Figure 4.15 Content linkage diagram showing the opinions and attitudes of existing customer entrepreneurs regarding the value or benefits of innovative pet supplement products from current suppliers for customers' pets.

4.9.3 Opinions on Advantages and Disadvantages of Innovative Pet Supplement Products from Current Suppliers

From interviews with 13 existing customers, it was found that the informants had both positive and negative perspectives regarding the advantages and disadvantages of innovative pet supplement products. These can be categorized into the following main topics:

Positive attitudes or advantages of the products: Most customers viewed that the products offer variety and help enhance pets' health, which are good options for pet owners who want to take close care of their pets' health. The advantages mentioned include a variety of options, visible results from usage, benefits for pets, company credibility, the absence of counterfeit products on the market, good marketing, clear expiration date labeling on products, and good after-sales service for expired products and product claims.

Negative attitudes or disadvantages of the products: Although the products have several advantages, there are some disadvantages that customers see as barriers to purchase. The disadvantages mentioned include high prices, limited product awareness, insufficient guidance on correct product usage, lack of long-term testing results, pets refusing to consume the products or difficulty in administering them, and products that may exceed necessity.

In summary, innovative pet supplement products are recognized as having clear advantages in terms of quality, variety, and health enhancement for pets. However, significant disadvantages include price, product accessibility, and convenience of use,

which are factors that may affect customer purchasing decisions in the future. These factors also influence store owners' decisions to stock these products for sale in their stores. The key informants stated:

"The advantage is having many choices. The disadvantage currently, if looking at the end-user, is that the prices are quite high in this group, making them not easily accessible. The prices are considerably high."

Existing Customer Store 1

"The advantage is that it's actually good for consumers, with a variety of options. The term 'innovation' means applying human consumption to animals. Currently, for example, some people need prebiotics and probiotics, which have also jumped into pet products. That's in the food, so it's unavoidable. It's just that each supplier, each factory will draw something from human products to use with pets. The disadvantage is that good products are expensive. With economic problems, because imported products have higher prices, people who used to use them, due to the economic situation, might reduce quantities and use Thai products instead."

Existing Customer Store 2

"I think the advantage is as I mentioned. Since they're supplements, I haven't seen any counterfeits yet. It's rare to find counterfeit pet supplements. I don't often see them. Most often, it's medications that may have counterfeits. For supplements, we've never encountered counterfeits, which is considered good—or maybe we just haven't seen them yet. The disadvantage, as I said, is that when many products come out, there may not be counterfeits, true, but they might still be very new in the market, and there's still little usage guidance. It might end up that, as sellers, when customers don't know how much to consume, how much is enough to see effects, they feel no results, so they don't come back to buy more."

Existing Customer Store 3

"Their advantage is that the ingredients added to the food of each brand we've selected are real, and when used, the results are visible. Using them benefits cats and dogs. There are no disadvantages."

Existing Customer Store 4

"The advantage would be the diversity of products in terms of both function and usage. The disadvantage is that most products in Thailand are newly released, which haven't yet undergone long-term testing or clear comparative benefits of before and after consumption, what the end result is. Currently, we must admit that selling supplements is similar to human supplements that are sold through marketing rather than actual benefits or functionality."

Existing Customer Store 5

"The advantage is that they help support pet health, like prevention. And let's say after recovery, you still want to maintain good health and not get sick again. The disadvantage might not be a disadvantage, but it might be something we don't do well, which is distributing awareness or access to this is limited. If you ask 10 people, maybe only 5 feel that their pets need to consume vitamins, or even fewer than 5, because the rest might think their pets already eat good dry food."

Existing Customer Store 6

"The advantage first is that there's quite a variety of choices, and they meet customer needs. The disadvantage, I think, is about innovation; when new innovations come out, you'll notice that pet products tend to be more expensive than human products in many ways."

Existing Customer Store 7

"The advantage of some products is that they clearly state the expiration date or notify us about it. We can sell them within about 6 months to a year, no more than that, and then they come to replace them. They take care of it from beginning to end. The disadvantage is that currently, most supplements are imported rather than domestic. Imported products have relatively high prices. By the time they arrive, their

shelf life is short. After being stocked, the shelf life becomes even shorter, resulting in products reaching the store front with a short time left before they reach customers. Customers will think, 'Why is the shelf life so short? Are you selling old products to customers?' This is the customer's perception."

Existing Customer Store 8

"The advantage is that it's good for the little ones; it gives them good health. But the disadvantage, I see it as too many options. I think variety is good, but when there's too much, it saturates the market. The advantages and disadvantages are about that."

Existing Customer Store 9

"The advantages, I think, are the variety. There's a variety in nourishment, a variety of options. But do you know what the disadvantages of supplements are? One, animals don't eat them. Two, they're difficult to administer, such as powder forms or food mix-ins. Once animals smell it, they won't eat it at all. This is the most difficult thing. And if you put it in and the animal doesn't eat it, that's it. No one will buy it again. For example, in tablet form, the advantage is that it can be given directly, but the disadvantage is that people are lazy to administer it, and some tablets are difficult to give, very difficult. And for tablet forms, sometimes they're as big as a thumb, can you imagine? How do you administer a thumb-sized tablet to a tiny animal that needs to eat one tablet a day? It's not possible."

Existing Customer Store 10

"The first advantage is that they're made specifically for pets. Of course, it helps animals that we raise, which are like children now. Raising and taking good care of them can help prevent diseases that might affect them in the future, as well as help them live longer in the future. The disadvantage, I think, is in terms of people's knowledge base, which is still limited in understanding why they need to consume or drink these things. Also, since people know little, the production of these products today is limited, making them still expensive. This might be an important factor affecting

people's purchasing decisions. If in the future it becomes cheaper, I think it will increase purchasing factors."

Existing Customer Store 11

"The advantage is that we can extend the lifespan of our pets, like doing whatever we can to keep them with us as long as possible, right? But the disadvantage in this regard is that it might be seen as an unnecessary product if our dogs or cats aren't suffering from anything."

Existing Customer Store 12

"If it's an advantage, honestly, if it's a company that's already trustworthy, it has quite a reputation. Actually, in the pet product group, there are two types of customers: the group that has done their homework, studied, looked at social media, read, and decided to buy this product, try this. This is the advantage, like the company has done marketing and allowed customers to access information. Some companies don't have that part of the information about how good it is, so they may be less accessible. As for disadvantages, there might not be any yet."

Existing Customer Store 13

Table 4.31 Content Analysis of Opinions from Existing Customer Entrepreneurs Regarding the Advantages of Innovative Pet Supplement Products from Current Suppliers

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
EC1	The advantage is having many choices.	Advantage: variety/options for consumers	Positive attitude
EC2	The advantage is that it's actually good for consumers, with a variety of options. The term 'innovation' means applying human	Advantage: variety/options for consumers	Positive attitude

	consumption to animals. Currently, for example, some people need prebiotics and probiotics, which have also jumped into pet products. That's in the food, so it's unavoidable. It's just that each supplier, each factory will draw something from human products to use with pets.		
EC5	The advantage would be the diversity of products in terms of both function and usage.	Advantage: variety/options for consumers	Positive attitude
EC7	The advantage first is that there's quite a variety of choices, and they meet customer needs.	Advantage: variety/options for consumers	Positive attitude
EC10	The advantages, I think, are the variety. There's a variety in nourishment, a variety of options.	Advantage: variety/options for consumers	Positive attitude
EC4	Their advantage is that the ingredients added to the food of each brand we've selected are real, and when used, the results are visible. Using them benefits cats and dogs.	Advantage: visible results, beneficial for pets	Positive attitude
EC6	The advantage is that they help support pet health, like prevention. And let's say after recovery, you still want to maintain good health and not get sick again.	Advantage: visible results, beneficial for pets	Positive attitude
EC9	The advantage is that it's good for the little ones; it gives them good health.	Advantage: visible results, beneficial for pets	Positive attitude
EC11	The first advantage is that they're made specifically for pets. Of course, it helps animals that we raise, which are like children	Advantage: visible results,	Positive attitude

	now. Raising and taking good care of them can help prevent diseases that might affect them in the future, as well as help them live longer in the future.	beneficial for pets	
EC12	The advantage is that we can extend the lifespan of our pets, like doing whatever we can to keep them with us as long as possible, right?	Advantage: visible results, beneficial for pets	Positive attitude
EC3	I think the advantage is as I mentioned. Since they're supplements, I haven't seen any counterfeits yet. It's rare to find counterfeit pet supplements. I don't often see them. Most often, it's medications that may have counterfeits. For supplements, we've never encountered counterfeits, which is considered good—or maybe we just haven't seen them yet.	Advantage: no counterfeit products yet	Positive attitude
EC8	The advantage of some products is that they clearly state the expiration date or notify us about it. We can sell them within about 6 months to a year, no more than that, and then they come to replace them. They take care of it from beginning to end.	Advantage: clear expiration date labeling and good after-sales care	Positive attitude
EC13	If it's an advantage, honestly, if it's a company that's already trustworthy, it has quite a reputation. Actually, in the pet product group, there are two types of customers: the group that has done their homework, studied, looked at social media, read, and decided to buy this product, try this. This is the advantage, like the company has done marketing and allowed	Advantage: company credibility and good marketing	Positive attitude

	customers to access information. Some companies don't have that part of the information about how good it is, so they may be less accessible.		
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Table 4.32 Content Analysis of Opinions from Existing Customer Entrepreneurs Regarding the Disadvantages of Innovative Pet Supplement Products from Current Suppliers

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
EC1	The disadvantage currently, if looking at the end-user, is that the prices are quite high in this group, making them not easily accessible. The prices are considerably high.	Disadvantage: high price	Negative attitude
EC2	The disadvantage is that good products are expensive. With economic problems, because imported products have higher prices, people who used to use them, due to the economic situation, might reduce quantities and use Thai products instead.	Disadvantage: high price	Negative attitude
EC7	The disadvantage, I think, is about innovation; when new innovations come out, you'll notice that pet products tend to be more expensive than human products in many ways.	Disadvantage: high price	Negative attitude
EC8	The disadvantage is that currently, most supplements are imported rather than domestic. Imported products have relatively high prices. By the time they arrive, their shelf life is short. After being stocked, the shelf life becomes even shorter, resulting in products	Disadvantage: high price	Negative attitude

	reaching the store front with a short time left before they reach customers. Customers will think, 'Why is the shelf life so short? Are you selling old products to customers?' This is the customer's perception.		
EC11	The disadvantage, I think, is in terms of people's knowledge base, which is still limited in understanding why they need to consume or drink these things. Also, since people know little, the production of these products today is limited, making them still expensive. This might be an important factor affecting people's purchasing decisions. If in the future it becomes cheaper, I think it will increase purchasing factors.	Disadvantage: high price and limited product awareness/ access	Negative attitude
EC6	The disadvantage might not be a disadvantage, but it might be something we don't do well, which is distributing awareness or access to this is limited. If you ask 10 people, maybe only 5 feel that their pets need to consume vitamins, or even fewer than 5, because the rest might think their pets already eat good dry food.	Disadvantage: limited product awareness/ access	Negative attitude
EC4	There are no disadvantages.	No disadvantages	Negative attitude
EC13	As for disadvantages, there might not be any yet.	No disadvantages	Negative attitude
EC3	The disadvantage, as I said, is that when many products come out, there may not be counterfeits, true, but they might still be very new in the market, and there's still little usage	Disadvantage: insufficient correct	Negative attitude

	guidance. It might end up that, as sellers, when customers don't know how much to consume, how much is enough to see effects, they feel no results, so they don't come back to buy more.	product usage guidance	
EC5	The disadvantage is that most products in Thailand are newly released, which haven't yet undergone long-term testing or clear comparative benefits of before and after consumption, what the end result is. Currently, we must admit that selling supplements is similar to human supplements that are sold through marketing rather than actual benefits or functionality.	Disadvantage: lack of long-term testing	Negative attitude
EC9	But the disadvantage, I see it as too many options. I think variety is good, but when there's too much, it saturates the market.	Disadvantage: too many products causing market saturation	Negative attitude
EC10	But do you know what the disadvantages of supplements are? One, animals don't eat them. Two, they're difficult to administer, such as powder forms or food mix-ins. Once animals smell it, they won't eat it at all. This is the most difficult thing. And if you put it in and the animal doesn't eat it, that's it. No one will buy it again. For example, in tablet form, the advantage is that it can be given directly, but the disadvantage is that people are lazy to administer it, and some tablets are difficult to	Disadvantage: pets refuse to eat/difficulty administering	Negative attitude

	give, very difficult. And for tablet forms, sometimes they're as big as a thumb, can you imagine? How do you administer a thumb-sized tablet to a tiny animal that needs to eat one tablet a day? It's not possible.		
EC12	But the disadvantage in this regard is that it might be seen as an unnecessary product if our dogs or cats aren't suffering from anything.	Disadvantage: product may be unnecessary/ exceeds necessity	Negative attitude

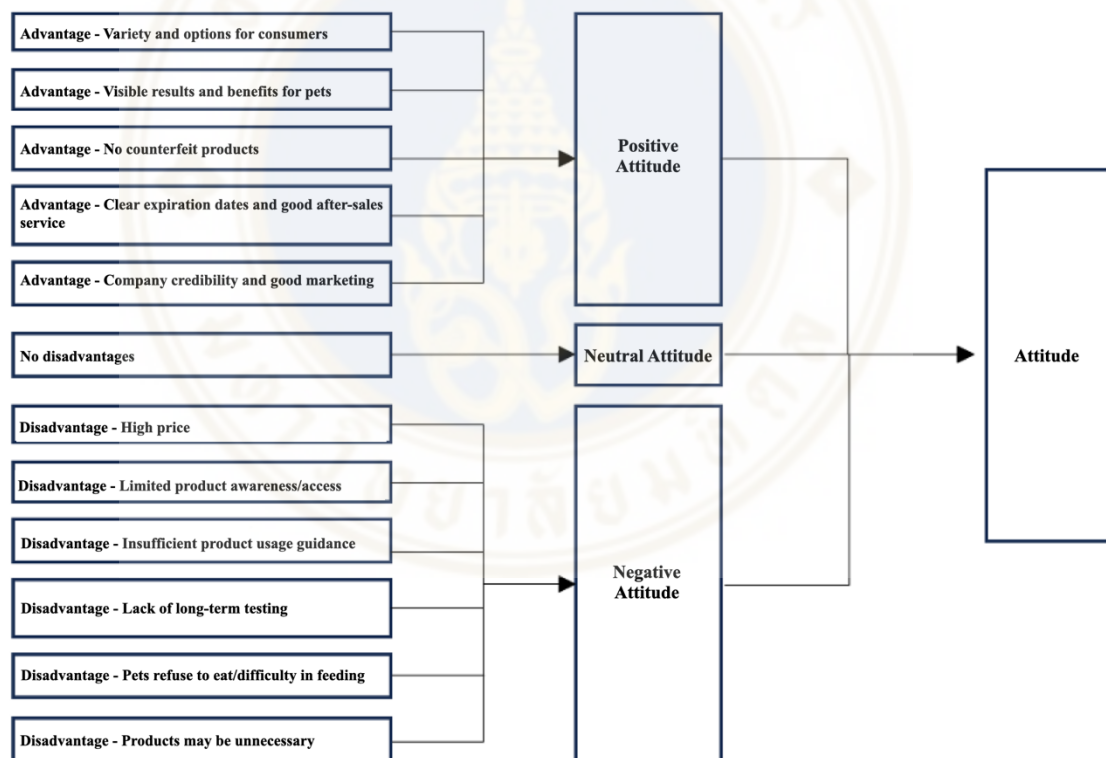


Figure 4.16 Content linkage diagram showing the opinions and attitudes of existing customer entrepreneurs regarding advantages and disadvantages of innovative pet supplement products from current suppliers.

Attitudes of Pet Supply and Pet Food Store Entrepreneurs Toward New Pet Supplement Suppliers

4.9.4 Opinions on Innovative Pet Supplement Products from New Suppliers to be Stocked in Stores

From interviews with 7 prospective customers, it was found that the informants had different expectations toward innovative pet supplement products from new suppliers, emphasizing 3 key factors as follows: Most informants, 5 participants, expected products with quality, credibility, and that meet consumer needs. Meanwhile, 1 informant expected products that are easy to consume, and another 1 informant expected marketing support from suppliers. These expectations from entrepreneurs toward new pet supplement suppliers aim to increase sales opportunities and build confidence for customers in their decision to purchase the products. The key informants stated:

"First of all, we want the product to have quality. There might be supporting research documents or anything that can be trusted to show that the product has been thoroughly tested and screened. Because we also want to provide the best to our customers. Our customers here don't just refer to the people who come to buy, but also include the pets that consume the products. We are pet owners too, and we understand very well that if our children are unwell or sick, we are not happy. We will find any way to make them better or make them stronger. Having them stay with us happily is the ultimate goal for pet owners like us. I think customers who come to buy are probably no different from us. Therefore, for products sold in our store, we look at whether we would use them ourselves. If we would use them, then we'll bring them in for sale."

Prospective Customer Store 1

"From the perspective of someone who sells the products, we feel that their products must be truly good and meet needs in many ways. It's not just about adding something as a gimmick or for marketing. It must actually help when consumed. Normally, we would study the ingredients first to see if the product is okay for the pets,

whether it's salty when eaten, whether it might raise kidney values, or what it helps with."

Prospective Customer Store 2

"Products must have quality and must meet customer needs. Does it help enhance anything? Does it match what customers want? And is it redundant with other products in the store? If there are already many in the market, or if customers don't ask for it, then we might not be very interested."

Prospective Customer Store 5

"It must meet customer needs. Because some customers are doing more research or taking better care and loving their pets more, they worry about things like whether their pets will get sick from the COVID that has passed, whether they will catch a cold, or if they seem not quite healthy. They wonder what needs to be added for prevention or to improve their health."

Prospective Customer Store 6

"Going back about 7-8 years, these kinds of products were sometimes intangible. But with some brands, we got feedback from customers that it worked for some and didn't work for others. But recently, there have been more company groups targeting this market. They're starting to bring in veterinarians as experts for these types of products, and they're beginning to have more quality and effectiveness, showing real results if used consistently."

Prospective Customer Store 7

"Oh, I would look at things that I think are easy for the pets to consume."

Prospective Customer Store 4

"We need to have advertising, because otherwise, it's difficult for the product to sell itself. And supplement products are quite expensive. It requires knowledge to sell them successfully. Without knowledge, it's hard to sell. So we need to provide knowledge, and the company needs to advertise, whether on radio or other

media. When customers hear about it, they start looking for it. It's like we need help from both sides for it to sell. If they just provide it to the store front, selling it alone like that is difficult, and it doesn't often succeed."

Prospective Customer Store 3

Table 4.33 Content Analysis of Opinions from Prospective Customer Entrepreneurs Regarding Innovative Pet Supplement Products from New Suppliers to be Stocked in Stores

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
PC1	First of all, we want the product to have quality. There might be supporting research documents or anything that can be trusted to show that the product has been thoroughly tested and screened. Because we also want to provide the best to our customers. Our customers here don't just refer to the people who come to buy, but also include the pets that consume the products. We are pet owners too, and we understand very well that if our children are unwell or sick, we are not happy. We will find any way to make them better or make them stronger. Having them stay with us happily is the ultimate goal for pet owners like us. I think customers who come to buy are probably no different from us. Therefore, for products sold in our store, we look at whether we would use them ourselves. If we would use them, then we'll bring them in for sale.	Good quality products that meet consumer needs	Positive attitude

PC2	From the perspective of someone who sells the products, we feel that their products must be truly good and meet needs in many ways. It's not just about adding something as a gimmick or for marketing. It must actually help when consumed. Normally, we would study the ingredients first to see if the product is okay for the pets, whether it's salty when eaten, whether it might raise kidney values, or what it helps with.	Good quality products that meet consumer needs	Positive attitude
PC5	Products must have quality and must meet customer needs. Does it help enhance anything? Does it match what customers want? And is it redundant with other products in the store? If there are already many in the market, or if customers don't ask for it, then we might not be very interested.	Good quality products that meet consumer needs	Positive attitude
PC6	It must meet customer needs. Because some customers are doing more research or taking better care and loving their pets more, they worry about things like whether their pets will get sick from the COVID that has passed, whether they will catch a cold, or if they seem not quite healthy. They wonder what needs to be added for prevention or to improve their health.	Good quality products that meet consumer needs	Positive attitude
PC7	Going back about 7-8 years, these kinds of products were sometimes intangible. But with some brands, we got feedback from customers that it worked for some and didn't work for others. But recently, there have been more company groups targeting this market. They're	Good quality products that meet consumer needs	Positive attitude

	starting to bring in veterinarians as experts for these types of products, and they're beginning to have more quality and effectiveness, showing real results if used consistently.		
PC4	Oh, I would look at things that I think are easy for the pets to consume.	Products that are easy for pets to consume	Positive attitude
PC3	We need to have advertising, because otherwise, it's difficult for the product to sell itself. And supplement products are quite expensive. It requires knowledge to sell them successfully. Without knowledge, it's hard to sell. So we need to provide knowledge, and the company needs to advertise, whether on radio or other media. When customers hear about it, they start looking for it. It's like we need help from both sides for it to sell. If they just provide it to the store front, selling it alone like that is difficult, and it doesn't often succeed.	Suppliers must provide sales support for products to sell successfully	Neutral attitude

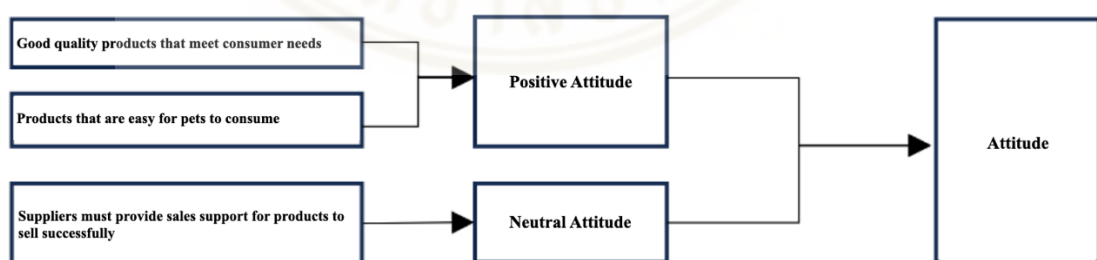


Figure 4.17 Content linkage diagram showing the opinions and attitudes of prospective customer entrepreneurs regarding innovative pet supplement products from new suppliers to be stocked in stores.

4.9.5 Opinions on What Innovative Pet Supplement Products to Stock in Stores and Why

From interviews with 7 prospective customers, it was found that the informants tend to be interested in supplement products with new innovations that address pet health issues and help improve animals' quality of life. The products they are interested in stocking can be divided into main groups, such as anti-aging and antioxidant supplements, with 2 informants interested in stocking anti-aging and antioxidant supplements because pet owners currently prioritize their pets' health and want their pets to live longer. These products are also not yet abundant in the market, creating growth opportunities. Other products of interest include food sprinkle supplements, pure vitamin supplements and immune-boosting products, supplements that help balance pets' weight gain, and products that assist in administering medication to pets, with 1 informant each, respectively. The data received reflects current trends, what products stores need, and also shows that prospective customers are interested in innovative supplement products that can meet specific needs of pet owners, especially products that help with long-term health care, are easy to use, and help solve pets' health problems. These are factors that may affect their decision to stock products in their stores. The key informants stated:

"Currently, there are quite a variety of supplements, and we already have quite a variety in stock as well. If we could bring innovative pet supplement products to the store, I think I would like to bring in anti-aging and antioxidant supplements for dogs and cats. Because we are pet owners, like other owners, we want to nourish our pets to have good health, not get sick, and stay with us for a long time."

Prospective Customer Store 1

"Most supplements in our store are already quite complete, but if we were to bring in something in the future, it might be supplement products with new innovations that might not be common in the market yet, such as anti-aging and antioxidant supplements for dogs and cats. That's interesting."

Prospective Customer Store 7

"Food sprinkle supplements for pets. This type is okay, it seems easy too, but it should be made similar to cat lick treats, where pets can consume them frequently. So what I'm looking at now and thinking of bringing in the future is food sprinkle products."

Prospective Customer Store 4

"What customers are asking for more now is related to allergies. Mainly, it's dogs with chicken protein allergies, food allergies, or even allergies to air in some cases. I'd like supplements that help with consumption, perhaps as food sprinkles, but they're concerned about palatability. They don't want it to be just plain supplements; it might have various scents or be made from liver that's freeze-dried, but with added innovation to increase palatability and can also reduce allergic symptoms in pets."

Prospective Customer Store 6

"It would probably be pure vitamin products, like what I saw from Korea. They scoop it and mix it with dog food in every meal. And nowadays, they mix supplements into chews for dogs to chew on, like dental chews. And there are also those that help with immunity and such. These should sell well."

Prospective Customer Store 2

"Most of what customers ask about are supplements that help pets gain weight appropriately, with good health. Because normally, pets aren't very plump, so owners want them to be plump, cute, and chubby. That's what they come to ask about."

Prospective Customer Store 3

"What's missing might be—I don't know if it's an innovation—something to put inside to help administer medication to pets. It might be softer, similar to pill pockets or something like that, which can wrap around pills. This isn't very common yet."

Prospective Customer Store 5

Table 4.34 Content Analysis of Opinions from Prospective Customer Entrepreneurs Regarding What Innovative Pet Supplement Products to Stock in Stores and Why

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
PC1	Currently, there are quite a variety of supplements, and we already have quite a variety in stock as well. If we could bring innovative pet supplement products to the store, I think I would like to bring in anti-aging and antioxidant supplements for dogs and cats. Because we are pet owners, like other owners, we want to nourish our pets to have good health, not get sick, and stay with us for a long time.	Anti-aging and antioxidant supplements for dogs and cats	Anti-aging and antioxidant supplements for dogs and cats
PC7	Most supplements in our store are already quite complete, but if we were to bring in something in the future, it might be supplement products with new innovations that might not be common in the market yet, such as anti-aging and antioxidant supplements for dogs and cats. That's interesting.	Anti-aging and antioxidant supplements for dogs and cats	Anti-aging and antioxidant supplements for dogs and cats
PC4	Food sprinkle supplements for pets. This type is okay, it seems easy too, but it should be made similar to cat lick treats, where pets can consume them frequently. So what I'm looking at now and thinking of bringing in the future is food sprinkle products.	Food sprinkle supplements	Food sprinkle supplements

PC6	What customers are asking for more now is related to allergies. Mainly, it's dogs with chicken protein allergies, food allergies, or even allergies to air in some cases. I'd like supplements that help with consumption, perhaps as food sprinkles, but they're concerned about palatability. They don't want it to be just plain supplements; it might have various scents or be made from liver that's freeze-dried, but with added innovation to increase palatability and can also reduce allergic symptoms in pets.	Food sprinkle supplements	Food sprinkle supplements
PC2	It would probably be pure vitamin products, like what I saw from Korea. They scoop it and mix it with dog food in every meal. And nowadays, they mix supplements into chews for dogs to chew on, like dental chews. And there are also those that help with immunity and such. These should sell well.	Pure vitamins	Pure vitamins
PC3	Most of what customers ask about are supplements that help pets gain weight appropriately, with good health. Because normally, pets aren't very plump, so owners want them to be plump, cute, and chubby. That's what they come to ask about.	Supplements that help with appropriate weight gain	Supplements that help with appropriate weight gain
PC5	What's missing might be—I don't know if it's an innovation—something to put inside to help administer medication to pets. It might be softer, similar to pill pockets or something like that, which can wrap around pills. This isn't very common yet.	Pill pockets/ Medication administration aids	Pill pockets/ Medication administration aids

4.9.6 Opinions on Selection Criteria or Considerations for Bringing Innovative Pet Supplement Products from New Suppliers to be Stocked in Stores

From interviews with 7 prospective customers, it was found that all informants have criteria for considering and selecting innovative pet supplement products based on 4 main factors, consisting of customer demand, product and manufacturer quality, marketing and customer awareness, and price. These factors affect the decision to select products from new suppliers to be stocked in stores, which helps products sell more easily and meet the needs of the current pet market. The key informants stated:

"If we're going to bring in additional products for sale, we might need customers to ask for them first, about 3 customers who actually inquire and buy. Then we'll consider further what the product is like, whether it's really good, who the manufacturer is, where it's already being sold, what the price is, whether there's marketing, things like that."

Prospective Customer Store 1

"First would probably be ingredients, like quality, and then if looking at marketing, whether it's well-known. Most of the time, our store imports products, so we look at pet influencers to see how far their market has reached, whether we can bring it in to capture the market, whether the price is okay, things like that. But mostly, it's the behavior and needs of pet owners. If we're targeting the upper market, they have purchasing power. They just feel that if the product is good and can really help their pets, they'll pay any price."

Prospective Customer Store 2

"First, I'll look at who the manufacturer is, whether they have a reputation. Because if they have a reputation or the company is well-known, it's easier to sell, as we can reference that the product is from such and such company, making it easier to promote. It's easier than with unknown companies that have never been in the pet food market before and then try to do this. It would be a bit more difficult to reference, which might make the product hard to sell. The first factor is the company's reputation. Second,

we need to see what the product can help with, whether it meets customer objectives. And also about price, because if the price is too high, it might not be suitable for the store. Some pet shops, if they're large, might have diverse customer groups and could sell it, but some stores aren't that big, and if the products are high-priced, customers might not buy them."

Prospective Customer Store 3

"First, the marketing of each brand, how much it reaches people, because if it reaches many people, the chance of our store selling it is quite high. Second would be packaging. At the very least, if it's made as a jar, okay, it can be stored, but some brands don't make jars; they make pouches. Please make it a pouch with a zipper lock that can really store well, not dry out or harden when stored for a long time. Because sometimes they might not sprinkle it every day, or they might use it infrequently, so it needs to be stored. And if it can't be stored well, it will harden. The third is the price. It should be accessible because it's a supplement, which is in addition to dry or wet food. If the price isn't accessible, people won't choose to buy it."

Prospective Customer Store 4

"One point is that it must meet customer needs in terms of what it helps enhance. If we're bringing in something new, it should be in an area that's not duplicating what we already have; then we'd be interested. And if it's a treat with added supplements, that looks interesting. As for criteria, it might be ingredients, or branding, marketing that's already well-accepted, things like that, various credibility factors."

Prospective Customer Store 5

"The factors we consider are, first, customer demand, what customers are currently interested in or what products they need in what form. What's clearly noticeable comes from various viruses that make pets unwell or not okay, and now during the high PM2.5 period, we'd like to combine it all into one: something that meets pets' needs in terms of making them stronger, having better health. Or some households might want specific aspects, like coat nourishment or skin care. Another thing is the credibility of that product, whether it has research to back it up, or FDA registration,

or if the food and drug are well-known, meaning everything is transparent. And we can give answers to our customers that this product is credible from the product level to being able to trace back that the company really exists, the factory meets standards, has FDA approval, has quality, is properly registered, things like that."

Prospective Customer Store 6

"If we were to bring those things in, there might be import criteria. We would look at the company itself, look at the credibility, whether they actually work with veterinarians, because then it would help assure customers that this product really works. Or look at customer demand more, whether they want products from this brand. If multiple customers start mentioning it, then we'll consider whether to bring it in for sale in our store, something like that."

Prospective Customer Store 7

Table 4.35 Content Analysis of Opinions from Prospective Customer Entrepreneurs Regarding Selection Criteria or Considerations for Bringing Innovative Pet Supplement Products from New Suppliers to be Stocked in Stores

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
PC1	If we're going to bring in additional products for sale, we might need customers to ask for them first, about 3 customers who actually inquire and buy. Then we'll consider further what the product is like, whether it's really good, who the manufacturer is, where it's already being sold, what the price is, whether there's marketing, things like that.	Must have customers asking for it first; Product, Manufacturer, Where it's sold, Price, Marketing	Consideration based on customer demand and criteria related to production, marketing, price, etc.

PC2	<p>First would probably be ingredients, like quality, and then if looking at marketing, whether it's well-known. Most of the time, our store imports products, so we look at pet influencers to see how far their market has reached, whether we can bring it in to capture the market, whether the price is okay, things like that. But mostly, it's the behavior and needs of pet owners. If we're targeting the upper market, they have purchasing power. They just feel that if the product is good and can really help their pets, they'll pay any price.</p>	<p>Ingredients, Marketing, Price, Consumer behavior and needs</p>	<p>Consideration based on customer demand and criteria related to production, marketing, price, etc.</p>
PC3	<p>First, I'll look at who the manufacturer is, whether they have a reputation. Because if they have a reputation or the company is well-known, it's easier to sell, as we can reference that the product is from such and such company, making it easier to promote. It's easier than with unknown companies that have never been in the pet food market before and then try to do this. It would be a bit more difficult to reference, which might make the product hard to sell. The first factor is the company's reputation. Second, we need to see what the product can help with, whether it meets customer objectives. And also about price, because if the price is too high, it might not be suitable for the store. Some pet shops, if they're large, might have diverse customer groups and could sell it, but some stores aren't that big,</p>	<p>Manufacturer, Product benefits, Customer objectives, Price</p>	<p>Consideration based on customer demand and criteria related to production, marketing, price, etc.</p>

	and if the products are high-priced, customers might not buy them.		
PC4	First, the marketing of each brand, how much it reaches people, because if it reaches many people, the chance of our store selling it is quite high. Second would be packaging. At the very least, if it's made as a jar, okay, it can be stored, but some brands don't make jars; they make pouches. Please make it a pouch with a zipper lock that can really store well, not dry out or harden when stored for a long time. Because sometimes they might not sprinkle it every day, or they might use it infrequently, so it needs to be stored. And if it can't be stored well, it will harden. The third is the price. It should be accessible because it's a supplement, which is in addition to dry or wet food. If the price isn't accessible, people won't choose to buy it.	Marketing, Packaging, Price	Consideration based on customer demand and criteria related to production, marketing, price, etc.
PC5	One point is that it must meet customer needs in terms of what it helps enhance. If we're bringing in something new, it should be in an area that's not duplicating what we already have; then we'd be interested. And if it's a treat with added supplements, that looks interesting. As for criteria, it might be ingredients, or branding, marketing that's already well-accepted, things like that, various credibility factors.	Meet customer needs, Product ingredients, Marketing	Consideration based on customer demand and criteria related to production, marketing, price, etc.

PC6	<p>The factors we consider are, first, customer demand, what customers are currently interested in or what products they need in what form. What's clearly noticeable comes from various viruses that make pets unwell or not okay, and now during the high PM2.5 period, we'd like to combine it all into one: something that meets pets' needs in terms of making them stronger, having better health. Or some households might want specific aspects, like coat nourishment or skin care. Another thing is the credibility of that product, whether it has research to back it up, or FDA registration, or if the food and drug are well-known, meaning everything is transparent. And we can give answers to our customers that this product is credible from the product level to being able to trace back that the company really exists, the factory meets standards, has FDA approval, has quality, is properly registered, things like that.</p>	<p>Customer demand, Production, Various certifications</p>	<p>Consideration based on customer demand and criteria related to production, marketing, price, etc.</p>
PC7	<p>If we were to bring those things in, there might be import criteria. We would look at the company itself, look at the credibility, whether they actually work with veterinarians, because then it would help assure customers that this product really works. Or look at customer demand more, whether they want products from this brand. If multiple customers start mentioning it, then we'll consider whether</p>	<p>Product company, Customer demand</p>	<p>Consideration based on customer demand and criteria related to production, marketing, price, etc.</p>

	to bring it in for sale in our store, something like that.		
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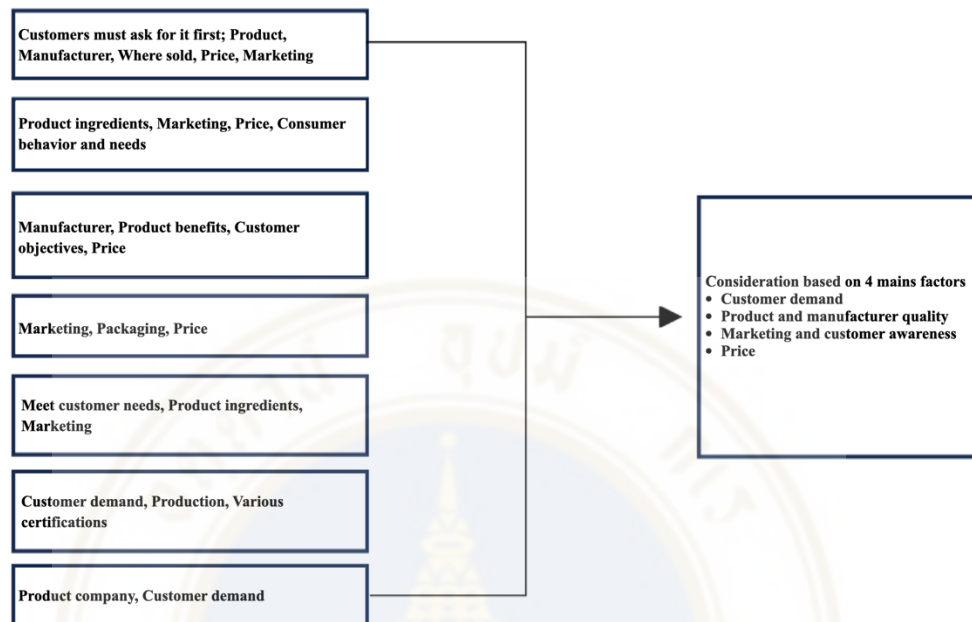


Figure 4.18 Content linkage diagram showing the opinions of prospective customer entrepreneurs regarding selection criteria or considerations for bringing innovative pet supplement products from new suppliers to be stocked in stores.

4.9.7 Opinions on the Advantages and Disadvantages of Introducing New Supplier's Innovative Pet Supplements in Stores

Based on interviews with 7 prospective customers, opinions regarding the advantages and disadvantages of introducing innovative pet supplements from new suppliers in stores revealed both positive and negative perspectives. These can be categorized into the following main topics:

Positive attitudes or advantages of the products: Most customers viewed the products as diverse and beneficial for pet health. The advantages mentioned include having a variety of options, visible results, and benefits for pets.

Negative attitudes or disadvantages of the products: Despite several advantages, there are some disadvantages. Most respondents felt that the products were unnecessary or excessive. Additionally, other respondents mentioned additional disadvantages such as limited customer awareness about supplements, high competition

from online channels, the need for correct product usage instructions with sufficient information, and concerns about high prices in the product category.

Therefore, opinions about introducing innovative pet supplements from new suppliers in stores have both advantages and disadvantages. This information represents challenges that must be addressed to effectively reach the target customer group. Key informants stated that:

"The advantage is that we have a variety of product options for customers. At the very least, when customers come to us, we have sufficient products to meet their purchasing needs during a single visit to the store. The disadvantage might be competition in online channels—nowadays, everyone wants to order from e-commerce because promotions are better than in physical stores. Physical stores have to bear the burden of product shelf life and inventory, which puts them at a disadvantage in this regard."

Prospective Customer Store 1

"The advantage is that it seems like an alternative to taking medication. It appears to be more about prevention than treatment. As for disadvantages, some people might feel that when they don't know about it, it may seem unnecessary to purchase. Thai people don't have much awareness or access to this yet, which is why this market is still relatively new."

Prospective Customer Store 2

"The advantage is that we have a comprehensive range of products that can meet the needs of all customer groups. The disadvantage might be the need for clear ingredient labeling on the products. This needs to be clearly indicated on the product because sometimes the product might be excellent, but pets may be allergic to certain ingredients. If pets consume it and something happens to them, the store will suffer damage, so clarity in this aspect is necessary."

Prospective Customer Store 3

"The advantage is that it may be an option for people with cats or dogs that are picky eaters. They might choose to buy this. But the disadvantage is that some customers think, 'Okay, my dog already eats normally, my cat eats everything normally,' so they might not feel the need for additional supplements. This loses opportunities with these customers because when we try to push sales, it becomes difficult as their pets already eat normally or don't need specific nourishment in this area."

Prospective Customer Store 4

"The advantage is that if the product meets their needs, it's good for customers. Customers will get quality products that help promote health or prevent diseases in their pets. The disadvantage is that it might be difficult to sell, and most of them are high-priced. Therefore, it comes down to high price and difficult sales."

Prospective Customer Store 5

"The advantage is that we will have more product SKUs, giving customers a variety of options. The disadvantage is that during certain trends or periods when customers don't have awareness or feel it's unnecessary because some kibble already includes features like coat nourishment or bone support. This might be a disadvantage in terms of having to bear the risk. If one day there's kibble with integrated innovations, the demand for these products might decrease."

Prospective Customer Store 6

"The advantage seems to be helping solve customer problems that aren't as serious as pets having diseases, such as supplements for bone and skin nourishment. These supplements can help solve customer problems in this area. As for disadvantages, I don't think there are any, but there is one observation that sometimes we might need to study these more, learn more about these supplements to be able to explain or recommend them to customers."

Prospective Customer Store 7

Table 4.36 Content Analysis of Prospective Customers' Opinions on the Advantages of Introducing Innovative Pet Supplements from New Suppliers in Stores

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
PC1	The advantage is that we have a variety of product options for customers. At the very least, when customers come to us, we have sufficient products to meet their purchasing needs during a single visit to the store.	Advantage Diverse/ Provides options for consumers	Positive Attitude
PC2	The advantage is that it seems like an alternative to taking medication. It appears to be more about prevention than treatment.	Advantage Diverse/ Provides options for consumers	Positive Attitude
PC3	The advantage is that we have a comprehensive range of products that can meet the needs of all customer groups.	Advantage Diverse/ Provides options for consumers	Positive Attitude
PC4	The advantage is that it may be an option for people with cats or dogs that are picky eaters. They might choose to buy this.	Advantage Diverse/ Provides options for consumers	Positive Attitude
PC6	The advantage is that we will have more product SKUs, giving customers a variety of options.	Advantage Diverse/ Provides options for consumers	Positive Attitude

PC5	The advantage is that if the product meets their needs, it's good for customers. Customers will get quality products that help promote health or prevent diseases in their pets.	Advantage Shows results, beneficial for pets	Positive Attitude
PC7	The advantage seems to be helping solve customer problems that aren't as serious as pets having diseases, such as supplements for bone and skin nourishment. These supplements can help solve customer problems in this area.	Advantage Shows results, beneficial for pets	Positive Attitude

Table 4.37 Content Analysis of Prospective Customers' Opinions on the Disadvantages of Introducing Innovative Pet Supplements from New Suppliers in Stores

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
PC4	But the disadvantage is that some customers think, 'Okay, my dog already eats normally, my cat eats everything normally,' so they might not feel the need for additional supplements. This loses opportunities with these customers because when we try to push sales, it becomes difficult as their pets already eat normally or don't need specific nourishment in this area.	Disadvantage Products are unnecessary/ excessive	Negative Attitude
PC6	The disadvantage is that during certain trends or periods when customers don't have awareness or feel it's unnecessary because some kibble already includes features like coat nourishment or bone support. This might be a disadvantage in terms of having to bear the risk. If one day there's kibble with integrated	Disadvantage Products are unnecessary/ excessive	Negative Attitude

	innovations, the demand for these products might decrease.		
PC1	The disadvantage might be competition in online channels—nowadays, everyone wants to order from e-commerce because promotions are better than in physical stores. Physical stores have to bear the burden of product shelf life and inventory, which puts them at a disadvantage in this regard.	Disadvantage High competition in online channels	Negative Attitude
PC2	As for disadvantages, some people might feel that when they don't know about it, it may seem unnecessary to purchase. Thai people don't have much awareness or access to this yet, which is why this market is still relatively new.	Disadvantage Limited access/ awareness of products	Negative Attitude
PC3	The disadvantage might be the need for clear ingredient labeling on the products. This needs to be clearly indicated on the product because sometimes the product might be excellent, but pets may be allergic to certain ingredients. If pets consume it and something happens to them, the store will suffer damage, so clarity in this aspect is necessary.	Disadvantage Correct product usage instructions/ sufficient information	Negative Attitude
PC5	The disadvantage is that it might be difficult to sell, and most of them are high-priced. Therefore, it comes down to high price and difficult sales.	Disadvantage High price	Negative Attitude
PC7	As for disadvantages, I don't think there are any.	No disadvantages	Neutral Attitude

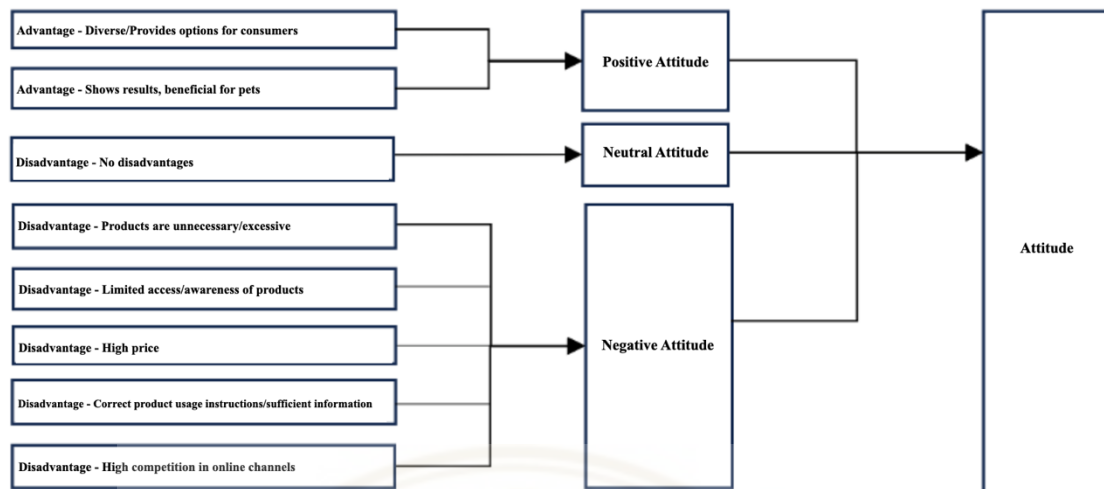


Figure 4.19 Content linkage diagram showing the opinions and attitudes of prospective customer entrepreneurs regarding advantages and disadvantages of introducing innovative pet supplement products from new suppliers in stores.

4.10 Study Results on Subjective Norms of Pet Supply and Food Store Entrepreneurs

Subjective Norms of Pet Supply and Food Store Entrepreneurs Towards Current Pet Supplement Product Suppliers

4.10.1 Customer Opinions About Innovative Pet Supplement Products from Current Suppliers

From interviews with 13 existing customers, it was found that opinions about innovative pet supplement products from current suppliers were positive, neutral, and negative, which can be summarized into the following main points:

Positive Subjective Norms: Three informants expressed opinions about products from current suppliers, stating that customers who purchase products at their stores recognize the benefits of the products and see positive results from their pets' consumption. Meanwhile, two other informants commented that customers want to build awareness or receive more knowledge about pet supplement products. Therefore, customer awareness about the products has increased, but there is still a need to build understanding about the properties and benefits of the products.

Neutral Subjective Norms: Two informants commented that results from pets' consumption of products vary depending on each animal, and two other informants stated that most customers tend to buy products based on popular brands rather than considering the actual benefits, and that most customers have their own principles and ideas in selecting products.

Negative Subjective Norms: Most informants (three people) commented that many customers view the products as expensive, making them hesitant to purchase. Meanwhile, one other informant noted that some customers misunderstand that supplements can be used to treat diseases and expect results similar to medication.

Existing customers have positive opinions about innovative pet supplement products, viewing them as enhancing pet health, with some customers making repeat purchases after use. However, there are still challenges regarding price, customer awareness, and misunderstandings about supplements. The key informants stated that:

"Most customers can utilize the products to their fullest potential, using them when they know there's a problem, need prevention. They have the opinion that it's good, necessary to buy, and they make repeat purchases."

Existing Customer Store 6

"It might meet their needs when their cats or dogs are sick. Receiving supplement products helps alleviate symptoms or makes their health stronger."

Existing Customer Store 12

"Customers already have a demand for products that have positive effects on the good health of their pets."

Existing Customer Store 13

"They need to build awareness about what current suppliers are producing in this product category and how it addresses their pets' needs. For some things, we need to educate customers because otherwise, they'll question whether the money they're spending is worth it."

Existing Customer Store 7

"I think currently there's increasing awareness, and people view these products as something they want to try, to see if they're really effective. But sometimes I want to tell customers that trying might take some time—you won't see immediate results, but I'd like them to try."

Existing Customer Store 11

"It's not 100%. It's like with people—some try it and see improvement, but others try it and don't see results. The same applies to pets. For instance, some innovations claim to have nutrients that help reduce pet waste odor, but sometimes they can't deliver 100%. Some brands can do it, but there's another factor—different animals of the same species can have different outcomes. So you can't really say for sure. But the good thing is it adds options for customers, that's all. Whether it's good or not depends on if customers come back to buy more, which means it suits them. If they don't return, it means it's not okay."

Existing Customer Store 2

"They'll say it's better, or it's the same, and whether the pet eats it or not. As I said, it depends on each individual consumer. Whether it sells or not, the animal has to eat it too. No matter how good it is, if the animal doesn't eat it, they won't continue buying it."

Existing Customer Store 10

"Nowadays, customers already have their own ideas in mind. They'll listen to us just as a complement, that's all. So no matter what we say about the ingredients and their benefits for this and that, they already have their own ideas. In this era, everyone has their own approach, so we can't really tell them much about these things."

Existing Customer Store 4

"Customers often buy according to popular brands advertised in the market. I have to say they buy based on belief rather than actual benefits. We're talking about products sold in pet shops, not veterinary hospitals. In veterinary hospitals, they don't buy based on promotions; they buy primarily based on function, with price being secondary."

Existing Customer Store 5

"Customers have concerns about using it initially due to the relatively high price. If they have to use it multiple times, they might not dare to make the decision. But we already persuade or recommend that with the expected efficiency, that's why it's high-priced. Most will try it first, and if they get good results, actually visible results, customers will be quite happy to continue purchasing."

Existing Customer Store 1

"Most of them think it's expensive, that's number one. Customers often wonder why it's expensive. They want their pets to eat it but feel it's expensive."

Existing Customer Store 8

"The opinion of most customers, especially those in provincial areas, is that they don't understand that it's an innovation, it's a supplement. The price is different from regular products. Customer opinions mostly relate to the price. As I mentioned earlier about the percentage, about 10% of customers ask about it, but only 1 in 10 will choose to buy it."

Existing Customer Store 9

"They tend to see supplements as medicine, coming to find it when their pets have problems. In reality, supplements don't treat illnesses. We know this, but customers prefer that approach. They go to the vet, explain the condition, the vet gives medicine for the first round, but they don't go back to the vet, and instead use supplements. Supplements, as the name suggests, don't treat illnesses. This has an impact on customers—when they use it and the symptoms don't go away, they'll say they used it and didn't see any results."

Existing Customer Store 3

Table 4.38 Content Analysis of Customer Opinions About Innovative Pet Supplement Products from Current Suppliers

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
EC6	Most customers can utilize the products to their fullest potential, using them when they know there's a problem, need prevention. They have the opinion that it's good, necessary to buy, and they make repeat purchases.	Recognizing the benefits of supplements and positive results from pet consumption	Positive Subjective Norm
EC12	It might meet their needs when their cats or dogs are sick. Receiving supplement products helps alleviate symptoms or makes their health stronger.	Recognizing the benefits of supplements and positive results from pet consumption	Positive Subjective Norm
EC13	Customers already have a demand for products that have positive effects on the good health of their pets.	Recognizing the benefits of supplements and positive results	Positive Subjective Norm

		from pet consumption	
EC7	They need to build awareness about what current suppliers are producing in this product category and how it addresses their pets' needs. For some things, we need to educate customers because otherwise, they'll question whether the money they're spending is worth it.	Want to build awareness/receive knowledge about products	Positive Subjective Norm
EC11	I think currently there's increasing awareness, and people view these products as something they want to try, to see if they're really effective. But sometimes I want to tell customers that trying might take some time—you won't see immediate results, but I'd like them to try.	Want to build awareness/receive knowledge about products	Positive Subjective Norm
EC2	It's not 100%. It's like with people—some try it and see improvement, but others try it and don't see results. The same applies to pets. For instance, some innovations claim to have nutrients that help reduce pet waste odor, but sometimes they can't deliver 100%. Some brands can do it, but there's another factor—different animals of the same species can have different outcomes. So you can't really say for sure. But the good thing is it adds options for customers, that's all. Whether it's good or not depends on if customers come back to buy more, which means it suits them. If they don't return, it means it's not okay.	Cannot answer 100%, results depend on each individual user/consumer	Neutral Subjective Norm

EC10	They'll say it's better, or it's the same, and whether the pet eats it or not. As I said, it depends on each individual consumer. Whether it sells or not, the animal has to eat it too. No matter how good it is, if the animal doesn't eat it, they won't continue buying it.	Cannot answer 100%, results depend on each individual user/consumer	Neutral Subjective Norm
EC4	Nowadays, customers already have their own ideas in mind. They'll listen to us just as a complement, that's all. So no matter what we say about the ingredients and their benefits for this and that, they already have their own ideas. In this era, everyone has their own approach, so we can't really tell them much about these things.	Customers have their own principles/ideas in product selection	Neutral Subjective Norm
EC5	Customers often buy according to popular brands advertised in the market. I have to say they buy based on belief rather than actual benefits. We're talking about products sold in pet shops, not veterinary hospitals. In veterinary hospitals, they don't buy based on promotions; they buy primarily based on function, with price being secondary.	Buy according to popular advertised brands rather than benefits	Neutral Subjective Norm
EC1	Customers have concerns about using it initially due to the relatively high price. If they have to use it multiple times, they might not dare to make the decision. But we already persuade or recommend that with the expected efficiency, that's why it's high-priced. Most will try it first, and if	Aware of price issues, think prices are high/expensive	Negative Subjective Norm

	they get good results, actually visible results, customers will be quite happy to continue purchasing.		
EC8	Most of them think it's expensive, that's number one. Customers often wonder why it's expensive. They want their pets to eat it but feel it's expensive.	Aware of price issues, think prices are high/expensive	Negative Subjective Norm
EC9	The opinion of most customers, especially those in provincial areas, is that they don't understand that it's an innovation, it's a supplement. The price is different from regular products. Customer opinions mostly relate to the price. As I mentioned earlier about the percentage, about 10% of customers ask about it, but only 1 in 10 will choose to buy it.	Aware of price issues, think prices are high/expensive	Negative Subjective Norm
EC3	They tend to see supplements as medicine, coming to find it when their pets have problems. In reality, supplements don't treat illnesses. We know this, but customers prefer that approach. They go to the vet, explain the condition, the vet gives medicine for the first round, but they don't go back to the vet, and instead use supplements. Supplements, as the name suggests, don't treat illnesses. This has an impact on customers—when they use it and the symptoms don't go away, they'll say they used it and didn't see any results.	Misunderstand that supplements are medications for treatment	Negative Subjective Norm

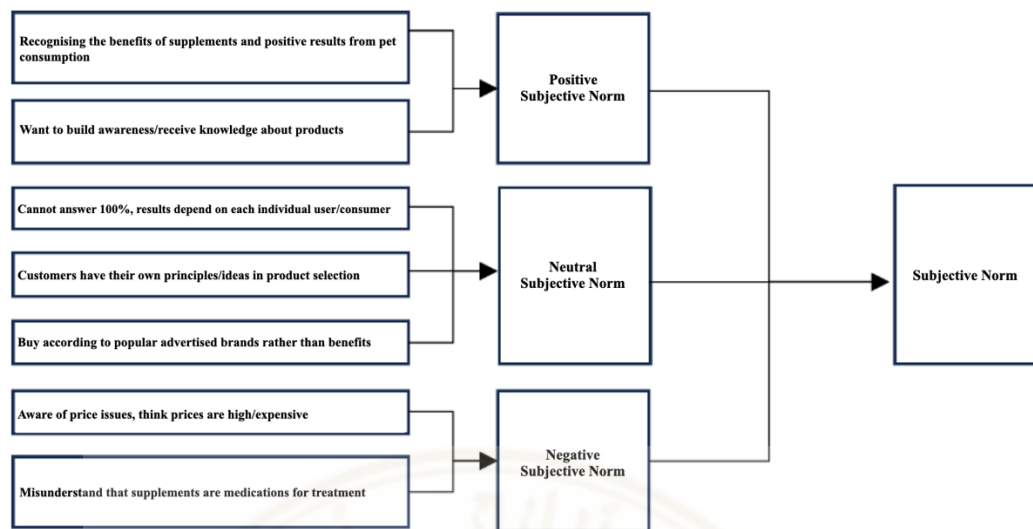


Figure 4.20 Content linkage diagram showing the opinions and subjective norms of customers regarding innovative pet supplement products from current suppliers.

4.10.2 Effect of Recommendations from Veterinarians, Experts, or Connections on Decision-Making in Bringing or Ordering Innovative Pet Supplement Products for Sale in Stores

From interviews with 13 existing customer informants, it was found that 5 informants responded that recommendations from veterinarians, experts, or connections have a significant effect on the decision to bring innovative pet supplement products for sale in their stores. At the same time, 5 informants responded that recommendations from veterinarians, experts, or connections do affect their decision to bring products for sale in their stores, but there are other factors that must be considered as well, such as customer demand, product characteristics, marketing, price, and other related factors. Additionally, 2 informants had never received direct recommendations from veterinarians or experts to sell products, but were recommended to use the products with their pets. Therefore, they selected products based on their personal experience first, and after seeing good results, they brought the products for sale in their stores. One informant viewed that recommendations from veterinarians or experts do affect the decision to bring products for sale in the store, but the product selection decision depends on the store's own measures, sales trials, and marketing rather than recommendations from experts. The key informants stated that:

"I would say regarding this matter, it's about 60-70% influential, because we have to give credit to doctors, pharmacists, or veterinarians. They've graduated in this field. We take information from veterinarians or anyone with more knowledge than us—we have to acknowledge that. We study it further and filter it again. But if you ask whether there are factors that make us stock a product, then definitely yes."

Existing Customer Store 4

"For this question, normally our store holds academic seminars, and the store already has a team of doctors. When the medical team learns about information, they look at related products that can be sold in the store. Then they bring in these products or help select them for the store to meet the needs of customers who are looking for them. We can provide additional recommendations to customers because some customers may not know about this aspect. Our store staff can provide additional recommendations."

Existing Customer Store 7

"Yes, a lot. As I'm a veterinarian who opened a store, most people who bring products are like brothers and sisters, you know? It's like seniors and juniors. They'll say, 'Please help me out, please promote this a bit,' something like that. Most of the time, we feel considerate towards them, so we help stock it, we help promote it, because they're acquaintances, connections, you know."

Existing Customer Store 10

"It has an effect because if these supplement products are sold in leading animal hospitals and such, if our store has them, customers will have confidence, thinking, 'Oh, I've seen this product in many places, including animal hospitals. It must be good or beneficial, that's why they sell it.'"

Existing Customer Store 12

"Actually, if a company has sales representatives or an academic team that includes veterinarians, it's quite credible and makes our decision easier, due to their information and direct knowledge about the product in terms of medical aspects. It contributes to the decision-making process more effectively than companies without experts or veterinarians, especially for supplement groups."

Existing Customer Store 13

"It has an effect. There are people who recommend, including doctors hired by the store, those who have used it at other hospitals, who recommend that this is good. The factors that make us decide to bring it in are, first, branding; second, the effectiveness of that product from testimonials of people who have used it; and another is the price, which must be reasonable, not excessively high."

Existing Customer Store 1

"Yes, it has an effect in terms of the credibility of the product being introduced to the store. At the very least, the manufacturer should have an internal team of veterinarians or experts; otherwise, we wouldn't believe the product could be a supplement. It does affect the decision, but it's just one of the factors in the decision. Because, in reality, there are other factors to consider as well. It's not to the extent of deciding whether to buy it or not."

Existing Customer Store 5

"Sales staff or even company executives often have backgrounds as doctors. So, it's normal for the organizational culture of pharmaceutical companies or supplement product companies. But this factor, or product quality, isn't the only factor in bringing products into the store. Since our store is quite large in scale, we have verification and confirmation processes, such as considering quality, the brand's market position, and the marketing support from suppliers or products to be sold."

Existing Customer Store 6

"When they come to present, after the presentation, when we decide whether to bring this product to sell in our store, we also need to discuss with the doctor at the store first. We let the doctor listen first to determine if this product is suitable for our younger pets, if it's too much, if it's needed, or if it's too expensive, and whether there's customer demand for it."

Existing Customer Store 8

"For most brands before they come to sell, they usually present first, whether it's a sales representative who may have graduated in veterinary medicine or a direct supplier. We get this information, which definitely affects the decision. The main factors for our decision-making include packaging, properties, and the differentiation from products we already have. If it's truly different, it comes in, but if it's too similar in terms of price range, quality, everything, we might pass for now."

Existing Customer Store 9

"No one has ever recommended what to sell, but they have only suggested which ones are good to use. We find and buy them ourselves, like this. And it's like we use it ourselves, it's good, so we sell it at the store, something like that."

Existing Customer Store 3

"It does have an effect. For myself, for example, I have many pets, dogs and cats at home. Certainly, when we meet veterinarians, they'll say, 'Try switching to this one, this is good, it helps with this, supplements that.' It makes us research more and try it with our pets. And when we see results, I try selling it at the store because we think that if we've tried it and seen results, customers who buy it for their pets might get the same results as we did."

Existing Customer Store 11

"Normally, each year, large suppliers organize seminars. First, seminars for business owners, and second, if the business owner is open-minded, they will come to introduce products to staff at branches through explanations. They come for meetings, learning, and explaining the products. The supplier has a considerable effect

in activating itself. But when it comes to the final decision, what is it based on? Our measure is sales testing. If within 6 months your product doesn't grow, it means it can't go on. So we need to negotiate what to do next. Will you have a promotion? Should we try for another 6 months? Will there be a promotion or what? We'll discuss further. But if we try promotions and it still doesn't push, then it can't continue."

Existing Customer Store 2

Table 4.39 Content Analysis of Subjective Norms of Existing Customer Entrepreneurs Regarding the Effect of Recommendations from Veterinarians, Experts, or Connections on Decision-Making in Bringing or Ordering Innovative Pet Supplement Products for Sale in Stores

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
EC4	I would say regarding this matter, it's about 60-70% influential, because we have to give credit to doctors, pharmacists, or veterinarians. They've graduated in this field. We take information from veterinarians or anyone with more knowledge than us—we have to acknowledge that. We study it further and filter it again. But if you ask whether there are factors that make us stock a product, then definitely yes.	Recommendations from veterinarians, experts, connections have an effect on purchasing decisions	Positive Subjective Norm
EC7	For this question, normally our store holds academic seminars, and the store already has a team of doctors. When the medical team learns about information, they look at related products that can be sold in the store. Then they bring in these products or help select them for the store	Recommendations from veterinarians, experts, connections have an effect on purchasing	Positive Subjective Norm

	to meet the needs of customers who are looking for them. We can provide additional recommendations to customers because some customers may not know about this aspect. Our store staff can provide additional recommendations.	decisions	
EC10	Yes, a lot. As I'm a veterinarian who opened a store, most people who bring products are like brothers and sisters, you know? It's like seniors and juniors. They'll say, 'Please help me out, please promote this a bit,' something like that. Most of the time, we feel considerate towards them, so we help stock it, we help promote it, because they're acquaintances, connections, you know.	Recommendations from veterinarians, experts, connections have an effect on purchasing decisions	Positive Subjective Norm
EC12	It has an effect because if these supplement products are sold in leading animal hospitals and such, if our store has them, customers will have confidence, thinking, 'Oh, I've seen this product in many places, including animal hospitals. It must be good or beneficial, that's why they sell it.'	Recommendations from veterinarians, experts, connections have an effect on purchasing decisions	Positive Subjective Norm
EC13	Actually, if a company has sales representatives or an academic team that includes veterinarians, it's quite credible and makes our decision easier, due to their information and direct knowledge about the product in terms of medical	Recommendations from veterinarians, experts, connections have an effect	Positive Subjective Norm

	aspects. It contributes to the decision-making process more effectively than companies without experts or veterinarians, especially for supplement groups.	on purchasing decisions	
EC1	It has an effect. There are people who recommend, including doctors hired by the store, those who have used it at other hospitals, who recommend that this is good. The factors that make us decide to bring it in are, first, branding; second, the effectiveness of that product from testimonials of people who have used it; and another is the price, which must be reasonable, not excessively high.	It has an effect on decision-making, but there are other factors to consider, such as customer demand, products, marketing, price, and others	Neutral Subjective Norm
EC5	Yes, it has an effect in terms of the credibility of the product being introduced to the store. At the very least, the manufacturer should have an internal team of veterinarians or experts; otherwise, we wouldn't believe the product could be a supplement. It does affect the decision, but it's just one of the factors in the decision. Because, in reality, there are other factors to consider as well. It's not to the extent of deciding whether to buy it or not.	It has an effect on decision-making, but there are other factors to consider, such as customer demand, products, marketing, price, and others	Neutral Subjective Norm
EC6	Sales staff or even company executives often have backgrounds as doctors. So, it's normal for the organizational culture of pharmaceutical companies or	It has an effect on decision-making, but there are other factors	Neutral Subjective Norm

	<p>supplement product companies. But this factor, or product quality, isn't the only factor in bringing products into the store. Since our store is quite large in scale, we have verification and confirmation processes, such as considering quality, the brand's market position, and the marketing support from suppliers or products to be sold.</p>	<p>to consider, such as customer demand, products, marketing, price, and others</p>	
EC8	<p>When they come to present, after the presentation, when we decide whether to bring this product to sell in our store, we also need to discuss with the doctor at the store first. We let the doctor listen first to determine if this product is suitable for our younger pets, if it's too much, if it's needed, or if it's too expensive, and whether there's customer demand for it.</p>	<p>It has an effect on decision-making, but there are other factors to consider, such as customer demand, products, marketing, price, and others</p>	<p>Neutral Subjective Norm</p>
EC9	<p>For most brands before they come to sell, they usually present first, whether it's a sales representative who may have graduated in veterinary medicine or a direct supplier. We get this information, which definitely affects the decision. The main factors for our decision-making include packaging, properties, and the differentiation from products we already have. If it's truly different, it comes in, but if it's too similar in terms of price range, quality, everything, we might pass for now.</p>	<p>It has an effect on decision-making, but there are other factors to consider, such as customer demand, products, marketing, price, and others</p>	<p>Neutral Subjective Norm</p>

EC3	No one has ever recommended what to sell, but they have only suggested which ones are good to use. We find and buy them ourselves, like this. And it's like we use it ourselves, it's good, so we sell it at the store, something like that.	Never received direct selling recommendations, but recommendations for use, study, and personal use, and when good results were seen, then brought for sale	Neutral Subjective Norm
EC11	It does have an effect. For myself, for example, I have many pets, dogs and cats at home. Certainly, when we meet veterinarians, they'll say, 'Try switching to this one, this is good, it helps with this, supplements that.' It makes us research more and try it with our pets. And when we see results, I try selling it at the store because we think that if we've tried it and seen results, customers who buy it for their pets might get the same results as we did.	Never received direct selling recommendations, but recommendations for use, study, and personal use, and when good results were seen, then brought for sale	Neutral Subjective Norm
EC2	Normally, each year, large suppliers organize seminars. First, seminars for business owners, and second, if the business owner is open-minded, they will come to introduce products to staff at branches through explanations. They come for meetings, learning, and explaining the products. The supplier has a considerable effect in activating itself. But when it comes to the final decision,	It has an effect on decision-making, but depends on the store's own considerations/ measures	Neutral Subjective Norm

	<p>what is it based on? Our measure is sales testing. If within 6 months your product doesn't grow, it means it can't go on. So we need to negotiate what to do next. Will you have a promotion? Should we try for another 6 months? Will there be a promotion or what? We'll discuss further. But if we try promotions and it still doesn't push, then it can't continue.</p>		
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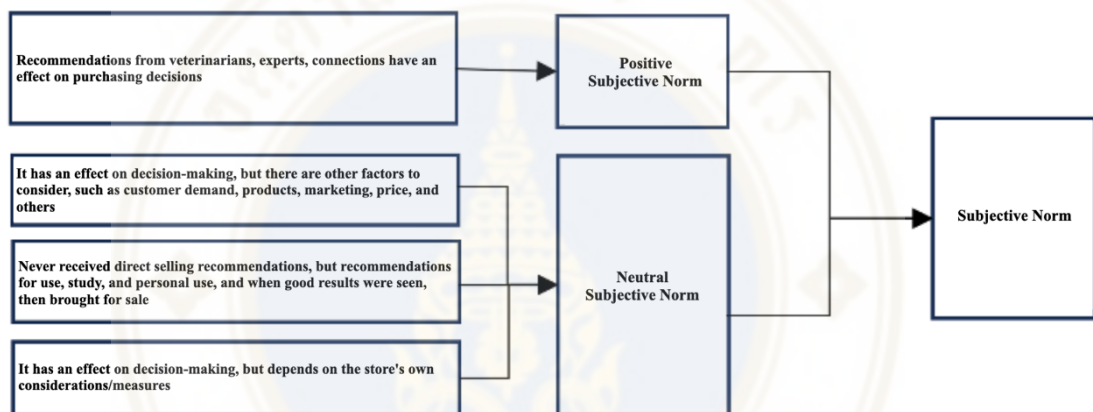


Figure 4.21 Content linkage diagram showing the subjective norms of existing customer entrepreneurs regarding the effect of recommendations from veterinarians, experts, or connections on decision-making in bringing or ordering innovative pet supplement products for sale in stores.

4.10.3 Effects of Expert or Regular Customer Opinions on Decision-Making for Ordering Innovative Pet Supplement Products for Sale in Stores

From interviews with 13 existing customers, it was found that opinions of experts and regular customers affect the decision to order innovative pet supplement products for stores. These can be divided into 2 main groups:

Positive Subjective Norms: 11 informants in this group believe that opinions of regular customers and experts have a significant effect on product ordering decisions. This is because regular customers are the group that actually uses the products and tends to make repeat purchases. If there is high demand for products or many inquiries, the

stores will try to find products to meet these needs. Additionally, recommendations from experts such as veterinarians or knowledgeable sales representatives help store owners better understand the products and explain them to customers. This enables stores to serve customers more effectively and build customer confidence.

Neutral Subjective Norms: 2 informants in this group view that while opinions of experts and regular customers do affect decision-making, they are not the main factors in selecting products for the store. Stores must consider other factors such as brand credibility, price structure, cost of sales, and marketing capabilities. If products do not have customer demand or are priced too high, they may not be brought in for sale.

From the information received, it can be concluded that opinions of experts and regular customers significantly affect store decisions, especially when there is continuous demand from regular customers. However, stores still need to consider other factors before introducing products for sale. The key informants stated that:

"It has an effect. If customers come to request more, looking from the customer's perspective, if the product reaches customers and customers come to ask for it at the store, the store will try to find that product."

Existing Customer Store 1

"Regular customers have an effect. We look at it simply: if a product that regular customers buy has a positive trend, not stagnant, repeat purchases or continued sales will certainly happen normally."

Existing Customer Store 2

"It has a big effect because dogs and cats can't speak. Most owners probably use their imagination—once they feed it, they tend to immediately think it's good. But that's the response after using it. If we ask if they haven't started using it yet, they will look at regular customers' referrals or recommendations before they begin to open their minds. And if they use it and see results, they will make repeat purchases and continue using it."

Existing Customer Store 3

"It has an effect. The opinions of experts who come in are like recommendations, helping to explain the product so we understand before communicating further with customers."

Existing Customer Store 4

"It has a significant effect if customers demand it. This really has an impact. If a customer group emerges, this product will be like an express lane, coming in before others. Customer influence is very strong."

Existing Customer Store 6

"I actually think it has an effect because everyone primarily focuses on sales. In terms of having someone provide understanding and knowledge, and being able to bring this product in for sale, our store can provide more targeted service than if we didn't have this information."

Existing Customer Store 7

"Between expert recommendations and regular customer groups, we prefer to listen to opinions from regular customer groups because that's really what they want, what they're looking for. From the store's perspective, we can sell if customers ask about it frequently. Even if it's a similar product or one that already exists, but we haven't brought it in yet, and customers frequently ask about it, we need to bring it in. That will be the main reason."

Existing Customer Store 9

"Yes, yes. If the person speaking is a doctor or something like that, I would believe them more and would decide to buy more easily if a doctor speaks or gives recommendations to us. Definitely."

Existing Customer Store 10

"This is certain because when customers come to ask, it's like, first, if we sell something we have—not just for customers, but when customers buy from us, that's good, right? But one thing is that we want the dogs and cats that are near us, who buy from us, to have good health too."

Existing Customer Store 11

"It has an effect. If there are any supplement products that customers frequently inquire about and buy often, we will bring them back to sell in larger quantities to ensure we have enough to meet customer demand."

Existing Customer Store 12

"Actually, for companies that have sales representatives visiting, if they are veterinarians, the answer would be similar to the previous question: it makes our decision easier. When we have technical questions, they can answer them. For example, if customers have asked us something, we can ask the veterinarian, and they can answer our questions. And with these questions and answers, we can prepare to respond in the same way to customer inquiries. This has quite an effect on decision-making."

Existing Customer Store 13

"Oh yes, it does affect the decision-making, but to be honest, from the store's perspective, it's not the main factor. What are the main factors in our ordering decisions? One is brand credibility, because if stores buy products that don't sell, no matter how good they are, the store can't survive, right? Second would be price structure, because if products are good but don't generate profit, there's no point in selling them. Third might be expert recommendations, but since these are supplement products, I think the chance that products aren't developed by experts or don't have a veterinary team at all is very small. I mean, suppose there are 10 vendors offering products, at least they must be veterinarians themselves, or if not, they must have university backing or something. So from my perspective, I don't see much difference in whether having expert backing has a major effect on purchasing decisions, because everyone has this aspect."

Existing Customer Store 5

"Do sales representatives who are veterinarians, or our veterinarians who recommend, or their opinions have an effect? Yes, they do, but we also consider other factors, such as whether customers want it. It's true that this product may be good, but if customers never ask about it, and the price is expensive, and after bringing it in, will the supplier take responsibility? Can we claim the product or not?"

Existing Customer Store 8

Table 4.40 Content Analysis of Subjective Norms of Existing Customer Entrepreneurs Regarding the Effect of Expert or Regular Customer Opinions on Decision-Making for Ordering Innovative Pet Supplement Products for Sale in Stores

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
EC1	It has an effect. If customers come to request more, looking from the customer's perspective, if the product reaches customers and customers come to ask for it at the store, the store will try to find that product.	Experts/regular customers have an effect on purchasing decisions	Positive Subjective Norm
EC2	Regular customers have an effect. We look at it simply: if a product that regular customers buy has a positive trend, not stagnant, repeat purchases or continued sales will certainly happen normally.	Experts/regular customers have an effect on purchasing decisions	Positive Subjective Norm
EC3	It has a big effect because dogs and cats can't speak. Most owners probably use their imagination—once they feed it, they tend to immediately think it's good. But that's the response after using it. If we ask if they haven't started using it yet, they will look at regular customers' referrals or recommendations before they begin to open	Experts/regular customers have an effect on purchasing decisions	Positive Subjective Norm

	their minds. And if they use it and see results, they will make repeat purchases and continue using it.		
EC4	It has an effect. The opinions of experts who come in are like recommendations, helping to explain the product so we understand before communicating further with customers.	Experts/regular customers have an effect on purchasing decisions	Positive Subjective Norm
EC6	It has a significant effect if customers demand it. This really has an impact. If a customer group emerges, this product will be like an express lane, coming in before others. Customer influence is very strong.	Experts/regular customers have an effect on purchasing decisions	Positive Subjective Norm
EC7	I actually think it has an effect because everyone primarily focuses on sales. In terms of having someone provide understanding and knowledge, and being able to bring this product in for sale, our store can provide more targeted service than if we didn't have this information.	Experts/regular customers have an effect on purchasing decisions	Positive Subjective Norm
EC9	Between expert recommendations and regular customer groups, we prefer to listen to opinions from regular customer groups because that's really what they want, what they're looking for. From the store's perspective, we can sell if customers ask about it frequently. Even if it's a similar product or one that already exists, but we haven't brought it in yet, and customers frequently ask about it, we need to bring it in. That will be the main reason.	Experts/regular customers have an effect on purchasing decisions	Positive Subjective Norm

EC10	Yes, yes. If the person speaking is a doctor or something like that, I would believe them more and would decide to buy more easily if a doctor speaks or gives recommendations to us. Definitely.	Experts/regular customers have an effect on purchasing decisions	Positive Subjective Norm
EC11	This is certain because when customers come to ask, it's like, first, if we sell something we have—not just for customers, but when customers buy from us, that's good, right? But one thing is that we want the dogs and cats that are near us, who buy from us, to have good health too.	Experts/regular customers have an effect on purchasing decisions	Positive Subjective Norm
EC12	It has an effect. If there are any supplement products that customers frequently inquire about and buy often, we will bring them back to sell in larger quantities to ensure we have enough to meet customer demand.	Experts/regular customers have an effect on purchasing decisions	Positive Subjective Norm
EC13	Actually, for companies that have sales representatives visiting, if they are veterinarians, the answer would be similar to the previous question: it makes our decision easier. When we have technical questions, they can answer them. For example, if customers have asked us something, we can ask the veterinarian, and they can answer our questions. And with these questions and answers, we can prepare to respond in the same way to customer inquiries. This has quite an effect on decision-making.	Experts/regular customers have an effect on purchasing decisions	Positive Subjective Norm

EC5	<p>Oh yes, it does affect the decision-making, but to be honest, from the store's perspective, it's not the main factor. What are the main factors in our ordering decisions? One is brand credibility, because if stores buy products that don't sell, no matter how good they are, the store can't survive, right? Second would be price structure, because if products are good but don't generate profit, there's no point in selling them. Third might be expert recommendations, but since these are supplement products, I think the chance that products aren't developed by experts or don't have a veterinary team at all is very small. I mean, suppose there are 10 vendors offering products, at least they must be veterinarians themselves, or if not, they must have university backing or something. So from my perspective, I don't see much difference in whether having expert backing has a major effect on purchasing decisions, because everyone has this aspect.</p>	<p>Experts/regular customers have an effect on purchasing decisions, but it's not the main factor or there are other considerations</p>	<p>Neutral Subjective Norm</p>
EC8	<p>Do sales representatives who are veterinarians, or our veterinarians who recommend, or their opinions have an effect? Yes, they do, but we also consider other factors, such as whether customers want it. It's true that this product may be good, but if customers never ask about it, and the price is expensive, and after bringing it in, will the supplier take responsibility? Can we claim the product or not?</p>	<p>Experts/regular customers have an effect on purchasing decisions, but it's not the main factor or there are other considerations</p>	<p>Neutral Subjective Norm</p>

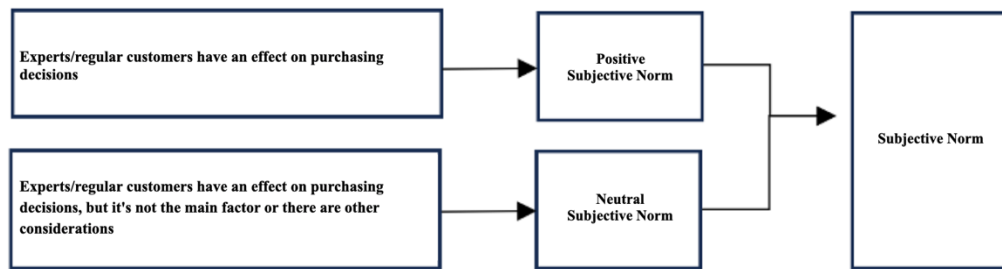


Figure 4.22 Content linkage diagram showing the subjective norms of existing customer entrepreneurs regarding the effect of expert or regular customer opinions on decision-making for ordering innovative pet supplement products for sale in stores.

4.10.4 Opinions on How Pet Supplement Product Suppliers Owned by Veterinarians or Experts Influence Product Consideration for Store Sales

From interviews with 13 existing customers, it was found that opinions about brands or suppliers of innovative pet supplement products owned by veterinarians or experts affect the consideration of bringing products into stores. These can be summarized into 3 main groups:

Positive Subjective Norms: 10 informants in this group believe that if the brand owner is a veterinarian or expert, it enhances product credibility and builds confidence for both stores and customers. This is because such products typically involve research, have experimental results, and receive medical certification before entering the market. Additionally, these products have formulations developed to meet pet needs, making it easier for stores to consider selling them.

Neutral Subjective Norms: 2 informants view that while having veterinarians as brand owners affects their consideration, it is not the main factor in decision-making. Stores must also consider other factors such as marketing strategies, product differentiation compared to other brands, price structure, and product promotion. If products do not have clear distinguishing features or lack customer demand, stores may not bring them in for sale.

Negative Subjective Norms: 1 informant believes that whether the brand owner is a veterinarian or not does not affect product consideration, as stores prioritize brands with international recognition instead. Regardless of changes in ownership or brand names, stores remain committed to the credibility of existing products.

Therefore, having veterinarians or experts as brand owners can increase product credibility and affect the consideration of bringing them into stores. However, stores need to consider other factors in decision-making to ensure products can be marketed effectively. The key informants stated that:

"If the owner of a pet supplement product brand is a doctor, it will be more credible and make me feel more confident."

Existing Customer Store 1

"It's better because, at the very least, veterinarians should have knowledge, lab results, research, and better connections than ordinary people. They can seek lab testing, which adds credibility and increases brand interest."

Existing Customer Store 3

"As I mentioned, if they are veterinarians with knowledge and credibility, the weight of our belief or willingness to try is better than with regular sales representatives. Let's be straightforward about this. So there's a higher chance we'll discuss it and decide to stock it."

Existing Customer Store 4

"If it's a supplier at a scale where the owner is a doctor and has certifications, with reliable research backing, we give extra credit because it has provenance and greater credibility."

Existing Customer Store 6

"Having a veterinarian as the brand owner affects ordering products for store sales in terms of increased credibility. At the very least, they wouldn't be just anyone making this product—there must be research support and medical testing before releasing the product."

Existing Customer Store 8

"To be honest, it has a significant impact, whether it's supplements, dry food, wet food, or anything else. If it's developed by a veterinarian, I'll give it special consideration because, frankly speaking, they definitely have knowledge. And with our store's main target being the care of our customers' pets, when products in the same category are formulated by veterinarians, we have more trust and belief that they should be good. It's quite significant."

Existing Customer Store 9

"I view this as definitely more credible because, first, they are veterinarians with specialized knowledge. There's certainly a guarantee that what they produce or make probably comes from research and study. I think this ensures safety for pets."

Existing Customer Store 11

"For considering that particular supplement product, right? If it's certified by veterinarians or the brand owner is directly a veterinarian, I think it has considerable credibility. We would likely try selling it in our store."

Existing Customer Store 12

"Actually, it already has quite an effect. For companies where the brand owner is a veterinarian, it's certain that their team must include quite skilled people. So I think they have an advantage in terms of credibility over other companies that don't have veterinarians or that outsource production to others."

Existing Customer Store 13

"As I answered in the previous question, it has an effect, but there are other contributing factors as well. And regarding brand owners being veterinarians, or needing to have a veterinary team, or university backing, this is actually something that seems to be required for every organization or brand already."

Existing Customer Store 5

"I think the advantage of having veterinarians or medical experts or researchers who create their own products is that we can be confident in the research before they manufacture and sell products. But this is just one aspect; there are other aspects to consider, such as marketing—how to make customers interested to what extent, for example."

Existing Customer Store 7

"It's more credible than ordinary people, but we should discuss first what makes it good. Usually, they'll explain how their product is better than others, which tends to be repetitive. But we need to see how this brand is better than others—ingredients, price structure, marketing, promotion—we might look at many components."

Existing Customer Store 10

"No, because in this industry, we know the brands. Global brands have major players, and even if they change owners or names, we still know which company is the representative for which product or brand. We primarily focus on the brand itself."

Existing Customer Store 2

Table 4.41 Content Analysis of Subjective Norms of Existing Customer Entrepreneurs Regarding Opinions on How Pet Supplement Product Suppliers Owned by Veterinarians or Experts Influence Product Consideration for Store Sales

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
EC1	If the owner of a pet supplement product brand is a doctor, it will be more credible and make me feel more confident.	Has an effect on purchasing decisions, increases product credibility	Positive Subjective Norm

EC3	It's better because, at the very least, veterinarians should have knowledge, lab results, research, and better connections than ordinary people. They can seek lab testing, which adds credibility and increases brand interest.	Has an effect on purchasing decisions, increases product credibility	Positive Subjective Norm
EC4	As I mentioned, if they are veterinarians with knowledge and credibility, the weight of our belief or willingness to try is better than with regular sales representatives. Let's be straightforward about this. So there's a higher chance we'll discuss it and decide to stock it.	Has an effect on purchasing decisions, increases product credibility	Positive Subjective Norm
EC6	If it's a supplier at a scale where the owner is a doctor and has certifications, with reliable research backing, we give extra credit because it has provenance and greater credibility.	Has an effect on purchasing decisions, increases product credibility	Positive Subjective Norm
EC8	Having a veterinarian as the brand owner affects ordering products for store sales in terms of increased credibility. At the very least, they wouldn't be just anyone making this product—there must be research support and medical testing before releasing the product.	Has an effect on purchasing decisions, increases product credibility	Positive Subjective Norm
EC9	To be honest, it has a significant impact, whether it's supplements, dry food, wet food, or anything else. If it's developed by a veterinarian, I'll give it special consideration because, frankly speaking, they definitely have knowledge. And with our store's main target being the care of our customers' pets,	Has an effect on purchasing decisions, increases product credibility	Positive Subjective Norm

	when products in the same category are formulated by veterinarians, we have more trust and belief that they should be good. It's quite significant.		
EC11	I view this as definitely more credible because, first, they are veterinarians with specialized knowledge. There's certainly a guarantee that what they produce or make probably comes from research and study. I think this ensures safety for pets.	Has an effect on purchasing decisions, increases product credibility	Positive Subjective Norm
EC12	For considering that particular supplement product, right? If it's certified by veterinarians or the brand owner is directly a veterinarian, I think it has considerable credibility. We would likely try selling it in our store.	Has an effect on purchasing decisions, increases product credibility	Positive Subjective Norm
EC13	Actually, it already has quite an effect. For companies where the brand owner is a veterinarian, it's certain that their team must include quite skilled people. So I think they have an advantage in terms of credibility over other companies that don't have veterinarians or that outsource production to others.	Has an effect on purchasing decisions, increases product credibility	Positive Subjective Norm
EC5	As I answered in the previous question, it has an effect, but there are other contributing factors as well. And regarding brand owners being veterinarians, or needing to have a veterinary team, or university backing, this is actually something that seems to be required for every organization or brand already.	Has an effect on purchasing decisions, but it's not the main factor or there are other considerations	Neutral Subjective Norm

EC7	I think the advantage of having veterinarians or medical experts or researchers who create their own products is that we can be confident in the research before they manufacture and sell products. But this is just one aspect; there are other aspects to consider, such as marketing—how to make customers interested to what extent, for example.	Has an effect on purchasing decisions, but it's not the main factor or there are other considerations	Neutral Subjective Norm
EC10	It's more credible than ordinary people, but we should discuss first what makes it good. Usually, they'll explain how their product is better than others, which tends to be repetitive. But we need to see how this brand is better than others—ingredients, price structure, marketing, promotion—we might look at many components.	Has an effect on purchasing decisions, but it's not the main factor or there are other considerations	Neutral Subjective Norm
EC2	No, because in this industry, we know the brands. Global brands have major players, and even if they change owners or names, we still know which company is the representative for which product or brand. We primarily focus on the brand itself.	Has no effect on purchasing decisions, as the focus is on brand recognition	Negative Subjective Norm

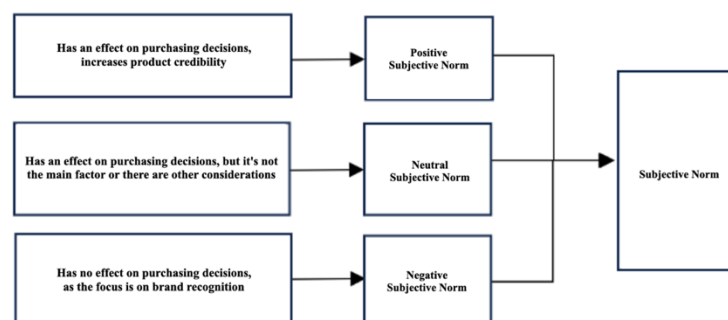


Figure 4.23 Content linkage diagram showing the subjective norms of existing customer entrepreneurs regarding opinions on how pet supplement product suppliers owned by veterinarians or experts influence product consideration for store sales.

Subjective Norms of Pet Supply and Food Store Entrepreneurs Towards New Pet Supplement Product Suppliers

4.10.5 Customer Opinions on Innovative Pet Supplement Products in General

From interviews with 7 prospective customers, it was found that opinions about innovative pet supplement products in general can be divided into 3 main groups:

Positive Subjective Norms: 3 informants viewed pet supplements as beneficial, providing good results from consumption which help promote health and solve health problems of pets. Target customers with knowledge and high purchasing power are willing to invest in such products.

Neutral Subjective Norms: Informants in this group had neutral perspectives. 2 informants believed that product results depend on each individual pet and the dosage received—some showing clear results while others showing no difference. Another informant stated that many customers often research information and already have products in mind before making a purchase decision.

Negative Subjective Norms: 1 informant viewed pet supplements as expensive, causing many customers to hesitate to try new products.

Therefore, innovative pet supplement products are accepted by prospective customer store entrepreneurs, but purchasing decisions depend on various factors such as purchasing power, confidence in results, and product pricing. The key informants stated that:

"Actually, since they're in the premium market, they seek results or good health for their pets. In one meal, no household would give only dry food. It's like they want to give their pets the best, so they add everything because they already have the purchasing power to do so. At a minimum, it's probiotics or immune supplements, skin supplements, things like that sell well. There's no question of 'why buy' or 'what to buy.' Or it might be because the B+ market segment that exists already has good knowledge about dog care. Like, they buy dogs for a hundred thousand baht each, so they wouldn't want to raise their pets in a not-okay way."

Prospective Customer Store 2

"Customers who really love their pets or have pets of certain breeds are willing to spend money on these supplements to nourish their pets because they have the spending power, and the results from using them are satisfactory."

Prospective Customer Store 3

"Well, customers are okay with it. When they buy it, they might not see immediate results, but if they feel that their pets eat it and complete the dosage, and they see that their pets' health improves, they will come back to make repeat purchases. We also ask for feedback: Does the pet like it? Can the pet eat it? If they say, 'Yes, they eat it, they really like it,' that's good, and they come back to buy again."

Prospective Customer Store 4

"Eat and get results, eat and don't get results. Not getting results means not eating enough; getting results means eating the complete amount as recommended on the back of the package. Some serious supplements specify and recommend how much a pet weighing a certain amount should eat per day and how long they need to eat it continuously to see results. Some households will immediately think that they've tried it before and didn't see results, so this one won't have results either, and they'll choose regular lickable creams in various flavors for taste instead. Or some households will think right away that this won't help; if you really want help, you have to go to the vet—it has to be medicine prescribed by the vet. That's the general opinion of customers."

Prospective Customer Store 6

"Regarding customer opinions, they're clearly divided into two groups. The first group consists of customers with positive feedback, meaning it actually works. Suppose it's a vitamin supplement for coat nourishment or something like that—they say they see results: soft coat, beautiful coat, significantly less shedding. The other group is the type that says it's neither good nor bad, just the same. 'I don't see that it's like this, I don't see that it's like that.'"

Prospective Customer Store 7

"Most customers already have something in mind from home about what they want to buy. For supplements, they mostly ask for bone and joint supplements. We think that nowadays, everyone studies information more, as everyone can access more and deeper information. They already have something in mind, but sometimes they might want to compare, so they come to ask, try switching back and forth, and then they'll choose what they want to use."

Prospective Customer Store 1

"Supplements are expensive, so they don't dare to try them."

Prospective Customer Store 5

Table 4.42 Content Analysis of Customer Opinions on Innovative Pet Supplement Products in General

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
PC2	Actually, since they're in the premium market, they seek results or good health for their pets. In one meal, no household would give only dry food. It's like they want to give their pets the best, so they add everything because they already have the purchasing power to do so. At a minimum, it's probiotics or immune supplements, skin supplements, things like that sell well. There's no question of 'why buy' or 'what to buy.' Or it might be because the B+ market segment that exists already has good knowledge about dog care. Like, they buy dogs for a hundred thousand baht each, so they wouldn't want to raise their pets in a not-okay way.	Recognizing the benefits of supplements and positive results from pet consumption	Positive Subjective Norm

PC3	Customers who really love their pets or have pets of certain breeds are willing to spend money on these supplements to nourish their pets because they have the spending power, and the results from using them are satisfactory.	Recognizing the benefits of supplements and positive results from pet consumption	Positive Subjective Norm
PC4	Well, customers are okay with it. When they buy it, they might not see immediate results, but if they feel that their pets eat it and complete the dosage, and they see that their pets' health improves, they will come back to make repeat purchases. We also ask for feedback: Does the pet like it? Can the pet eat it? If they say, 'Yes, they eat it, they really like it,' that's good, and they come back to buy again.	Recognizing the benefits of supplements and positive results from pet consumption	Positive Subjective Norm
PC6	Eat and get results, eat and don't get results. Not getting results means not eating enough; getting results means eating the complete amount as recommended on the back of the package. Some serious supplements specify and recommend how much a pet weighing a certain amount should eat per day and how long they need to eat it continuously to see results. Some households will immediately think that they've tried it before and didn't see results, so this one won't have results either, and they'll choose regular lickable creams in various flavors for taste instead. Or some households will think right away that this won't help; if you really want help, you have to go to the vet—it has to be medicine	Cannot answer 100%, results depend on each individual user/consumer	Neutral Subjective Norm

	prescribed by the vet. That's the general opinion of customers.		
PC7	Regarding customer opinions, they're clearly divided into two groups. The first group consists of customers with positive feedback, meaning it actually works. Suppose it's a vitamin supplement for coat nourishment or something like that—they say they see results: soft coat, beautiful coat, significantly less shedding. The other group is the type that says it's neither good nor bad, just the same. 'I don't see that it's like this, I don't see that it's like that.'	Cannot answer 100%, results depend on each individual user/consumer	Neutral Subjective Norm
PC1	Most customers already have something in mind from home about what they want to buy. For supplements, they mostly ask for bone and joint supplements. We think that nowadays, everyone studies information more, as everyone can access more and deeper information. They already have something in mind, but sometimes they might want to compare, so they come to ask, try switching back and forth, and then they'll choose what they want to use.	Customers have their own principles/ideas in product selection	Neutral Subjective Norm
PC5	Supplements are expensive, so they don't dare to try them.	Aware of price issues, think prices are high/expensive	Negative Subjective Norm

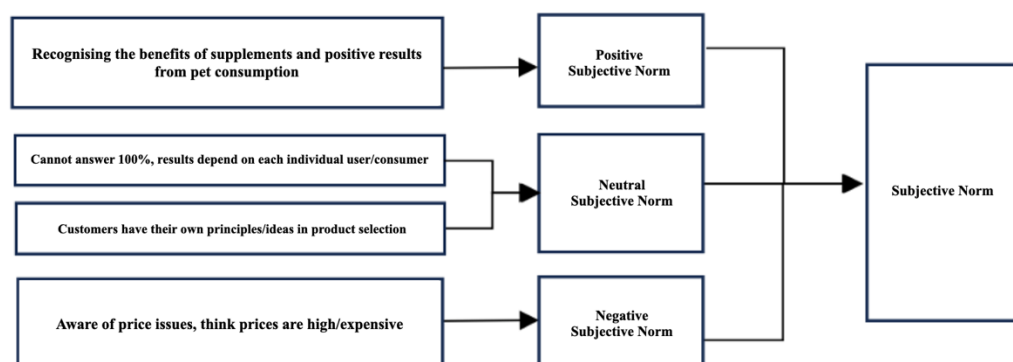


Figure 4.24 Content linkage diagram showing the subjective norms of customers regarding innovative pet supplement products in general.

4.10.6 Effect of Recommendations from Veterinarians, Experts, or Connections on Decision-Making in Bringing or Ordering Innovative Pet Supplement Products for Sale in Stores

From interviews with 7 prospective customers, it was found that recommendations from veterinarians, experts, or connections influence the decision to bring or order innovative pet supplement products. Opinions can be divided into 2 main groups:

Positive Subjective Norms: 3 informants in this group value recommendations from veterinarians or experts, especially if they are personal acquaintances, which increases confidence because they believe the recommenders have no hidden interests. Products developed in collaboration with veterinarians also enhance credibility and stimulate customer interest.

Neutral Subjective Norms: 4 informants stated that recommendations from veterinarians and experts affect their decision-making, but other factors must also be considered, such as customer demand, product pricing, and market trends.

Therefore, recommendations from veterinarians, experts, or connections are important factors in considering ordering innovative pet supplement products for sale in stores. However, store entrepreneurs must also consider other business factors to align with market and customer demands. The key informants stated that:

"It has an effect. I have a friend who graduated in veterinary medicine, but they don't just come and tell us out of the blue. I'm the one who asks them for recommendations. In this way, I completely believe them because, first, they're a doctor who is my friend, and second, I'm the one who asked. I think they don't gain any benefit from this, so it must really be good."

Prospective Customer Store 1

"It has an effect. If it's a veterinarian, we talk about it. But since it's a veterinarian we know, we're quite confident that they wouldn't recommend something that's not okay. If it's from an inner circle, it's better than being open to sales representatives visiting the store."

Prospective Customer Store 2

"When deciding whether to sell a product or not, we mainly consider the company's credibility. We also look at whether it was developed in collaboration with veterinarians because if it was, it sometimes becomes something that makes customers interested and gives better reception than products not related to veterinarians. I don't know about customers at other stores, but at my store, they're the type who believe that anything developed with veterinarians has more credibility and is more worth trying."

Prospective Customer Store 7

"It has an effect, and many have contacted us to offer products for sale. But as I mentioned, it's about credibility and also price. Most products we haven't brought in yet are because the price is quite high, so we don't want to stock them until customers ask for them. We'll see if customers frequently ask for them—okay, that means this product is in market demand, so we should sell it."

Prospective Customer Store 3

"It does have an effect. Both sales representatives and customers themselves, they want us to offer it as an option for other customers in the store. But since our store just opened recently, we first focus on food products. Then we'll research customers again to see if they ask for or have demand for new supplements and to what extent."

Prospective Customer Store 4

"I don't talk directly with veterinarians, but it's a friend who talks with a doctor and then recommends it to us. They bring it for us to try, and I do try. If you ask how I decide, I try it a bit and see if customers are interested or not. But ultimately, when it's a very specialized product, sales must come with marketing. If it's quiet, it just sits there."

Prospective Customer Store 5

"It has an effect if it's someone we feel is credible and we've studied it and found it's okay and our basic customer base has a demand for it. It affects our analysis of whether it meets customer needs, and if the product is credible, we'll decide to bring it in. Initially, we'll check it first—if it works, we continue; if it doesn't work, we might just bring it in once."

Prospective Customer Store 6

Table 4.43 Content Analysis of Subjective Norms of Prospective Customer Entrepreneurs Regarding the Effect of Recommendations from Veterinarians, Experts, or Connections on Decision-Making in Bringing or Ordering Innovative Pet Supplement Products for Sale in Stores

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
PC1	It has an effect. I have a friend who graduated in veterinary medicine, but they don't just come and tell us out of the blue. I'm the one who asks them for recommendations. In this way, I completely believe them because, first, they're a doctor who is my friend, and second, I'm the one who asked. I think they don't gain any benefit from this, so it must really be good.	Recommendations from veterinarians, experts, connections have an effect on purchasing decisions	Positive Subjective Norm
PC2	It has an effect. If it's a veterinarian, we talk about it. But since it's a veterinarian we know, we're quite confident that they wouldn't recommend something that's not okay. If it's from an inner circle, it's better than being open to sales representatives visiting the store.	Recommendations from veterinarians, experts, connections have an effect on purchasing decisions	Positive Subjective Norm
PC7	When deciding whether to sell a product or not, we mainly consider the company's credibility. We also look at whether it was developed in collaboration with veterinarians because if it was, it sometimes becomes something that makes customers interested and gives better	Recommendations from veterinarians, experts, connections have an effect on	Positive Subjective Norm

	reception than products not related to veterinarians. I don't know about customers at other stores, but at my store, they're the type who believe that anything developed with veterinarians has more credibility and is more worth trying.	purchasing decisions	
PC3	It has an effect, and many have contacted us to offer products for sale. But as I mentioned, it's about credibility and also price. Most products we haven't brought in yet are because the price is quite high, so we don't want to stock them until customers ask for them. We'll see if customers frequently ask for them—okay, that means this product is in market demand, so we should sell it.	It has an effect on decision-making, but there are other factors to consider, such as customer demand, products, marketing, price, and others	Neutral Subjective Norm
PC4	It does have an effect. Both sales representatives and customers themselves, they want us to offer it as an option for other customers in the store. But since our store just opened recently, we first focus on food products. Then we'll research customers again to see if they ask for or have demand for new supplements and to what extent.	It has an effect on decision-making, but there are other factors to consider, such as customer demand, products, marketing, price, and others	Neutral Subjective Norm
PC5	I don't talk directly with veterinarians, but it's a friend who talks with a doctor and then recommends it to us. They bring it for us to try, and I do try. If you ask how I decide, I try it a bit and see if customers are interested or not. But ultimately, when	It has an effect on decision-making, but there are other factors to consider, such as customer demand,	Neutral Subjective Norm

	it's a very specialized product, sales must come with marketing. If it's quiet, it just sits there.	products, marketing, price, and others	
PC6	It has an effect if it's someone we feel is credible and we've studied it and found it's okay and our basic customer base has a demand for it. It affects our analysis of whether it meets customer needs, and if the product is credible, we'll decide to bring it in. Initially, we'll check it first—if it works, we continue; if it doesn't work, we might just bring it in once.	It has an effect on decision-making, but there are other factors to consider, such as customer demand, products, marketing, price, and others	Neutral Subjective Norm

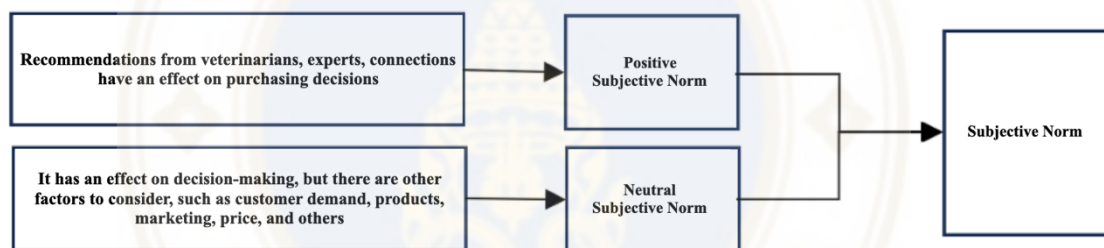


Figure 4.25 Content linkage diagram showing the subjective norms of prospective customer entrepreneurs regarding the effect of recommendations from veterinarians, experts, or connections on decision-making in bringing or ordering innovative pet supplement products for sale in stores.

4.10.7 Effect of Expert or Regular Customer Opinions on Decision-Making for Ordering Innovative Pet Supplement Products for Sale in Stores

From interviews with 7 prospective customers, it was found that opinions of experts or regular customer groups affect the decision to order innovative pet supplement products. Opinions can be divided into 2 main groups:

Positive Subjective Norms: 5 informants in this group agree that opinions from experts or regular customer groups affect the decision to order products for sale in the store. Informants value feedback from regular customers and endorsements from

experts, such as having research results or certifications from credible institutions, as well as primarily listening to customers who demand those specific products.

Neutral Subjective Norms: 2 informants view that opinions of experts and regular customers have an effect but are not the main factors in deciding what to sell. They still need to consider other factors such as market trends, actual customer demand, and product shelf life to reduce the risk of products not selling.

Therefore, it can be concluded that opinions of experts and regular customer groups are factors that affect the consideration of bringing products to sell in stores. However, they must be evaluated together with other business factors to ensure that products can be marketed and meet target customer needs. The key informants stated that:

"Oh yes, it has an effect. If the feedback is good and there are additional research certifications, it's even more attractive to stock. Like the one I saw in Korea, they said it contained shellfish ingredients from Jeju Island, extracted into packets. It has a story, and it has special ingredients, so we'd want to try it. If it doesn't sell, we can give it to our dogs to eat, which is still good. Haha. Something like that."

Prospective Customer Store 2

"This has a significant effect. It's actually the selling point of that product, which makes customers decide to buy, and the store dares to stock it because that product has institutional or medical endorsements, certificates issued by credible institutions, confirmed research results. Then we dare to sell that product as well."

Prospective Customer Store 3

"It does have an effect because if customers ask for it, we want to quickly bring it in to meet their needs as much as possible. And as I mentioned, our store doesn't have many supplement products yet, so if we don't have them and bring in one or two new brands, giving them options would be even better for the store."

Prospective Customer Store 4

"Yes, definitely. How do we know? If customers have asked about it or if customers want it, we'll try stocking it in the store."

Prospective Customer Store 5

"It has an effect because since we serve customers, we listen to their feedback about what they need right now, what special concerns they have, what they want more than what we currently offer them. And if they're customers who've been with us for a very long time, we know that okay, if we order this or have products that customers want, they'll definitely use our service. Our risk is reduced. Additionally, it's about taking care of customers in the long term and meeting the needs of our customers. We want to take the best care of all customer groups, all households, all aspects as best as we can. If this is something customers really want, and we have the means to bring it in for them, we'll decide to bring in the product for service."

Prospective Customer Store 6

"Yes, the demand from regular customers comes first. If there's demand, it means it will definitely sell. After that, we consider the product properties for further recommendation to our customers. If we study and find that the product is good, we can bring it in for sale without concern. If we study and find that the product isn't good, we won't bring it in for sale. Then we'll give our customers reasons why we're not bringing it in, so they won't become marketing victims too much. That's how we look at it. But if experts recommend it, we have to see how credible they are, and whether there's buying demand from customers. We don't want to damage our store's reputation or stock items that won't sell."

Prospective Customer Store 1

"If it's from expert groups, it has an effect to a certain extent. But for customer groups, if they're regular customers but the market demand for that product is still low, we might not consider it that much because we don't want to sell products that in the future we'll have to claim as expired or something like that. We want to distribute products well, with a reasonably good shelf life."

Prospective Customer Store 7

Table 4.44 Content Analysis of Subjective Norms of Prospective Customer Entrepreneurs Regarding the Effect of Expert or Regular Customer Opinions on Decision-Making for Ordering Innovative Pet Supplement Products for Sale in Stores

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
PC2	Oh yes, it has an effect. If the feedback is good and there are additional research certifications, it's even more attractive to stock. Like the one I saw in Korea, they said it contained shellfish ingredients from Jeju Island, extracted into packets. It has a story, and it has special ingredients, so we'd want to try it. If it doesn't sell, we can give it to our dogs to eat, which is still good. Haha. Something like that.	Expert/ regular customer opinions have an effect on purchasing decisions	Positive Subjective Norm
PC3	This has a significant effect. It's actually the selling point of that product, which makes customers decide to buy, and the store dares to stock it because that product has institutional or medical endorsements, certificates issued by credible institutions, confirmed research results. Then we dare to sell that product as well.	Expert/ regular customer opinions have an effect on purchasing decisions	Positive Subjective Norm
PC4	It does have an effect because if customers ask for it, we want to quickly bring it in to meet their needs as much as possible. And as I mentioned, our store doesn't have many supplement products yet, so if we don't have them and bring in one or two new brands, giving them options would be even better for the store.	Expert/ regular customer opinions have an effect on purchasing decisions	Positive Subjective Norm

PC5	Yes, definitely. How do we know? If customers have asked about it or if customers want it, we'll try stocking it in the store.	Expert/ regular customer opinions have an effect on purchasing decisions	Positive Subjective Norm
PC6	It has an effect because since we serve customers, we listen to their feedback about what they need right now, what special concerns they have, what they want more than what we currently offer them. And if they're customers who've been with us for a very long time, we know that okay, if we order this or have products that customers want, they'll definitely use our service. Our risk is reduced. Additionally, it's about taking care of customers in the long term and meeting the needs of our customers. We want to take the best care of all customer groups, all households, all aspects as best as we can. If this is something customers really want, and we have the means to bring it in for them, we'll decide to bring in the product for service.	Expert/ regular customer opinions have an effect on purchasing decisions	Positive Subjective Norm
PC1	Yes, the demand from regular customers comes first. If there's demand, it means it will definitely sell. After that, we consider the product properties for further recommendation to our customers. If we study and find that the product is good, we can bring it in for sale without concern. If we study and find that the product isn't good, we won't bring it in for sale.	Expert/ regular customer opinions have an effect on purchasing decisions, but it's not the	Neutral Subjective Norm

	Then we'll give our customers reasons why we're not bringing it in, so they won't become marketing victims too much. That's how we look at it. But if experts recommend it, we have to see how credible they are, and whether there's buying demand from customers. We don't want to damage our store's reputation or stock items that won't sell.	main factor or there are other considerations	
PC7	If it's from expert groups, it has an effect to a certain extent. But for customer groups, if they're regular customers but the market demand for that product is still low, we might not consider it that much because we don't want to sell products that in the future we'll have to claim as expired or something like that. We want to distribute products well, with a reasonably good shelf life.	Expert/ regular customer opinions have an effect on purchasing decisions, but it's not the main factor or there are other considerations	Neutral Subjective Norm

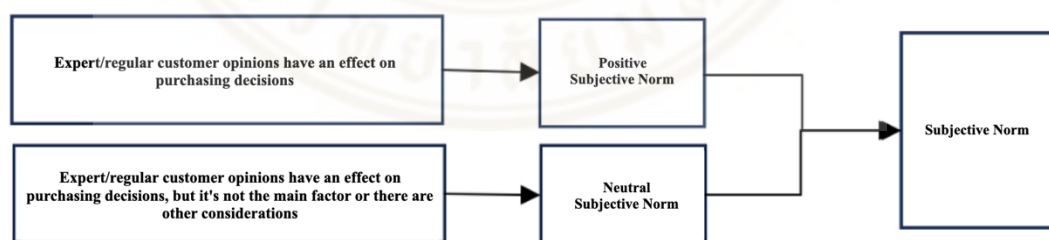


Figure 4.26 Content linkage diagram showing the subjective norms of prospective customer entrepreneurs regarding the effect of expert or regular customer opinions on decision-making for ordering innovative pet supplement products for sale in stores.

4.10.8 Opinions on How Pet Supplement Product Suppliers Owned by Veterinarians or Experts Influence Product Consideration for Store Sales

From interviews with 7 prospective customers, it was found that having brand owners or product suppliers who are veterinarians or experts affects the consideration of bringing products for sale. Opinions can be divided into 2 main groups:

Positive Subjective Norms: 1 informant expressed that if the owner is a veterinarian, it increases product credibility, especially if supported by certifications or research.

Neutral Subjective Norms: 6 informants viewed that while the credibility of a veterinarian owner has an effect, it is not the main decision factor. They still consider product quality, marketing, continuous distribution, and other business factors such as customer demand, selling price, and supplier management.

In summary, although having veterinarians or experts as brand or product owners enhances product credibility, store entrepreneurs still value other factors to ensure that products can be marketed and meet long-term customer demands. The key informants stated that:

"It does have an effect. I mean, a doctor owning a brand increases credibility. Usually, when doctors make it themselves, they have certifications or research results, which increases the credibility of that product. But for newer companies where the owner might not be a veterinarian, the store might be a bit afraid to stock the product because we don't know if you'll sell just one item, and if it doesn't succeed or sales aren't good, you might close down. Then what about the products we have? You see, there's also this risk for the store."

Prospective Customer Store 3

"It does affect the consideration. Besides the owner being a veterinarian, which adds credibility, other factors must also support it, such as the product itself needing to be good and of quality. We think it should be done alongside making it known. A good product alone isn't enough to sell; it's harder for the store to sell than for the brand to promote. There are many good, credible products that don't do marketing that can't survive, as I've seen. This is speaking generally."

Prospective Customer Store 1

"We might first check what the doctor specializes in. Especially if, for example, the doctor specializes in bones but makes products in another category that's not related to bones, we might have to think about what background they have or whether they have a team related to what they're producing. We wouldn't just believe that a veterinarian must be good. We might need to find information or consider other factors a bit before bringing it in. From another perspective, from my own point of view, as I plan to produce dog supplements, I feel that from the perspective of someone who has consumed a lot, we can see the strengths and weaknesses of each product, then mix them to become our own. Then we say that this is good for our pets, and we want to share it. It's more like another viewpoint. Being a veterinarian might be good, and sure, we can be open-minded about it, but on the side of people who do OEM and their products can help their pets, and it's good, and they tell us about it, that's okay and interesting too. Like being persuaded, something like that."

Prospective Customer Store 2

"It would be credible. We think it would be very credible, but we would also have to look at price or other factors to see if our customers would choose it after we bring it in."

Prospective Customer Store 4

"It's interesting. With the owner being a veterinarian, there's a lot of credibility, but in any case, it must also come with marketing or other complementary aspects."

Prospective Customer Store 5

"If a veterinarian is the owner, there's definitely increased credibility, but even if they're a veterinarian or expert, if their products are out of stock or their management isn't good, we might not display it for sale in the store. We look at many factors. This affects cases where they need to use it continuously, and if the product is out of stock, customers might feel that the results aren't continuous. This would reflect

back on the store as unable to care for them until the end of the case. Suppose this supplement needs to be consumed for 6 months; the product comes in for one month, but the next month it's not available, something like that."

Prospective Customer Store 6

"If it's an expert or veterinarian, it's one part of the consideration, but mainly we have to look at the market for that product because there are good products, really interesting products, but if they don't have good enough marketing, we won't bring them in for sale. Because, in my personal opinion, I feel that it's not my duty to sit and talk or squeeze out advertisements for their products to that extent. I feel that marketing should be more the company's responsibility. If a product has low demand, we'll wait."

Prospective Customer Store 7

Table 4.45 Content Analysis of Subjective Norms of Prospective Customer Entrepreneurs Regarding Opinions on How Pet Supplement Product Suppliers Owned by Veterinarians or Experts Influence Product Consideration for Store Sales

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
PC3	It does have an effect. I mean, a doctor owning a brand increases credibility. Usually, when doctors make it themselves, they have certifications or research results, which increases the credibility of that product. But for newer companies where the owner might not be a veterinarian, the store might be a bit afraid to stock the product because we don't know if you'll sell just one item, and if it doesn't succeed or sales aren't good, you might close down. Then what about the products we	Has an effect on purchasing decisions, increases product credibility	Positive Subjective Norm

	have? You see, there's also this risk for the store.		
PC1	It does affect the consideration. Besides the owner being a veterinarian, which adds credibility, other factors must also support it, such as the product itself needing to be good and of quality. We think it should be done alongside making it known. A good product alone isn't enough to sell; it's harder for the store to sell than for the brand to promote. There are many good, credible products that don't do marketing that can't survive, as I've seen. This is speaking generally.	Has an effect on purchasing decisions, but it's not the main factor or there are other considerations	Neutral Subjective Norm
PC2	We might first check what the doctor specializes in. Especially if, for example, the doctor specializes in bones but makes products in another category that's not related to bones, we might have to think about what background they have or whether they have a team related to what they're producing. We wouldn't just believe that a veterinarian must be good. We might need to find information or consider other factors a bit before bringing it in. From another perspective, from my own point of view, as I plan to produce dog supplements, I feel that from the perspective of someone who has consumed a lot, we can see the strengths and weaknesses of each product, then mix them to become our own. Then we say that this is good for our pets, and we want to share it. It's more like another viewpoint. Being a veterinarian might be good, and sure, we can	Has an effect on purchasing decisions, but it's not the main factor or there are other considerations	Neutral Subjective Norm

	be open-minded about it, but on the side of people who do OEM and their products can help their pets, and it's good, and they tell us about it, that's okay and interesting too. Like being persuaded, something like that.		
PC4	It would be credible. We think it would be very credible, but we would also have to look at price or other factors to see if our customers would choose it after we bring it in.	Has an effect on purchasing decisions, but it's not the main factor or there are other considerations	Neutral Subjective Norm
PC5	It's interesting. With the owner being a veterinarian, there's a lot of credibility, but in any case, it must also come with marketing or other complementary aspects.	Has an effect on purchasing decisions, but it's not the main factor or there are other considerations	Neutral Subjective Norm
PC6	If a veterinarian is the owner, there's definitely increased credibility, but even if they're a veterinarian or expert, if their products are out of stock or their management isn't good, we might not display it for sale in the store. We look at many factors. This affects cases where they need to use it continuously, and if the product is out of stock, customers might feel that the results aren't continuous. This would reflect back on the store as unable to care for them until the end of the case. Suppose this supplement needs to be consumed for 6	Has an effect on purchasing decisions, but it's not the main factor or there are other considerations	Neutral Subjective Norm

	months; the product comes in for one month, but the next month it's not available, something like that.		
PC7	If it's an expert or veterinarian, it's one part of the consideration, but mainly we have to look at the market for that product because there are good products, really interesting products, but if they don't have good enough marketing, we won't bring them in for sale. Because, in my personal opinion, I feel that it's not my duty to sit and talk or squeeze out advertisements for their products to that extent. I feel that marketing should be more the company's responsibility. If a product has low demand, we'll wait.	Has an effect on purchasing decisions, but it's not the main factor or there are other considerations	Neutral Subjective Norm

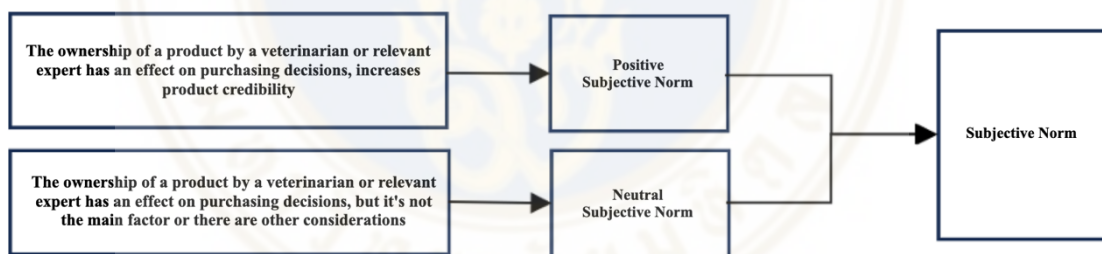


Figure 4.27 Content linkage diagram showing the subjective norms of prospective customer entrepreneurs regarding the effect of veterinarian or expert suppliers of innovative pet supplement products on decision-making for stocking these products in stores.

4.11 Study Results on Perceived Behavioral Control of Pet Supply and Food Store Entrepreneurs

Perceived Behavioral Control of Pet Supply and Food Store Entrepreneurs Toward Current Pet Supplement Product Suppliers

4.11.1 Convenience or Difficulty in Ordering and Managing Pet Supplement Products from Current Suppliers

From interviews with 13 existing customers, it was found that ordering and managing pet supplement products from current suppliers is mostly convenient. The opinions can be divided into 2 main groups as follows:

Positive Perceived Behavioral Control: 12 respondents in this group, which represents the majority, found that ordering products from current suppliers is smooth, convenient, and easy. They can order through Line messaging application or have sales representatives take care of orders. Additionally, there is a fast delivery system, especially in Bangkok and metropolitan areas, as well as support from suppliers in managing products in the store.

Negative Perceived Behavioral Control: 1 respondent encountered problems and obstacles in ordering. This respondent stated that there are frequent stock shortages of pet supplement products, especially imported products, and some items may be out of stock for an extended period without a scheduled date for restocking, which affects the store's inventory management.

In summary, current pet supplement suppliers are evaluated as having good ordering systems and product management that are mostly convenient. However, the problem of product continuity in stock remains an obstacle that some stores experience, as illustrated by the following key informant statements:

"Normally it's good. I don't feel any difficulty, but there are already established ordering procedures. It's quite convenient, I would say. Convenient to order, easy to order, easy to use as well. And in terms of product management, they do a good job. There is support, but it has to be said that not all companies are the same. Conditions vary by company, which we know from the beginning. If a product is difficult to claim, cannot get a CN (credit note), or difficult to order, we might not have much in stock, just a moderate amount or perhaps none at all. These factors affect ordering too."

If we need to order a large quantity at once to get a lower price, or have to open volume, but the product itself doesn't sell quickly, we might not stock that much. Conversely, if a product requires ordering in bulk to get a good price, but sells out easily, then we would stock it readily."

Existing Customer Store 1

"It is convenient. In this regard, if we are a major store, a major store will not have these problems because most people want to approach us and support us well."

Existing Customer Store 2

"Oh, it's already convenient if we provide them with good sales volume, or if we give them high volume."

Existing Customer Store 4

"It's convenient. It's not difficult because pet supplement products are what they call lightweight with high value. So in terms of ordering and shipping, I have 10 branches nationwide, right? They can ship via EMS. It's not necessary to bring a vehicle to the store. In terms of product management, it's okay without any problems."

Existing Customer Store 5

"It's convenient because all suppliers enter the store's standard system. But in terms of system integration, since the frequency of sales is low, it's not like products are sold out every day. It's more like checking in once a week or twice a month, which is okay. And the workload of the support team is not that much, so it makes the supporting brand not have to invest too much. Like people who come to check products to make offers can visit perhaps 5-10 stores in a day, which works fine. On our part, we have a requirement that if we want to work together, first, you must have someone who regularly looks after your products. It's not right to sell outright and then push the burden of checking, cleaning, and everything to the store. Or second, that person should suggest reordering when items are running low, then we'll issue a PO, and you deliver according to schedule. It's easy."

Existing Customer Store 6

"If I look at the convenience of ordering and managing products, I think it's convenient because products can be ordered easily, conveniently, and product management is done well. Since there are quite a lot of products and they quite meet our needs, it's partly why we may not need to search extensively for new products in the market because many suppliers are trying to produce competing products."

Existing Customer Store 7

"Regarding the convenience of ordering products, it is convenient. Ordering is convenient, easy, and product management is also okay. This is the overview of most current suppliers."

Existing Customer Store 8

"Oh, currently, ordering from various suppliers is quite easy, and they have quite fast delivery. If it's a branch in Bangkok, it takes no more than 1 day. At best, order in the morning, receive in the afternoon or evening. But if it's in the provinces, it takes no more than 3 days, which is understandable. And in terms of their management, it's quite good."

Existing Customer Store 9

"I think it's not difficult. Mostly, we order through Line as usual. It's not complicated for me. I just press to order, or mostly there are sales representatives who take care of us, visiting often to take orders. I don't know about other places, but for me, I press to order via Line with suppliers. Press a few times, it's easy. As for product management, they do a good job."

Existing Customer Store 10

"Now I think it's better. Ordering products is convenient, not difficult. And another thing I'm okay with is that now they are starting to clearly divide, when sales come to sell products, the first thing we ask is, if we see pet food, some pet food or some supplements we cannot sell. But they will divide/recommend immediately which ones we can sell, which supplements, because they have already categorized them as not being medication. If it's medication, they have to sell it through clinics, which I think is very good."

Existing Customer Store 11

"I think now ordering and managing pet supplement products can be done conveniently and well because suppliers or large pet shops where we buy wholesale already have quite complete pet supplements. And ordering, service, delivery is easy, very convenient."

Existing Customer Store 12

"Actually, ordering from current suppliers isn't very difficult. Given that currently, it's quite broad. For example, in the past when I was looking for certain products which we didn't have connections or contacts for, I might ask other stores, ask friends, or seniors who run similar stores for contacts. But currently, it's quite easy. I order through Line, order easily, buy and sell conveniently."

Existing Customer Store 13

"It is difficult. Pet supplement products are out of stock quite often. I don't know why, but it happens with almost every brand. I don't know if it's because they might use some raw materials from the same source, but they're out of stock quite frequently during similar periods. And when they're out of stock, it's indefinitely. It might not be for long, but we can't plan how to rotate our inventory. Like I just mentioned the red jar of Mega Cal, right? We have had the yellow jar of Mega Fur out of stock for 6 months, still with no scheduled restock date."

Existing Customer Store 3

Table 4.46 Content Analysis of Perceived Behavioral Control of Entrepreneurs in the Existing Customer Group Regarding Convenience or Difficulty in Ordering and Managing Pet Supplement Products from Current Suppliers

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
EC1	Normally it's good. I don't feel any difficulty, but there are already established ordering procedures. It's quite convenient, I would say. Convenient to order, easy to order, easy to use as well. And in terms of product management, they do a good job. There is support, but it has to be said that not all companies are the same. Conditions vary by company, which we know from the beginning. If a product is difficult to claim, cannot get a CN (credit note), or difficult to order, we might not have much in stock, just a moderate amount or perhaps none at all. These factors affect ordering too. If we need to order a large quantity at once to get a lower price, or have to open volume, but the product itself doesn't sell quickly, we might not stock that much. Conversely, if a product requires ordering in bulk to get a good price, but sells out easily, then we would stock it readily.	Convenience in ordering and good product management	Positive Perceived Behavioral Control
EC2	It is convenient. In this regard, if we are a major store, a major store will not have these problems because most people want to approach us and support us well.	Convenience in ordering and good product management	Positive Perceived Behavioral Control

EC4	Oh, it's already convenient if we provide them with good sales volume, or if we give them high volume.	Convenience in ordering and good product management	Positive Perceived Behavioral Control
EC5	It's convenient. It's not difficult because pet supplement products are what they call lightweight with high value. So in terms of ordering and shipping, I have 10 branches nationwide, right? They can ship via EMS. It's not necessary to bring a vehicle to the store. In terms of product management, it's okay without any problems.	Convenience in ordering and good product management	Positive Perceived Behavioral Control
EC6	It's convenient because all suppliers enter the store's standard system. But in terms of system integration, since the frequency of sales is low, it's not like products are sold out every day. It's more like checking in once a week or twice a month, which is okay. And the workload of the support team is not that much, so it makes the supporting brand not have to invest too much. Like people who come to check products to make offers can visit perhaps 5-10 stores in a day, which works fine. On our part, we have a requirement that if we want to work together, first, you must have someone who regularly looks after your products. It's not right to sell outright and then push the burden of checking, cleaning, and everything to the store. Or second, that person should suggest reordering when items are running low, then we'll issue a PO, and you deliver according to schedule. It's easy.	Convenience in ordering and good product management	Positive Perceived Behavioral Control

EC7	If I look at the convenience of ordering and managing products, I think it's convenient because products can be ordered easily, conveniently, and product management is done well. Since there are quite a lot of products and they quite meet our needs, it's partly why we may not need to search extensively for new products in the market because many suppliers are trying to produce competing products.	Convenience in ordering and good product management	Positive Perceived Behavioral Control
EC8	Regarding the convenience of ordering products, it is convenient. Ordering is convenient, easy, and product management is also okay. This is the overview of most current suppliers.	Convenience in ordering and good product management	Positive Perceived Behavioral Control
EC9	Oh, currently, ordering from various suppliers is quite easy, and they have quite fast delivery. If it's a branch in Bangkok, it takes no more than 1 day. At best, order in the morning, receive in the afternoon or evening. But if it's in the provinces, it takes no more than 3 days, which is understandable. And in terms of their management, it's quite good.	Convenience in ordering and good product management	Positive Perceived Behavioral Control
EC10	I think it's not difficult. Mostly, we order through Line as usual. It's not complicated for me. I just press to order, or mostly there are sales representatives who take care of us, visiting often to take orders. I don't know about other places, but for me, I press to order via Line with suppliers. Press a few times, it's easy. As for product management, they do a good job.	Convenience in ordering and good product management	Positive Perceived Behavioral Control

EC11	Now I think it's better. Ordering products is convenient, not difficult. And another thing I'm okay with is that now they are starting to clearly divide, when sales come to sell products, the first thing we ask is, if we see pet food, some pet food or some supplements we cannot sell. But they will divide/recommend immediately which ones we can sell, which supplements, because they have already categorized them as not being medication. If it's medication, they have to sell it through clinics, which I think is very good.	Convenience in ordering and good product management	Positive Perceived Behavioral Control
EC12	I think now ordering and managing pet supplement products can be done conveniently and well because suppliers or large pet shops where we buy wholesale already have quite complete pet supplements. And ordering, service, delivery is easy, very convenient.	Convenience in ordering and good product management	Positive Perceived Behavioral Control
EC13	Actually, ordering from current suppliers isn't very difficult. Given that currently, it's quite broad. For example, in the past when I was looking for certain products which we didn't have connections or contacts for, I might ask other stores, ask friends, or seniors who run similar stores for contacts. But currently, it's quite easy. I order through Line, order easily, buy and sell conveniently.	Convenience in ordering and good product management	Positive Perceived Behavioral Control
EC3	It is difficult. Pet supplement products are out of stock quite often. I don't know why, but it happens with almost every brand. I don't know if it's because they might use some raw	Difficulty in ordering and managing products	Negative Perceived Behavioral Control

	materials from the same source, but they're out of stock quite frequently during similar periods. And when they're out of stock, it's indefinitely. It might not be for long, but we can't plan how to rotate our inventory. Like I just mentioned the red jar of Mega Cal, right? We have had the yellow jar of Mega Fur out of stock for 6 months, still with no scheduled restock date.		
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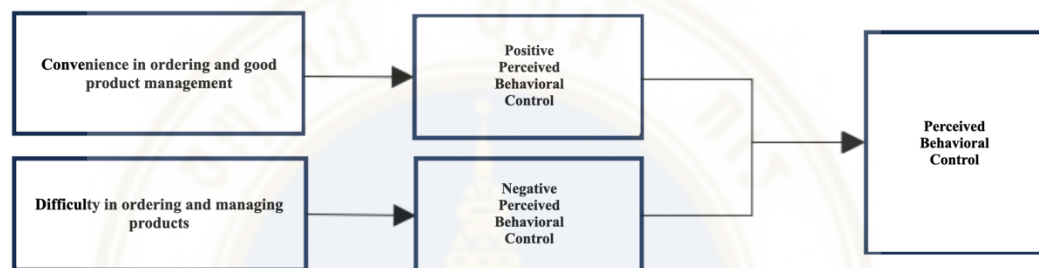


Figure 4.28 Content linkage diagram showing the Perceived Behavioral Control of existing customer entrepreneurs regarding convenience or difficulty in ordering and managing pet supplement products from current suppliers.

4.11.2 Information, Knowledge, and Understanding Regarding the Use and Benefits of Pet Supplement Products from Current Suppliers: Is it Sufficient for Pet Supply Store Entrepreneurs and Sales Staff?

From interviews with 13 existing customers, it was found that the knowledge and understanding regarding the use and benefits of pet supplement products among store owners and sales staff is mostly at a sufficient level. The opinions can be divided into 2 main groups as follows:

Positive Perceived Behavioral Control: 10 respondents viewed that they have sufficient information and understanding. This group of informants indicated that their sales staff received training and product information directly from suppliers or experts. Regular training sessions and seminars are provided, along with additional learning through actual usage experience. Additionally, some stores have veterinarians

as owners or consultants, enabling them to provide in-depth recommendations to customers.

Negative Perceived Behavioral Control: 3 respondents viewed that they still lack information or have insufficient information. This group of informants felt that the sales staff at their stores still do not have enough knowledge about the products, especially in-depth or technical information. Sometimes, the sales representatives who introduce products don't have sufficient in-depth knowledge, and store staff need to study and acquire additional information on their own.

Therefore, sales staff in pet supplement product stores have sufficient understanding of the products through training and support from suppliers. However, some stores still require more in-depth information to provide more effective recommendations to customers, as illustrated by the following key informant statements:

"Most of the time, pet supplement product salespeople who come to sell or provide training for our store staff are often veterinarians. They are VETs who come to sell or recommend. I am a veterinarian myself, and my team has a good understanding of the content and details of each product."

Existing Customer Store 1

"Our sales staff has information and understands the products because they have already been trained. But with their training, they will be trained on product information to sell or recommend to customers. But whether the product is good or not is another matter."

Existing Customer Store 2

"My sister and I, who are the salespeople, have sufficient information and knowledge because the suppliers come in to introduce and explain about the products to us. But since I also run a farm and keep pets myself, I study more and try the products with my pets at home. So we can provide recommendations and knowledge to pass on to customers, which they appreciate."

Existing Customer Store 3

"Our company organizes training to provide product knowledge to store staff, with suppliers coming in to support the training. Our staff has information and knowledge, is confident to open conversations with customers, dares to approach and ask questions, and recommends products, all of which they do well."

Existing Customer Store 6

"For our store, we have regular and consistent training, including training on products from suppliers who come to present. We might have online seminars, as well as internal activities where we provide information through quizzes, which helps both new and existing staff to have updated information, knowledge, and understanding. So when customers ask about products, the staff has the knowledge to answer that if there is a certain abnormality, use this product, or if this one doesn't work, which one to use as a substitute, or if symptoms appear like this, what product can be recommended."

Existing Customer Store 7

"Our sales staff has information and knowledge about the products from the suppliers who come to provide information, and the veterinarian in our store also helps with recommendations. Some staff also seek additional knowledge themselves. As I am also a front-line salesperson, I seek additional knowledge to be able to provide recommendations to customers. But we also need to assess whether the customer understands what we're saying. If the customer is understanding, we can go into even more depth."

Existing Customer Store 8

"Actually, almost all companies are quite skilled already, and the information is quite solid. They come to provide knowledge about the products to me and Ms. Ice very well, and they also train our front-line staff. So our store staff has knowledge and understanding of the products at a level where they can provide information or recommend products to customers."

Existing Customer Store 9

"Most of them understand well. Companies usually have two departments: a sales department and an education department. Usually, if we buy their products, the product expert department will send someone to train us about the products. So staff has knowledge and understanding and can recommend products to customers at a basic level. But for ordering products, we order with the sales team."

Existing Customer Store 10

"Yes, they do. Normally, the people who come to us can answer all our questions or provide information about the products as we need. Typically, we ask from our perspective as users, since we have many pets. We ask directly, and they can usually answer everything, alleviating our concerns considerably, which affects the purchase of those products. Therefore, we and our store staff have knowledge from their recommendations, and we have sufficient knowledge to advise customers further."

Existing Customer Store 11

"Actually, our store staff is very well-prepared with information and can answer customer questions well because we have suppliers or sales representatives come in to introduce products to our staff. If they recommend products to our sales staff and we sell their products, they also benefit. So they quite often come to provide information about their products to us."

Existing Customer Store 13

"To be frank, the sales representatives we've encountered in the dog food or supplement line sell or recommend to us by rote, without real knowledge. Their message doesn't really reach us. As people who recommend or sell to customers, we might not have sufficient information for customers initially. But we have to study on our own to add knowledge to recommend or persuade customers to see the benefits of the products."

Existing Customer Store 4

"I think not much, actually rather little. My company has a training system, but since the pet supplement product group makes up only about 2-3% of our sales portfolio, staff probably spend most of their time on products that generate major sales. Most of these products, I would say, the sale of supplement products is demand-pull. It's like when we walk into Watsons and say, 'I want to buy Blackmore's.' Customers usually already know what they want to buy. It doesn't result from staff coming to tell customers, 'I have Blackmore vitamins, each formula has these benefits,' because store staff are not brand PCs, right? I'm answering from the perspective of actual staff, not a PC that a brand sends to stand and sell."

Existing Customer Store 5

"Store staff hasn't received complete or sufficient information from suppliers yet. Basic information might be okay, but for technical or in-depth details about supplement products, we may need to study additional information to provide complete explanations or recommendations to customers."

Existing Customer Store 12

Table 4.47 Content Analysis of Perceived Behavioral Control of Entrepreneurs in the Existing Customer Group Regarding the Sufficiency of Information, Knowledge, and Understanding About the Use and Benefits of Pet Supplement Products from Current Suppliers for Pet Supply Store Entrepreneurs and Sales Staff

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
EC1	Most of the time, pet supplement product salespeople who come to sell or provide training for our store staff are often veterinarians. They are VETs who come to sell or recommend. I am a veterinarian myself, and my team has a good understanding of the content and details of each product.	Sales staff has sufficient information, knowledge, and understanding about the use and benefits of products	Positive Perceived Behavioral Control
EC2	Our sales staff has information and understands the products because they have already been trained. But with their training, they will be trained on product information to sell or recommend to customers. But whether the product is good or not is another matter.	Sales staff has sufficient information, knowledge, and understanding about the use and benefits of products	Positive Perceived Behavioral Control
EC3	My sister and I, who are the salespeople, have sufficient information and knowledge because the suppliers come in to introduce and explain about the products to us. But since I also run a farm and keep pets myself, I study more and try the products with my pets at home. So we	Sales staff has sufficient information, knowledge, and understanding	Positive Perceived Behavioral Control

	can provide recommendations and knowledge to pass on to customers, which they appreciate.	about the use and benefits of products	
EC6	Our company organizes training to provide product knowledge to store staff, with suppliers coming in to support the training. Our staff has information and knowledge, is confident to open conversations with customers, dares to approach and ask questions, and recommends products, all of which they do well.	Sales staff has sufficient information, knowledge, and understanding about the use and benefits of products	Positive Perceived Behavioral Control
EC7	For our store, we have regular and consistent training, including training on products from suppliers who come to present. We might have online seminars, as well as internal activities where we provide information through quizzes, which helps both new and existing staff to have updated information, knowledge, and understanding. So when customers ask about products, the staff has the knowledge to answer that if there is a certain abnormality, use this product, or if this one doesn't work, which one to use as a substitute, or if symptoms appear like this, what product can be recommended.	Sales staff has sufficient information, knowledge, and understanding about the use and benefits of products	Positive Perceived Behavioral Control
EC8	Our sales staff has information and knowledge about the products from the suppliers who come to provide information, and the veterinarian in our store also helps with recommendations. Some staff also seek	Sales staff has sufficient information, knowledge, and	Positive Perceived Behavioral Control

	additional knowledge themselves. As I am also a front-line salesperson, I seek additional knowledge to be able to provide recommendations to customers. But we also need to assess whether the customer understands what we're saying. If the customer is understanding, we can go into even more depth.	understanding about the use and benefits of products	
EC9	Actually, almost all companies are quite skilled already, and the information is quite solid. They come to provide knowledge about the products to me and Ms. Ice very well, and they also train our front-line staff. So our store staff has knowledge and understanding of the products at a level where they can provide information or recommend products to customers.	Sales staff has sufficient information, knowledge, and understanding about the use and benefits of products	Positive Perceived Behavioral Control
EC10	Most of them understand well. Companies usually have two departments: a sales department and an education department. Usually, if we buy their products, the product expert department will send someone to train us about the products. So staff has knowledge and understanding and can recommend products to customers at a basic level. But for ordering products, we order with the sales team.	Sales staff has sufficient information, knowledge, and understanding about the use and benefits of products	Positive Perceived Behavioral Control
EC11	Yes, they do. Normally, the people who come to us can answer all our questions or provide information about the products as we need. Typically, we ask from our perspective as	Sales staff has sufficient information, knowledge,	Positive Perceived Behavioral Control

	users, since we have many pets. We ask directly, and they can usually answer everything, alleviating our concerns considerably, which affects the purchase of those products. Therefore, we and our store staff have knowledge from their recommendations, and we have sufficient knowledge to advise customers further.	and understanding about the use and benefits of products	
EC13	Actually, our store staff is very well-prepared with information and can answer customer questions well because we have suppliers or sales representatives come in to introduce products to our staff. If they recommend products to our sales staff and we sell their products, they also benefit. So they quite often come to provide information about their products to us.	Sales staff has sufficient information, knowledge, and understanding about the use and benefits of products	Positive Perceived Behavioral Control
EC4	To be frank, the sales representatives we've encountered in the dog food or supplement line sell or recommend to us by rote, without real knowledge. Their message doesn't really reach us. As people who recommend or sell to customers, we might not have sufficient information for customers initially. But we have to study on our own to add knowledge to recommend or persuade customers to see the benefits of the products.	Sales staff does not have sufficient information, knowledge, and understanding about the use and benefits of products	Negative Perceived Behavioral Control

EC5	I think not much, actually rather little. My company has a training system, but since the pet supplement product group makes up only about 2-3% of our sales portfolio, staff probably spend most of their time on products that generate major sales. Most of these products, I would say, the sale of supplement products is demand-pull. It's like when we walk into Watsons and say, 'I want to buy Blackmore's.' Customers usually already know what they want to buy. It doesn't result from staff coming to tell customers, 'I have Blackmore vitamins, each formula has these benefits,' because store staff are not brand PCs, right? I'm answering from the perspective of actual staff, not a PC that a brand sends to stand and sell.	Sales staff does not have sufficient information, knowledge, and understanding about the use and benefits of products	Negative Perceived Behavioral Control
EC12	Store staff hasn't received complete or sufficient information from suppliers yet. Basic information might be okay, but for technical or in-depth details about supplement products, we may need to study additional information to provide complete explanations or recommendations to customers.	Sales staff does not have sufficient information, knowledge, and understanding about the use and benefits of products	Negative Perceived Behavioral Control

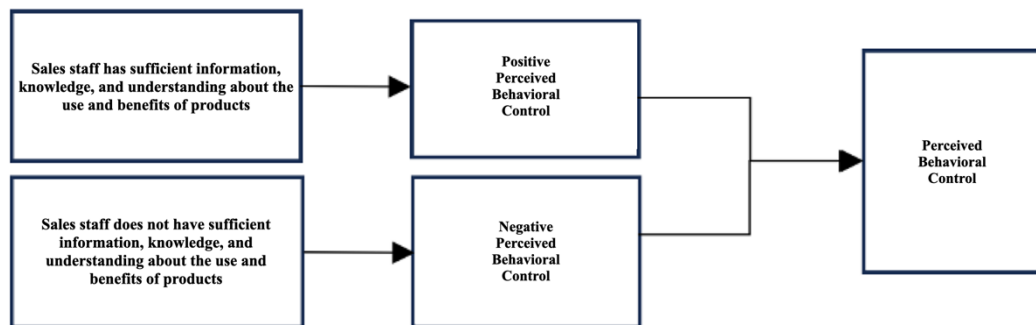


Figure 4.29 Content linkage diagram showing the Perceived Behavioral Control of existing customer entrepreneurs regarding the sufficiency of information, knowledge, and understanding about the use and benefits of pet supplement products from current suppliers for pet supply store entrepreneurs and sales staff.

4.11.3 Does the Price of Pet Supplement Products from Current Suppliers Affect the Decision to Stock or Order Products for Sale in Stores?

From interviews with 13 existing customers regarding the impact of pet supplement product prices on purchasing decisions, responses can be categorized into 3 main groups as follows:

Positive Perceived Behavioral Control: 3 respondents viewed that price has a positive effect on decision-making. This group of informants emphasized the importance of cost structure and profit margins. They received good pricing from suppliers and believed that these favorable prices helped them compete effectively in the market.

Neutral Perceived Behavioral Control: 3 respondents had a balanced view that price has both positive and negative effects. They believed that if prices are too high, products become difficult to sell, but if prices are too low, it might affect the product's image and reduce customer confidence in quality. Therefore, each product needs to be considered individually. Additionally, 2 respondents viewed that price does not affect their decision-making, as they prioritize other factors over price, such as manufacturing source, scientific validation, and product quality. They believed that if a product is truly good, price is not the main factor in the purchasing decision.

Negative Perceived Behavioral Control: 5 respondents viewed that price negatively affects their decision-making. This group of informants was concerned that

if prices are too high, customers might not be able to access the products, especially in provincial areas where customer purchasing power is limited. Furthermore, with changing economic conditions, consumers have reduced their spending on supplement products.

In summary, the price of pet supplement products affects entrepreneurs' decisions to stock them in stores in multiple dimensions. Most stores believe that price impacts sales and customer accessibility, but some stores prioritize quality over price. As illustrated by the following key informant statements:

"Purchase price affects retail stores. We select products with good profit and loss structures. Therefore, the prices we get from suppliers will be good as agreed."

Existing Customer Store 5

"It has an effect. Since we are a wholesale store, we position ourselves as such in the market. Therefore, even though we might not buy a hundred bottles in the first order, we want brands to give us the lowest possible price because we consider our store to have sales potential. If your product sells well, we are willing to order at full capacity, and we have many customers. It's like we are a fish pond with fish, but not every feed pellet that goes in will be eaten by the fish. But if you ask if it's our fault that the fish don't eat, we've already maintained the ecosystem to have fish at all times, but if the fish don't eat your product, whose fault is it? So we have this logic: if your price doesn't allow us to compete with stores smaller than us, or similarly sized stores can sell cheaper, why should we work for you? When our work for you isn't just about sitting idly and receiving products, but it's about maintaining an ecosystem with customers. But you need to do whatever it takes to make customers take your bait, because products look the same, pellets are similar, there are plenty of them. The price structure must give us an advantage. Most brands that come in understand the structure and potential, so this issue isn't much of a problem, everyone makes prices that work."

Existing Customer Store 6

"Price is a factor because we need to control the recommended retail price. All suppliers give us good prices because we need to discuss, agree, or negotiate with them. And the price that is passed on to customers, we need to compare with the prices of general products that we already have. The most important part is the GP (gross profit), which must also be achieved."

Existing Customer Store 7

"Yes, it has an effect in both ways. If it's too expensive, it might make selling difficult, but if it's too cheap, it might not be appropriate to be in the store. I look at it from two perspectives."

Existing Customer Store 1

"If it's too high, we probably wouldn't stock it, but if it's too cheap, customers might doubt the quality. But really, in the end, as I said, we also look at it ourselves. I'll look at, for example, joint support vitamins, what the average price is, divide by the number of tablets, and if it works out, we'll stock it."

Existing Customer Store 3

"If we categorize supplements, I'd rather divide it this way, because most supplements that are wet food also contain vitamins and such. I think prices nowadays are quite easy to afford, unlike in the past when prices were higher. Due to innovation or whatever that makes prices lower, it makes them more accessible to the general public because there are many products priced in the tens (of baht). But now some might be too expensive for customers. If they don't really need it, they won't decide to buy it, or maybe in the still small group who truly love animals, including people who have the financial means to support this, there aren't that many yet. As for some products that can be supported by ordinary people who don't have a lot of money, there are now many more than before."

Existing Customer Store 11

"Normally, since we are a major player, most suppliers already support us with decent prices. Because in this business, everyone knows each other, so they can't deviate from prices. Therefore, if you're big, you're big, prices come in a fixed form already. Therefore, price is not an issue or doesn't have an effect. Everyone gets equal prices; it just depends on who sells at what price."

Existing Customer Store 2

"For products we stock, actually, I think price doesn't matter. From our perspective, it doesn't matter, but the source, the manufacturing factory, or papers with research to support it, those have more impact than price."

Existing Customer Store 4

"It has an effect. For example, allergy medication that costs tens of thousands of baht per jar, Mom still stocks it because many pet owners have this problem, right? We have to accept it to meet customer demands. Because many customers come asking for it, not having it in the store would mean losing sales opportunities where customers could come to choose other foods as well. But because the price is very high, sometimes if there are no customers and it doesn't sell, it will expire and just sit there."

Existing Customer Store 8

"Actually, it depends on each period differently. Like right after COVID, when the market was booming, whatever we placed at whatever price, wow, it sold easily. But currently, with the economic conditions, we have to accept that customers see price as a key point, and whatever can be reduced, they try to reduce. Especially with pet products, normally it might be dry food, wet food, with supplements as well, but currently, with the economic conditions, they might be left with just dry food, wet food, some homes even reduce to just dry food or something like that, it's a bit heavy. And as for supplement prices, normally they already feel a bit expensive, so if they can cut it, they will cut it completely."

Existing Customer Store 9

"Definitely yes. Because my zone is a provincial area where people don't have much money, the price of products that we bring in should be around not more than 500 baht, which would be okay. But if it's more than 500 baht, more than this, I would find it very difficult to sell. In this case, price has an effect."

Existing Customer Store 10

"Some products from some suppliers, the cost of supplement products might be at a high price. Sometimes we hesitate and find it a bit difficult to decide because our customers have limited purchasing power for such high-priced products. Customers might not pick them up. Customers might buy items that have dropped in price instead."

Existing Customer Store 12

"Price does have an effect because, truthfully, we want to sell many different products, but customers might not have access or the purchasing power to buy products in the high-price range. This is specific to provincial areas. But in major cities, it might be easier to sell. But where I am, it's quite difficult too. But if you ask if there is a market segment for it, there is a small one."

Existing Customer Store 13

Table 4.48 Content Analysis of Perceived Behavioral Control of Entrepreneurs in the Existing Customer Group Regarding Whether the Price of Pet Supplement Products from Current Suppliers Affects the Decision to Stock or Order Products for Sale in Stores

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
EC5	Purchase price affects retail stores. We select products with good profit and loss structures. Therefore, the prices we get from suppliers will be good as agreed.	Price has a positive effect	Positive Perceived Behavioral Control

EC6	<p>It has an effect. Since we are a wholesale store, we position ourselves as such in the market. Therefore, even though we might not buy a hundred bottles in the first order, we want brands to give us the lowest possible price because we consider our store to have sales potential. If your product sells well, we are willing to order at full capacity, and we have many customers. It's like we are a fish pond with fish, but not every feed pellet that goes in will be eaten by the fish. But if you ask if it's our fault that the fish don't eat, we've already maintained the ecosystem to have fish at all times, but if the fish don't eat your product, whose fault is it? So we have this logic: if your price doesn't allow us to compete with stores smaller than us, or similarly sized stores can sell cheaper, why should we work for you? When our work for you isn't just about sitting idly and receiving products, but it's about maintaining an ecosystem with customers. But you need to do whatever it takes to make customers take your bait, because products look the same, pellets are similar, there are plenty of them. The price structure must give us an advantage. Most brands that come in understand the structure and potential, so this issue isn't much of a problem, everyone makes prices that work.</p>	Price has a positive effect	Positive Perceived Behavioral Control
EC7	<p>Price is a factor because we need to control the recommended retail price. All suppliers give us good prices because we need to discuss, agree, or negotiate with them. And the price that is</p>	Price has a positive effect	Positive Perceived Behavioral Control

	passed on to customers, we need to compare with the prices of general products that we already have. The most important part is the GP (gross profit), which must also be achieved.		
EC1	Yes, it has an effect in both ways. If it's too expensive, it might make selling difficult, but if it's too cheap, it might not be appropriate to be in the store. I look at it from two perspectives.	Price has both positive and negative effects (neutral)	Neutral Perceived Behavioral Control
EC3	If it's too high, we probably wouldn't stock it, but if it's too cheap, customers might doubt the quality. But really, in the end, as I said, we also look at it ourselves. I'll look at, for example, joint support vitamins, what the average price is, divide by the number of tablets, and if it works out, we'll stock it.	Price has both positive and negative effects (neutral)	Neutral Perceived Behavioral Control
EC11	If we categorize supplements, I'd rather divide it this way, because most supplements that are wet food also contain vitamins and such. I think prices nowadays are quite easy to afford, unlike in the past when prices were higher. Due to innovation or whatever that makes prices lower, it makes them more accessible to the general public because there are many products priced in the tens (of baht). But now some might be too expensive for customers. If they don't really need it, they won't decide to buy it, or maybe in the still small group who truly love animals, including people who have the financial means to support this, there aren't that many yet. As for	Price has both positive and negative effects (neutral)	Neutral Perceived Behavioral Control

	some products that can be supported by ordinary people who don't have a lot of money, there are now many more than before.		
EC2	Normally, since we are a major player, most suppliers already support us with decent prices. Because in this business, everyone knows each other, so they can't deviate from prices. Therefore, if you're big, you're big, prices come in a fixed form already. Therefore, price is not an issue or doesn't have an effect. Everyone gets equal prices; it just depends on who sells at what price.	Price has no effect on decision-making	Neutral Perceived Behavioral Control
EC4	For products we stock, actually, I think price doesn't matter. From our perspective, it doesn't matter, but the source, the manufacturing factory, or papers with research to support it, those have more impact than price.	Price has no effect on decision-making	Neutral Perceived Behavioral Control
EC8	It has an effect. For example, allergy medication that costs tens of thousands of baht per jar, Mom still stocks it because many pet owners have this problem, right? We have to accept it to meet customer demands. Because many customers come asking for it, not having it in the store would mean losing sales opportunities where customers could come to choose other foods as well. But because the price is very high, sometimes if there are no customers and it doesn't sell, it will expire and just sit there.	Price has a negative effect	Negative Perceived Behavioral Control

EC9	<p>Actually, it depends on each period differently. Like right after COVID, when the market was booming, whatever we placed at whatever price, wow, it sold easily. But currently, with the economic conditions, we have to accept that customers see price as a key point, and whatever can be reduced, they try to reduce. Especially with pet products, normally it might be dry food, wet food, with supplements as well, but currently, with the economic conditions, they might be left with just dry food, wet food, some homes even reduce to just dry food or something like that, it's a bit heavy. And as for supplement prices, normally they already feel a bit expensive, so if they can cut it, they will cut it completely.</p>	Price has a negative effect	Negative Perceived Behavioral Control
EC10	<p>Definitely yes. Because my zone is a provincial area where people don't have much money, the price of products that we bring in should be around not more than 500 baht, which would be okay. But if it's more than 500 baht, more than this, I would find it very difficult to sell. In this case, price has an effect.</p>	Price has a negative effect	Negative Perceived Behavioral Control
EC12	<p>Some products from some suppliers, the cost of supplement products might be at a high price. Sometimes we hesitate and find it a bit difficult to decide because our customers have limited purchasing power for such high-priced products. Customers might not pick them up. Customers might buy items that have dropped in price instead.</p>	Price has a negative effect	Negative Perceived Behavioral Control

EC13	Price does have an effect because, truthfully, we want to sell many different products, but customers might not have access or the purchasing power to buy products in the high-price range. This is specific to provincial areas. But in major cities, it might be easier to sell. But where I am, it's quite difficult too. But if you ask if there is a market segment for it, there is a small one.	Price has a negative effect	Negative Perceived Behavioral Control
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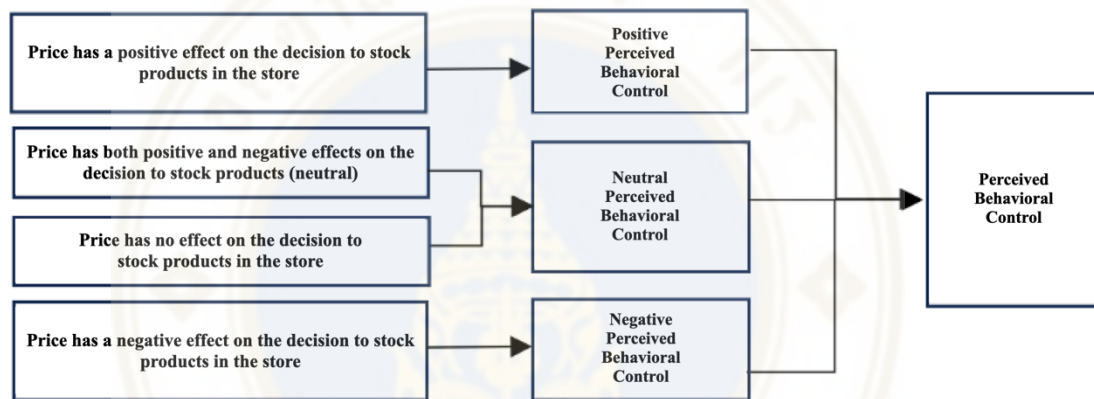


Figure 4.30 Content linkage diagram showing the Perceived Behavioral Control of existing customer entrepreneurs regarding whether the price of pet supplement products from current suppliers affects the decision to stock or order products for sale in stores.

4.11.4 Satisfaction with Promotions and Marketing of Pet Supplement Products from Current Suppliers

From interviews with 13 existing customers regarding their satisfaction with promotions and marketing of pet supplement products from current suppliers, responses can be categorized into 3 main groups as follows:

Positive Perceived Behavioral Control: The group of informants who are satisfied with the promotions and marketing of current suppliers includes 4 respondents who emphasized the importance of promotions that make product prices more accessible, such as discounts. At the same time, 2 other respondents expressed a desire for additional marketing support to promote products and increase customer awareness.

One more respondent wanted promotions to focus on free gifts. These promotions and marketing efforts were perceived to help improve sales.

Neutral Perceived Behavioral Control: Only 1 respondent viewed that the promotions and marketing of suppliers are factors of moderate importance that do not have a significant impact. This informant indicated that having promotions is good, but if there are no promotions, it does not greatly affect the decision to sell, as other factors such as product quality and market demand are more important.

Negative Perceived Behavioral Control: The group of informants who are not satisfied with the promotions and marketing of suppliers includes 2 respondents who reasoned that there are very few promotions available, and 1 respondent who stated that suppliers' marketing is not efficient enough, such as not having enough advertising media, resulting in low consumer awareness of the products. Additionally, 1 respondent viewed that creating promotions with complicated procedures makes it difficult for stores to implement them, and 1 more respondent had a negative experience with promotions and marketing due to feeling that there was too much hard-selling.

In summary, most store entrepreneurs view that suppliers' promotions and marketing play an important role in sales, especially promotions that help reduce product prices or make products more valuable. However, there are concerns about certain issues, such as marketing that cannot effectively reach consumers or promotions with complex procedures, which may be obstacles for stores in conducting business in the future. As illustrated by the following key informant statements:

"If I talk about satisfaction with marketing promotions, I am satisfied, but I would like to get discounted prices to get the maximum margin. But obtaining low prices must be consistent with not having too much stock. Actually, even if we need to stock a lot, if the product sells well on its own, or if the company provides support that reaches the end-user, with sufficient marketing reaching that point, I'm not too concerned."

Existing Customer Store 1

"As for the promotions of our current suppliers, we are satisfied with them because if we have promotions, we are happy for the kids as well, it's good for their children. Some households don't have the means to buy that much. When there are promotions, they can buy discounted products or get discounts, and they can buy them for their pets."

Existing Customer Store 8

"I am satisfied, for example, if we buy a certain amount, we will get an even lower price. Sometimes they also take care of claims for us, regarding food expiration. They guarantee that if the food we sell is not all sold—sometimes we have to buy in bulk to get promotions—they will take care of the expiration dates. If it expires, they will exchange or make a claim for us. The first step they usually take before making a claim is to offer a discount, give a difference, or have freebies for customers to stimulate sales, something like that."

Existing Customer Store 11

"I am satisfied. Most of the time, it's about making discounted prices, or discounts for next purchases, things like this, if we order in large quantities."

Existing Customer Store 12

"It's quite satisfactory. I understand that in a year or two, all brands will seriously promote. In terms of marketing budgets, they will likely increase in this segment, which may lead to increased awareness, and it might be in higher demand. This is due to pet-keeping behavior; everyone should know that it's a trend of pet humanization, where we treat pets like humans. Because we treat pets like humans, it's not limited to just food as before; it will include supplements, medical supplies, grooming, a variety of things that will have more functionality. The market will grow, and each brand will put more into marketing."

Existing Customer Store 5

"Overall, the brands that are our current suppliers have a promotion and marketing part that is okay. But if a brand has a marketing budget for promotion, it will affect sales better than brands that don't have a marketing budget."

Existing Customer Store 7

"So far, suppliers have been doing marketing or supporting us with promotions, which we are okay with and satisfied with. What we would like them to provide for us and our customers might be in terms of free gift promotions."

Existing Customer Store 2

"Actually, promotions don't differ much. I feel that promotions, really, can have them or not have them, especially for the supplement group."

Existing Customer Store 13

"Honestly, I'm not so satisfied. Pet supplements don't have many promotions at all, very few, hardly ever see them. There might be promotions for purchasing only, not extending to end customers at all."

Existing Customer Store 3

"Promotions for supplement products are mostly general. Not many, not many promotions at all."

Existing Customer Store 9

"I don't like it, I'm not satisfied. Just from my own experience, they tend to be step-based, when they sell in volume. I understand that everything wants to achieve sales, but this is something I don't like."

Existing Customer Store 4

"I think the marketing is not good, not as good as it should be. It doesn't communicate much. But there are also legal issues that prohibit certain speech, sometimes whatever it is. And the more they avoid talking, the less is understood. So I think in terms of marketing, I'm not so satisfied because very few customers know what

they want, except as I mentioned, pet parents, animal lovers who know their needs or have information. Even ourselves, who do quite a bit of media, don't often see media for supplements or vitamins, very little, mostly just food media. Actually, if I were to recommend, it might be about injecting resources into partners, helping each other create content or promote, and measuring results, which would help a lot. For example, like Nestlé, which is for dry food, they will organize campaign activities for partner stores. Say there are 50 stores in a zone, everyone competes to create content, a bit from each, with 5 prizes, one prize worth ten thousand or something like that. The sales representatives are responsible for seeking cooperation. Some stores know they won't win, but the sales representatives have the duty to ask for cooperation. You might win someday, or when the second generation comes to help, it gets better. There are many stores that have done much better. Doing this, and doing it consistently like Nestlé does every quarter, these will have a cycle. And in each quarter, it's not just once, there are multiple activities. Live streaming counts, making videos counts, making still images counts, everything counts. When such a system is in place, the brand can manage its budget, perhaps having a hundred contents come out, but the money spent doesn't exceed 30,000 because there are only 5 prizes/3 months. Something like this would increase awareness/recognition."

Existing Customer Store 6

"Actually, I'm neutral because most suppliers or competitors also sell online. Whatever promotions they have, they also sell online. My physical store sometimes sells, sometimes doesn't. Even if they promote, customers don't come to buy from me; they buy online or something like that. They might buy online directly from the brand. For example, if they have a promotion or whatever, they will advertise, right? And people will rush to buy from them completely. They don't come to my store. While suppliers do have promotions/marketing, sometimes it's complicated to implement. For instance, they don't give us the freebies directly; they have us record customer names, record phone numbers, and then they'll send the freebies to them. Think about it, in a day, 100-200 people come in, and to sit and record, oh, it's entertaining, can't keep up. So, promotions can be done, but the company has to provide them directly. For example,

have you seen in department stores, buy 1 get 1 free, already packaged, not asking me to record names or anything like that. I don't feel okay with that."

Existing Customer Store 10

Table 4.49 Content Analysis of Perceived Behavioral Control of Entrepreneurs in the Existing Customer Group Regarding Satisfaction with Promotions and Marketing of Pet Supplement Products from Current Suppliers

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
EC1	If I talk about satisfaction with marketing promotions, I am satisfied, but I would like to get discounted prices to get the maximum margin. But obtaining low prices must be consistent with not having too much stock. Actually, even if we need to stock a lot, if the product sells well on its own, or if the company provides support that reaches the end-user, with sufficient marketing reaching that point, I'm not too concerned.	Satisfied with promotions/ marketing and wants discount/price reduction promotions	Positive Perceived Behavioral Control
EC8	As for the promotions of our current suppliers, we are satisfied with them because if we have promotions, we are happy for the kids as well, it's good for their children. Some households don't have the means to buy that much. When there are promotions, they can buy discounted products or get discounts, and they can buy them for their pets.	Satisfied with promotions/ marketing and wants discount/price reduction promotions	Positive Perceived Behavioral Control

EC11	I am satisfied, for example, if we buy a certain amount, we will get an even lower price. Sometimes they also take care of claims for us, regarding food expiration. They guarantee that if the food we sell is not all sold—sometimes we have to buy in bulk to get promotions—they will take care of the expiration dates. If it expires, they will exchange or make a claim for us. The first step they usually take before making a claim is to offer a discount, give a difference, or have freebies for customers to stimulate sales, something like that.	Satisfied with promotions/ marketing and wants discount/price reduction promotions	Positive Perceived Behavioral Control
EC12	I am satisfied. Most of the time, it's about making discounted prices, or discounts for next purchases, things like this, if we order in large quantities.	Satisfied with promotions/ marketing and wants discount/price reduction promotions	Positive Perceived Behavioral Control
EC5	It's quite satisfactory. I understand that in a year or two, all brands will seriously promote. In terms of marketing budgets, they will likely increase in this segment, which may lead to increased awareness, and it might be in higher demand. This is due to pet-keeping behavior; everyone should know that it's a trend of pet humanization, where we treat pets like humans. Because we treat pets like humans, it's not limited to just food as before; it will include supplements,	Satisfied with promotions/ marketing and wants emphasis on promotion and product awareness	Positive Perceived Behavioral Control

	medical supplies, grooming, a variety of things that will have more functionality. The market will grow, and each brand will put more into marketing.		
EC7	Overall, the brands that are our current suppliers have a promotion and marketing part that is okay. But if a brand has a marketing budget for promotion, it will affect sales better than brands that don't have a marketing budget.	Satisfied with promotions/ marketing and wants emphasis on promotion and product awareness	Positive Perceived Behavioral Control
EC2	So far, suppliers have been doing marketing or supporting us with promotions, which we are okay with and satisfied with. What we would like them to provide for us and our customers might be in terms of free gift promotions.	Satisfied with promotions/ marketing and wants free gift promotions	Positive Perceived Behavioral Control
EC13	Actually, promotions don't differ much. I feel that promotions, really, can have them or not have them, especially for the supplement group.	Neutral feelings about promotions/ marketing	Neutral Perceived Behavioral Control
EC3	Honestly, I'm not so satisfied. Pet supplements don't have many promotions at all, very few, hardly ever see them. There might be promotions for purchasing only, not extending to end customers at all.	Not very satisfied with promotions/ marketing because pet supplements don't have many promotions	Negative Perceived Behavioral Control

EC9	Promotions for supplement products are mostly general. Not many, not many promotions at all.	Not very satisfied with promotions/ marketing because pet supplements don't have many promotions	Negative Perceived Behavioral Control
EC4	I don't like it, I'm not satisfied. Just from my own experience, they tend to be step-based, when they sell in volume. I understand that everything wants to achieve sales, but this is something I don't like.	Not very satisfied with promotions/ marketing due to hard-selling tactics	Negative Perceived Behavioral Control
EC6	I think the marketing is not good, not as good as it should be. It doesn't communicate much. But there are also legal issues that prohibit certain speech, sometimes whatever it is. And the more they avoid talking, the less is understood. So I think in terms of marketing, I'm not so satisfied because very few customers know what they want, except as I mentioned, pet parents, animal lovers who know their needs or have information. Even ourselves, who do quite a bit of media, don't often see media for supplements or vitamins, very little, mostly just food media. Actually, if I were to recommend, it might be about injecting resources into partners, helping each other create content or promote, and measuring results, which would help a lot. For example, like Nestlé, which is for dry	Not very satisfied with promotions/ marketing regarding communication/ promotion	Negative Perceived Behavioral Control

	<p>food, they will organize campaign activities for partner stores. Say there are 50 stores in a zone, everyone competes to create content, a bit from each, with 5 prizes, one prize worth ten thousand or something like that. The sales representatives are responsible for seeking cooperation. Some stores know they won't win, but the sales representatives have the duty to ask for cooperation. You might win someday, or when the second generation comes to help, it gets better. There are many stores that have done much better. Doing this, and doing it consistently like Nestlé does every quarter, these will have a cycle. And in each quarter, it's not just once, there are multiple activities. Live streaming counts, making videos counts, making still images counts, everything counts. When such a system is in place, the brand can manage its budget, perhaps having a hundred contents come out, but the money spent doesn't exceed 30,000 because there are only 5 prizes/3 months. Something like this would increase awareness/recognition.</p>		
EC10	<p>Actually, I'm neutral because most suppliers or competitors also sell online. Whatever promotions they have, they also sell online. My physical store sometimes sells, sometimes doesn't. Even if they promote, customers don't come to buy</p>	<p>Not very satisfied with promotions/marketing regarding complicated</p>	<p>Negative Perceived Behavioral Control</p>

	<p>from me; they buy online or something like that. They might buy online directly from the brand. For example, if they have a promotion or whatever, they will advertise, right? And people will rush to buy from them completely. They don't come to my store. While suppliers do have promotions/marketing, sometimes it's complicated to implement. For instance, they don't give us the freebies directly; they have us record customer names, record phone numbers, and then they'll send the freebies to them. Think about it, in a day, 100-200 people come in, and to sit and record, oh, it's entertaining, can't keep up. So, promotions can be done, but the company has to provide them directly. For example, have you seen in department stores, buy 1 get 1 free, already packaged, not asking me to record names or anything like that. I don't feel okay with that.</p>	<p>processes for implementing promotions with stores</p>	
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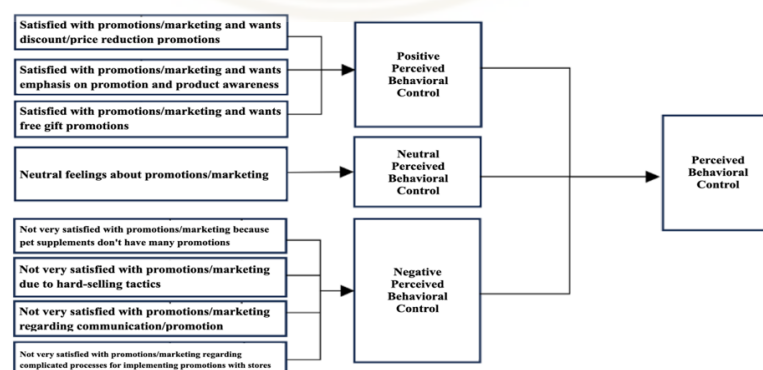


Figure 4.31 Content linkage diagram showing the Perceived Behavioral Control of existing customer entrepreneurs regarding satisfaction with promotions and marketing of pet supplement products from current suppliers.

4.11.5 How Much Do Delivery and After-Sales Service of Current Suppliers Affect the Decision to Stock Innovative Pet Supplement Products in Stores?

From interviews with 13 existing customers regarding the impact of delivery and after-sales service of current suppliers on the decision to stock innovative pet supplement products, opinions can be categorized into 3 main groups as follows:

Positive Perceived Behavioral Control: 6 respondents viewed that delivery and after-sales service of current suppliers have a positive effect on the decision to stock products for sale. This group of informants emphasized the importance of fast delivery (within 3 days) and efficient after-sales service, such as accepting returns for expired products, processing claims for damaged goods, and supporting stores by sending sales representatives to check products and suggest sales strategies.

Neutral Perceived Behavioral Control: 5 respondents viewed that delivery and after-sales service of current suppliers have a moderate effect on decision-making. They believed that offering credit terms, staff training, and promotion updates are elements that help support sales. However, if suppliers do not have particularly outstanding after-sales service, they can still manage by themselves. Additionally, 1 respondent believed that delivery and after-sales service of current suppliers do not affect the decision to stock products, as products in the pet supplement category typically have low order quantities per time and can use private shipping services without much dependence on suppliers.

Negative Perceived Behavioral Control: Only 1 respondent viewed that delivery and after-sales service of current suppliers have a negative effect on the decision to stock products for sale, as they had negative experiences with sales or after-sales service from sales staff or relevant personnel.

In summary, the key issue is that most store entrepreneurs view that suppliers' delivery and after-sales service affect their decision-making, especially the speed of product delivery, after-sales guarantees, and regular attention. As illustrated by the following key informant statements:

"It has a significant effect in terms of after-sales service. I think shipping is quite standard; they deliver and help carry things a bit. But for after-sales, we must be able to make claims in case of accidents, significant damage, or expiration. Our current suppliers do this well because, as I mentioned, all suppliers must go through screening and enter our system first."

Existing Customer Store 6

"Since current products being sold are quite similar and are sold through all channels and platforms, if any service takes longer than 3 days to deliver, it can cause significant loss of sales opportunities. But if any supplier has comprehensive shipping that can deliver even for low-value orders, it will increase the opportunity to generate more sales. It will have a considerable effect on purchasing decisions. And it's the same for after-sales service. If suppliers who have been communicating with us for a long time can answer questions or provide information at any time."

Existing Customer Store 7

"Yes, yes. For example, if our current suppliers come to sell, and their salespeople come often, we'll find it easier to order from them. For instance, if someone comes to check product expiration dates, provides after-sales care, things like that, we'll find it easier to order from them because we feel they take good care of us. If someone never comes, we won't tend to order from them."

Existing Customer Store 10

"Delivery and after-sales service have quite an effect on decision-making. Each place delivers quite quickly, within about 3 days. They'll deliver to us, and after delivery, almost every company offers credit terms. As for after-sales service, if sometimes we buy something because we got a promotion, for example, if we buy in volume, buy a lot, like 12 cases or large quantities, we'll be concerned about the product's expiration date. And when they guarantee that if it expires, they'll provide a 100% claim, it makes us want to buy from them even more. Also, when they come to take care of us regularly, about once a month or once every two months, come to check on

us, ask how sales are going, if it's not good, suggest what we might try, that helps with our purchasing decisions."

Existing Customer Store 11

"Currently, after-sales service and delivery for purchasing pet food or supplements from each company are satisfactory because we communicate with each other, and the company delivers according to the scheduled time. We don't have to go out to receive the products ourselves; they deliver right to the front of the store. As for after-sales service, the sales representatives also pay attention to whether we can sell that particular product or not. If it's been kept for a long time and is about to expire, they will come to process a claim or create a promotion, which works well for both parties."

Existing Customer Store 12

"It does have an effect. If we talk about delivery first, these days there are many shipping companies. If it's a large group of products, it might take a bit longer, but if it's supplements or medium to large pieces that aren't too big, delivery is quite fast. As for after-sales service, there will be companies where the sales team or technical staff come to provide knowledge to store owners, or even have exams, tests for store sales staff. I think this is quite important because, really, the store owner might not need it as much, but the staff must have knowledge. Some companies that pay attention to staff as well are good. For example, Royal Canin comes to train store staff, provides tests, and even creates challenges where they rank store staff nationwide based on scores. They might have promotion packages for trips to visit Royal Canin abroad for store staff. I think Royal Canin's approach is quite a good example."

Existing Customer Store 13

"It affects the decision, but not to a great extent, because if it's basic after-sales service from suppliers, it shouldn't differ much, regarding product returns or offering credit terms. But what I would emphasize is having representatives or staff come in to train and provide knowledge to frontline sales staff, to drive sales, whether it's just providing recommendations or creating joint activities; this will affect purchasing decisions and help products sell themselves."

Existing Customer Store 1

"It has an effect. In this area, we'll consider issues like, first, volume; second, product claims—how quickly and how well you can process claims; if your products come in large quantities, what kind of promotions you can offer us."

Existing Customer Store 2

"It has an effect, but not to a great extent, because shipping conditions aren't that difficult. Mainly, there's a minimum order for shipping, which we can understand. And then there's the matter of delivery time. Suppliers don't all deliver slowly; only some will have you order at the beginning of the month and deliver at the end of the month. That's not okay because when the ordering cycle is missed significantly, it makes our sales planning difficult. After-sales service is the same. If it's a big brand or something, it doesn't have to be big; sometimes small brands that they make themselves will regularly update us about stock and promotions."

Existing Customer Store 3

"It has an effect, but not to a great extent, because normally suppliers will use outsourced shipping services. If it's a slightly larger company, they'll have their own shipping. Some companies that ship damaged products, that's after-sales service, they'll help take care of it, process the claim."

Existing Customer Store 8

"For delivery, we look at the timeframe. This definitely has an effect because the faster they deliver, the sooner we can sell. Sometimes our ordering might be overlooked until the product runs out. If they can deliver quickly, we'll have products

on the shelf. As for after-sales service, it has a significant effect, especially nowadays, because frankly, we have many suppliers to choose from. We prefer whoever takes good care of us, counts our stock for us, or provides better care than others. It definitely has an effect."

Existing Customer Store 9

"It has no effect because, as I said, the product quantities are small, and we can ship through the postal service or whatever, send packages. There's no problem with shipping or receiving goods. As for after-sales service, it's the same, because since the sales volume isn't high—the nature of supplement product sales is what they call 'fractional,' meaning they don't sell a lot to one store, but the number of stores is high—for one purchase order, it's not a lot. Since these are small items, right? It's not like food where, say, I bring in 5 million baht of one brand; then they would need to come in to take care of sales, shelf arrangement, and many other things. But for supplement products, since they're small and the price is high, they can't focus that much due to the nature of the product."

Existing Customer Store 5

"It does, because some people approach us just because they want sales, but after they get the money and deliver the products, it's difficult to follow up on various things. I don't like people who just want sales and then come in. We've been instilled with the idea that being a salesperson is more than just selling."

Existing Customer Store 4

Table 4.50 Content Analysis of Perceived Behavioral Control of Entrepreneurs in the Existing Customer Group Regarding How Much Delivery and After-Sales Service of Current Suppliers Affect the Decision to Stock Innovative Pet Supplement Products in Stores

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
EC6	It has a significant effect in terms of after-sales service. I think shipping is quite standard; they deliver and help carry things a bit. But for after-sales, we must be able to make claims in case of accidents, significant damage, or expiration. Our current suppliers do this well because, as I mentioned, all suppliers must go through screening and enter our system first.	Delivery and after-sales service affect decision-making with positive supporting reasons	Positive Perceived Behavioral Control
EC7	Since current products being sold are quite similar and are sold through all channels and platforms, if any service takes longer than 3 days to deliver, it can cause significant loss of sales opportunities. But if any supplier has comprehensive shipping that can deliver even for low-value orders, it will increase the opportunity to generate more sales. It will have a considerable effect on purchasing decisions. And it's the same for after-sales service. If suppliers who have been communicating with us for a long time can answer questions or provide information at any time.	Delivery and after-sales service affect decision-making with positive supporting reasons	Positive Perceived Behavioral Control

EC10	Yes, yes. For example, if our current suppliers come to sell, and their salespeople come often, we'll find it easier to order from them. For instance, if someone comes to check product expiration dates, provides after-sales care, things like that, we'll find it easier to order from them because we feel they take good care of us. If someone never comes, we won't tend to order from them.	Delivery and after-sales service affect decision-making with positive supporting reasons	Positive Perceived Behavioral Control
EC11	Delivery and after-sales service have quite an effect on decision-making. Each place delivers quite quickly, within about 3 days. They'll deliver to us, and after delivery, almost every company offers credit terms. As for after-sales service, if sometimes we buy something because we got a promotion, for example, if we buy in volume, buy a lot, like 12 cases or large quantities, we'll be concerned about the product's expiration date. And when they guarantee that if it expires, they'll provide a 100% claim, it makes us want to buy from them even more. Also, when they come to take care of us regularly, about once a month or once every two months, come to check on us, ask how sales are going, if it's not good, suggest what we might try, that helps with our purchasing decisions.	Delivery and after-sales service affect decision-making with positive supporting reasons	Positive Perceived Behavioral Control
EC12	Currently, after-sales service and delivery for purchasing pet food or supplements from each company are satisfactory because we communicate with each other, and the	Delivery and after-sales service affect decision-	Positive Perceived Behavioral Control

	company delivers according to the scheduled time. We don't have to go out to receive the products ourselves; they deliver right to the front of the store. As for after-sales service, the sales representatives also pay attention to whether we can sell that particular product or not. If it's been kept for a long time and is about to expire, they will come to process a claim or create a promotion, which works well for both parties.	making with positive supporting reasons	
EC13	It does have an effect. If we talk about delivery first, these days there are many shipping companies. If it's a large group of products, it might take a bit longer, but if it's supplements or medium to large pieces that aren't too big, delivery is quite fast. As for after-sales service, there will be companies where the sales team or technical staff come to provide knowledge to store owners, or even have exams, tests for store sales staff. I think this is quite important because, really, the store owner might not need it as much, but the staff must have knowledge. Some companies that pay attention to staff as well are good. For example, Royal Canin comes to train store staff, provides tests, and even creates challenges where they rank store staff nationwide based on scores. They might have promotion packages for trips to visit Royal Canin abroad for store staff. I think Royal Canin's approach is quite a good example.	Delivery and after-sales service affect decision-making with positive supporting reasons	Positive Perceived Behavioral Control

EC1	It affects the decision, but not to a great extent, because if it's basic after-sales service from suppliers, it shouldn't differ much, regarding product returns or offering credit terms. But what I would emphasize is having representatives or staff come in to train and provide knowledge to frontline sales staff, to drive sales, whether it's just providing recommendations or creating joint activities; this will affect purchasing decisions and help products sell themselves.	Delivery and after-sales service affect decision-making but not significantly/ neutral	Neutral Perceived Behavioral Control
EC2	It has an effect. In this area, we'll consider issues like, first, volume; second, product claims—how quickly and how well you can process claims; if your products come in large quantities, what kind of promotions you can offer us.	Delivery and after-sales service affect decision-making but not significantly/ neutral	Neutral Perceived Behavioral Control
EC3	It has an effect, but not to a great extent, because shipping conditions aren't that difficult. Mainly, there's a minimum order for shipping, which we can understand. And then there's the matter of delivery time. Suppliers don't all deliver slowly; only some will have you order at the beginning of the month and deliver at the end of the month. That's not okay because when the ordering cycle is missed significantly, it makes our sales planning difficult. After-sales service is the same. If it's a big brand or something, it doesn't have to be big; sometimes small brands that they make themselves will	Delivery and after-sales service affect decision-making but not significantly/ neutral	Neutral Perceived Behavioral Control

	regularly update us about stock and promotions.		
EC8	It has an effect, but not to a great extent, because normally suppliers will use outsourced shipping services. If it's a slightly larger company, they'll have their own shipping. Some companies that ship damaged products, that's after-sales service, they'll help take care of it, process the claim.	Delivery and after-sales service affect decision-making but not significantly/neutral	Neutral Perceived Behavioral Control
EC9	For delivery, we look at the timeframe. This definitely has an effect because the faster they deliver, the sooner we can sell. Sometimes our ordering might be overlooked until the product runs out. If they can deliver quickly, we'll have products on the shelf. As for after-sales service, it has a significant effect, especially nowadays, because frankly, we have many suppliers to choose from. We prefer whoever takes good care of us, counts our stock for us, or provides better care than others. It definitely has an effect.	Delivery and after-sales service affect decision-making but not significantly/neutral	Neutral Perceived Behavioral Control
EC5	It has no effect because, as I said, the product quantities are small, and we can ship through the postal service or whatever, send packages. There's no problem with shipping or receiving goods. As for after-sales service, it's the same, because since the sales volume isn't high—the nature of supplement product sales is what they call 'fractional,' meaning they don't sell a lot to one store, but the number of stores is high—for one purchase order, it's not a lot.	Delivery and after-sales service do not affect decision-making	Neutral Perceived Behavioral Control

	Since these are small items, right? It's not like food where, say, I bring in 5 million baht of one brand; then they would need to come in to take care of sales, shelf arrangement, and many other things. But for supplement products, since they're small and the price is high, they can't focus that much due to the nature of the product.		
EC4	It does, because some people approach us just because they want sales, but after they get the money and deliver the products, it's difficult to follow up on various things. I don't like people who just want sales and then come in. We've been instilled with the idea that being a salesperson is more than just selling.	Affects decision-making with negative supporting reasons	Negative Perceived Behavioral Control

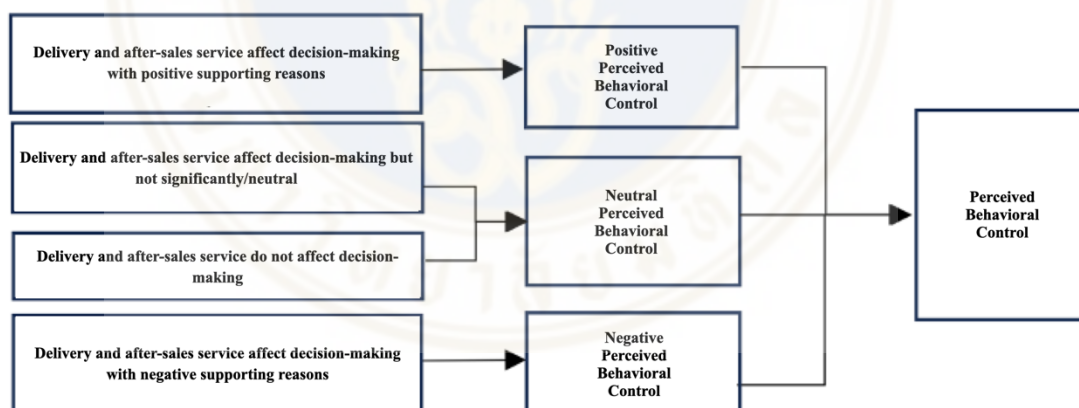


Figure 4.32 Content linkage diagram showing the Perceived Behavioral Control of existing customer entrepreneurs regarding how much delivery and after-sales service of current suppliers affect the decision to stock innovative pet supplement products in stores.

Perceived Behavioral Control of Pet Supply and Food Store Entrepreneurs Toward New Pet Supplement Product Suppliers

4.11.6 What Difficulties in Ordering Pet Supplement Products from New Suppliers Would Result in Not Considering Them for Store Distribution

From interviews with 7 prospective customers regarding difficulties in ordering pet supplement products from new suppliers that would result in not considering products for store distribution, opinions can be categorized into 3 main groups as follows:

Difficulties in Communication and Service: 5 respondents mostly viewed that complicated contact methods and poor service from suppliers are significant obstacles in deciding to stock products, especially in cases where communication is delayed or sales representatives respond slowly, after-sales service is poor (such as not accepting product claims or not visiting the store), and lack of continuity in sales teams and communication (such as changing sales representatives or territories without notifying stores).

Complicated Documentation and Ordering Conditions: 1 respondent felt that the process of opening a new customer account is overly complex, causing stores to reject suppliers with complicated requirements.

Inflexible Sales Conditions: 1 respondent desired flexible sales conditions, especially in cases where new brands require stores to make outright purchases instead of offering consignment options, which might make stores uncertain about customer reception and choose not to consider stocking the products.

In summary, prospective customers prioritize convenient, fast communication and good after-sales service as key factors in deciding to choose new suppliers. Meanwhile, some stores emphasize ordering conditions and document management. If suppliers have complex or inflexible requirements, stores may choose not to consider stocking their products. As illustrated by the following key informant statements:

"If it's difficult to contact them or they provide poor service, we are concerned and might pass on them entirely. We fear the type that is very easy to contact and provides excellent service when they want to get an order, but after they receive the order, it becomes harder to contact them, and they might provide less service to us."

Prospective Customer Store 1

"Difficulty in contacting sales representatives or brands is something that, if I feel it's difficult in this area, I will not consider bringing that brand to sell in the store at all because I feel it's a waste of time. We want sales representatives/brands that are always ready, ready to sell, ready to support, something like that."

Prospective Customer Store 2

"From my experience, it's quite difficult to contact them. For example, if we're a store that doesn't yet know how to contact the company or sales representatives selling this segment, when we contact them through their page, website, or whatever, their response is quite slow. It makes us feel that if we intend to bring in this brand, but it turns out that we contact this brand first, and they don't respond, the sales representatives don't contact us back at all. But another brand that we might consider bringing in later or might bring in, they contact us back first. We will choose to bring in the latter brand's products first so that our store can sell. It's the issue of contact that's quite difficult. Therefore, difficult contact makes me not want to consider at all. And then there's the issue of poor service from sales representatives. Some companies inform us that 'this cannot be claimed, we don't accept claims,' which they inform us after we've already ordered products worth tens of thousands, and then we wonder if they don't accept claims and the products don't sell, what should we do?"

Prospective Customer Store 4

"Regarding communication, if we don't have continuous communication or they don't visit the store, there's no connection, it will become a situation where for some products, we have quite a variety of SKUs. If suddenly this item is doing well, and then they disappear, and we can't contact them, maybe because they've changed sales representatives or territories or visiting days, and they didn't notify us, it makes it

difficult for us to deal with customers properly regarding whether we will have this product continuously, whether to order in larger volumes, or what to do."

Prospective Customer Store 6

"It would be about the contact, the communication with the supplier company or sales representatives, because sometimes, some products that haven't sold and are about to expire or something like that, we would contact them to help support product guarantees, handle claims, things like that. If it's difficult to communicate, feeling that it's difficult in this area, we wouldn't consider selling it in the store."

Prospective Customer Store 7

"It could be the complication of documentation in opening customer accounts. The documentation is sometimes complicated, wanting this and that, needing to be a registered company or whatever, requiring tax documents, VAT 20, all sorts of things—it's a mess. So if you're a new vendor coming in and you require all sorts of documents, we would just reject you outright. Because the store is helping to sell your products, but you're complicating many issues with documentation, requiring payment before shipping products, all sorts of things, as if you're afraid of this and that. It doesn't matter if you're afraid; you don't have to sell. It should be based primarily on the customer. For me, I think it's mostly about documentation."

Prospective Customer Store 3

"If it's completely new and they want outright purchases, it will be a business concern. If it's completely new and they want to do something like consignment, I can try that. But if they say it must be an outright purchase or else they won't stock it, I would say goodbye too. I still wouldn't do outright purchases because I don't know the customer reception yet."

Prospective Customer Store 5

Table 4.51 Content Analysis of Perceived Behavioral Control of Entrepreneurs in the Prospective Customer Group Regarding Difficulties in Ordering Pet Supplement Products from New Suppliers That Would Result in Not Considering Them for Store Distribution

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
PC1	If it's difficult to contact them or they provide poor service, we are concerned and might pass on them entirely. We fear the type that is very easy to contact and provides excellent service when they want to get an order, but after they receive the order, it becomes harder to contact them, and they might provide less service to us.	Difficult to contact/ poor service	Difficulties in communication/ difficult contact or poor service
PC2	Difficulty in contacting sales representatives or brands is something that, if I feel it's difficult in this area, I will not consider bringing that brand to sell in the store at all because I feel it's a waste of time. We want sales representatives/brands that are always ready, ready to sell, ready to support, something like that.	Difficult contact	Difficulties in communication/ difficult contact or poor service
PC4	From my experience, it's quite difficult to contact them. For example, if we're a store that doesn't yet know how to contact the company or sales representatives selling this segment, when we contact them through their	Difficult contact	Difficulties in communication/ difficult contact or poor service

	<p>page, website, or whatever, their response is quite slow. It makes us feel that if we intend to bring in this brand, but it turns out that we contact this brand first, and they don't respond, the sales representatives don't contact us back at all. But another brand that we might consider bringing in later or might bring in, they contact us back first. We will choose to bring in the latter brand's products first so that our store can sell. It's the issue of contact that's quite difficult. Therefore, difficult contact makes me not want to consider at all. And then there's the issue of poor service from sales representatives. Some companies inform us that 'this cannot be claimed, we don't accept claims,' which they inform us after we've already ordered products worth tens of thousands, and then we wonder if they don't accept claims and the products don't sell, what should we do?</p>		
PC6	<p>Regarding communication, if we don't have continuous communication or they don't visit the store, there's no connection, it will become a situation where for some products, we have quite a variety of SKUs. If suddenly this item is doing well, and then they disappear, and we can't contact them, maybe because they've changed sales</p>	No continuous communication	Difficulties in communication/ difficult contact or poor service

	representatives or territories or visiting days, and they didn't notify us, it makes it difficult for us to deal with customers properly regarding whether we will have this product continuously, whether to order in larger volumes, or what to do.		
PC7	It would be about the contact, the communication with the supplier company or sales representatives, because sometimes, some products that haven't sold and are about to expire or something like that, we would contact them to help support product guarantees, handle claims, things like that. If it's difficult to communicate, feeling that it's difficult in this area, we wouldn't consider selling it in the store.	Difficult communication	Difficulties in communication/ difficult contact or poor service
PC3	It could be the complication of documentation in opening customer accounts. The documentation is sometimes complicated, wanting this and that, needing to be a registered company or whatever, requiring tax documents, VAT 20, all sorts of things—it's a mess. So if you're a new vendor coming in and you require all sorts of documents, we would just reject you outright. Because the store is helping to sell your products, but you're complicating many issues with documentation, requiring payment before shipping products, all sorts of	Complicated documentation for opening customer accounts	Difficulties in ordering regarding documentation requirements

	things, as if you're afraid of this and that. It doesn't matter if you're afraid; you don't have to sell. It should be based primarily on the customer. For me, I think it's mostly about documentation.		
PC5	If it's completely new and they want outright purchases, it will be a business concern. If it's completely new and they want to do something like consignment, I can try that. But if they say it must be an outright purchase or else they won't stock it, I would say goodbye too. I still wouldn't do outright purchases because I don't know the customer reception yet.	Outright purchase/ consignment	Difficulties in ordering due to companies requiring outright purchases instead of consignment first

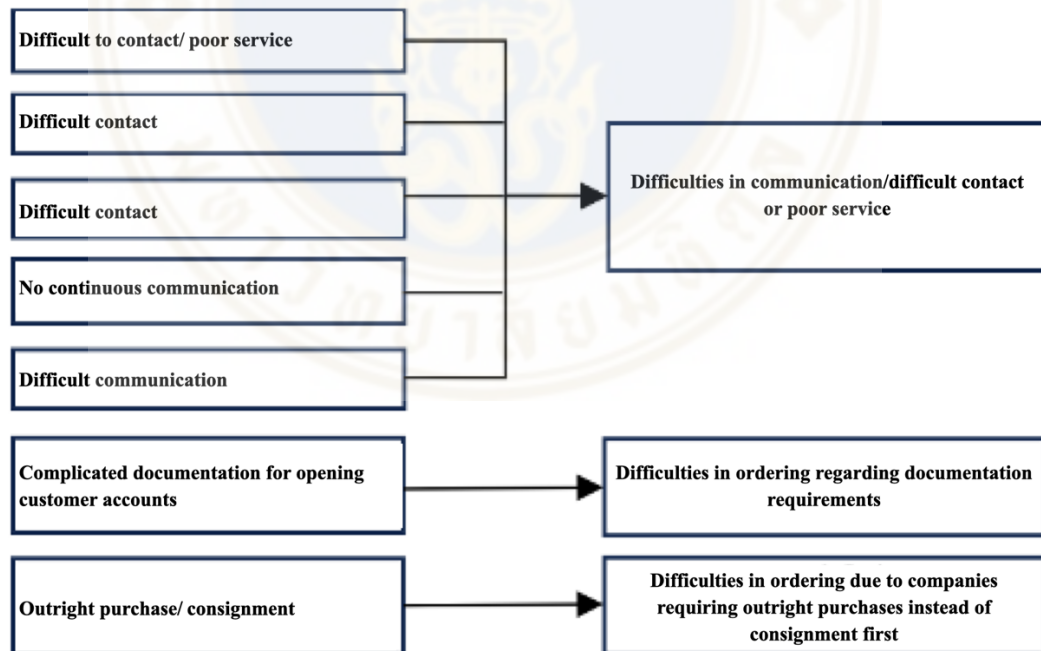


Figure 4.33 Content linkage diagram showing the Perceived Behavioral Control of entrepreneurs and potential customer groups regarding difficulties in ordering pet supplement products from new suppliers that would not be considered for store distribution.

4.11.7 Does having sufficient information, knowledge, and understanding about the usage and benefits of pet supplement products from new suppliers affect your decision to purchase for distribution in your store

From interviews with 7 prospective customers, it was found that having information, knowledge, and understanding about pet supplement products affects the decision to stock these products. The opinions can be categorized into main groups as follows:

All 7 informants consistently agreed that receiving sufficient information from suppliers helps store owners and staff understand the products, have adequate knowledge, and effectively recommend products to customers, which directly impacts sales.

Factors affecting the decision to stock products include: stores choosing brands that provide detailed product knowledge and regularly update information about research or new trends. Continuous staff training by suppliers helps employees confidently recommend products to customers, and clear information provision, including training on new products, enables stores to better answer customer questions, influencing customers' purchasing decisions.

In summary, prospective stores value receiving comprehensive product information and staff training from suppliers, which are important factors affecting decisions to stock pet supplement products. Each key informant stated:

"It greatly affects us. If the store doesn't know anything, we can't sell. How would we recommend products to customers? We need to know to sell. Some new staff don't know the products, so training is necessary. If suppliers provide training, that would be excellent because they have more in-depth knowledge and can answer questions better than our staff."

Prospective Customer Store 1

"Yes, it has an effect. If they are passionate about their products, or they can explain how their products help others, and why we should buy them, or why we should have them, recommending to us and our staff is interesting. We are willing to listen. It affects the decision to purchase for distribution."

Prospective Customer Store 2

"Without knowledge, selling is very difficult. The salesperson is extremely important because when selling products, without knowledge, you simply can't sell. For example, with pet drinking water products, you really need knowledge to sell easily. If the salesperson has knowledge, they can explain how this product helps with various issues and why it's more valuable than regular water. They might explain that drinking regular water could lead to certain diseases, but drinking this product reduces problems like kidney stones. You need knowledge to educate and persuade consumers."

Prospective Customer Store 3

"Yes, it has an effect because if they develop a product, and if we or our staff have no knowledge, we cannot use these selling points to resell. If we know the product's objectives, we can use these selling points to resell. Information about usage, benefits, and product properties is extremely important. From past experience, it depends on the brand - some brands provide good information, while others may not provide as much. We usually talk with sales representatives quite often and gain new knowledge from them, but some brands don't provide any knowledge, they just meet to sell and then leave."

Prospective Customer Store 4

"It has an effect. For new brands, they need to be able to explain - explain the product in detail, its advantages and disadvantages, or how it differs from other products in the market. I need to be able to compare and explain to customers."

Prospective Customer Store 5

" It has quite a significant effect because if we don't know about the innovation or ingredients, the product's physical aspects that customers can touch - because customers look at the exterior and then ask deeper questions about what it is, how to use it, what it's made from. For these products, customers are people who love their pets and have purchasing power at a certain level. Therefore, our customers' readiness to pay is high, but if we cannot answer their questions or solve their problems by knowing about the product benefits, what innovations are used, how updated it is, whether it has research to support it, which group it belongs to - these are things customers are already concerned about. Some customers have done quite thorough research, for example on joint supplements, looking at 3 brands, but they give us the task of recommending and providing additional details on which product best suits their pet. If we don't have solid knowledge on this, or if the supplier hasn't informed us or hasn't provided product training to us or our frontline staff who serve customers, this might affect both the customer's decision and the store's decision to stock or for customers to continue using it."

Prospective Customer Store 6

" It has an effect. If they present and explain to us, provide us with knowledge, and we feel these products are truly beneficial, we might experiment by stocking them in small quantities first. Importantly, besides initially introducing and providing us with basic knowledge, they subsequently need to provide knowledge and introduce products to our staff as well, because our staff will be the ones directly communicating and providing recommendations to customers. So, we consider this aspect, and it affects our decision to stock products. If suppliers come in and provide knowledge frequently, whether to store owners or staff, that would be very good."

Prospective Customer Store 7

Table 4.52 Content analysis of Perceived Behavioral Control of Entrepreneurs in the prospective customer group regarding whether having sufficient information, knowledge, and understanding about the usage and benefits of pet supplement products from new suppliers affects the decision to purchase for distribution in your store.

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
PC1	It greatly affects us. If the store doesn't know anything, we can't sell. How would we recommend products to customers? We need to know to sell. Some new staff don't know the products, so training is necessary. If suppliers provide training, that would be excellent because they have more in-depth knowledge and can answer questions better than our staff.	Greatly affects	Introducing knowledge and understanding of the usage and benefits of products affects the decision to purchase for store distribution
PC2	Yes, it has an effect. If they are passionate about their products, or they can explain how their products help others, and why we should buy them, or why we should have them, recommending to us and our staff is interesting. We are willing to listen. It affects the decision to purchase for distribution.	Has an effect	Introducing knowledge and understanding of the usage and benefits of products affects the decision to purchase for store distribution

PC3	<p>Without knowledge, selling is very difficult. The salesperson is extremely important because when selling products, without knowledge, you simply can't sell. For example, with pet drinking water products, you really need knowledge to sell easily. If the salesperson has knowledge, they can explain how this product helps with various issues and why it's more valuable than regular water. They might explain that drinking regular water could lead to certain diseases, but drinking this product reduces problems like kidney stones. You need knowledge to educate and persuade consumers.</p>	<p>Without knowledge, selling is very difficult / Without knowledge, you simply can't sell</p>	<p>Introducing knowledge and understanding of the usage and benefits of products affects the decision to purchase for store distribution</p>
PC4	<p>Yes, it has an effect because if they develop a product, and if we or our staff have no knowledge, we cannot use these selling points to resell. If we know the product's objectives, we can use these selling points to resell. Information about usage, benefits, and product properties is extremely important. From past experience, it depends on the brand - some brands provide good information, while others may not provide as much. We usually talk with sales representatives quite often and gain new knowledge from them, but some brands don't provide any knowledge, they just meet to sell and then leave.</p>	<p>Has an effect</p>	<p>Introducing knowledge and understanding of the usage and benefits of products affects the decision to purchase for store distribution</p>
PC5	<p>It has an effect. For new brands, they need to be able to explain - explain the product in</p>	<p>Has an effect</p>	<p>Introducing knowledge</p>

	detail, its advantages and disadvantages, or how it differs from other products in the market. I need to be able to compare and explain to customers.		and understanding of the usage and benefits of products affects the decision to purchase for store distribution
PC6	It has quite a significant effect because if we don't know about the innovation or ingredients, the product's physical aspects that customers can touch - because customers look at the exterior and then ask deeper questions about what it is, how to use it, what it's made from. For these products, customers are people who love their pets and have purchasing power at a certain level. Therefore, our customers' readiness to pay is high, but if we cannot answer their questions or solve their problems by knowing about the product benefits, what innovations are used, how updated it is, whether it has research to support it, which group it belongs to - these are things customers are already concerned about. Some customers have done quite thorough research, for example on joint supplements, looking at 3 brands, but they give us the task of recommending and providing additional details on which product best suits their pet. If we don't have	Has quite a significant effect	Introducing knowledge and understanding of the usage and benefits of products affects the decision to purchase for store distribution

	solid knowledge on this, or if the supplier hasn't informed us or hasn't provided product training to us or our frontline staff who serve customers, this might affect both the customer's decision and the store's decision to stock or for customers to continue using it.		
PC7	It has an effect. If they present and explain to us, provide us with knowledge, and we feel these products are truly beneficial, we might experiment by stocking them in small quantities first. Importantly, besides initially introducing and providing us with basic knowledge, they subsequently need to provide knowledge and introduce products to our staff as well, because our staff will be the ones directly communicating and providing recommendations to customers. So, we consider this aspect, and it affects our decision to stock products. If suppliers come in and provide knowledge frequently, whether to store owners or staff, that would be very good.	Has an effect	Introducing knowledge and understanding of the usage and benefits of products affects the decision to purchase for store distribution

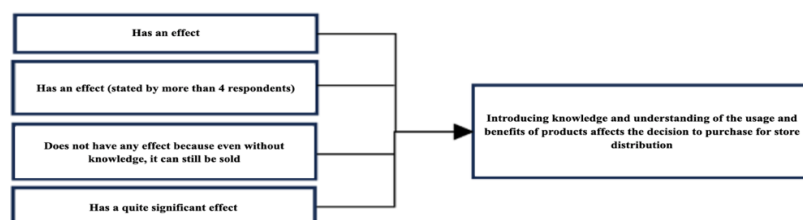


Figure 4.34 Content linkage diagram showing the Perceived Behavioral Control of Entrepreneurs in the prospective customer group regarding whether having sufficient information, knowledge, and understanding about the usage and benefits of pet supplement products from new suppliers affects the decision to purchase for distribution in your store.

4.11.8 Does the price of pet supplement products from new suppliers affect your decision to purchase or order them for sale in your store

From interviews with 7 prospective customers, it was found that the price of pet supplement products affects the decision to stock these products. The opinions can be categorized into main groups as follows:

All 7 informants acknowledged that products can have high prices if they are reasonable, and that market prices should be standardized. Additionally, suppliers with good promotions and marketing can help make products easier to sell without stores having to provide excessive explanations themselves. If product prices are at an affordable level and can compete with existing brands, stores are more likely to stock them.

Factors affecting the decision to stock products include: if products are too expensive without distinctive features differentiating them from other brands, stores will not be interested in ordering them due to concerns that products will sell slowly and expire. Furthermore, the price of new products should be lower than famous brands already established in the market to attract customers to try them. Stores with a premium customer base may not place as much emphasis on price, but for stores with middle to lower-end customer segments, price will be a crucial factor in decision-making.

In summary, the price of pet supplement products affects entrepreneurs' decisions to stock them in their stores. Prospective stores value reasonable pricing, market price control, and promotional support from suppliers, which are important factors affecting decisions to stock products. Each key informant stated:

"It has an effect. We think products can have high prices, but they must be reasonable and have controlled market pricing. Customers should feel it's not expensive at all for this quality at this price, and the price should be the same everywhere. This allows stores to be comfortable without competition for customers due to price differences. Prices that are too low are also concerning - why is it only this price? What is it made from? Something like that."

Prospective Customer Store 1

"The price of products has an effect. If it's a new supplier, we would like them to have promotions or marketing strategies that can increase customer awareness. When customers enter our store, they should be able to pick up the product immediately without us having stock issues or having to explain too much. Something like that."

Prospective Customer Store 2

"Normally, for existing supplement products, it's like any other product. We need to compare prices with similar products to see how much they cost and how they differ. We must make comparisons because the products you produce must already exist in the market. Now you need to look at quantity versus price to see if it's reasonable. If the product already exists in the store, it will be a bit difficult. But if it exists and your price is better, then OK, we might say 'let's try it.' But if it looks like something that already exists and is more expensive, there's no point in stocking it because it already exists, and if it's even more expensive, it will sell even more slowly. The slower the product sells, the shorter its shelf life becomes. Something like that."

Prospective Customer Store 3

"It has an effect. If the price is high but the quality is not good, we will cut it out based on customer feedback. If we stock one batch and customers tell us they've used it for a long time without seeing results, we won't order it again and will look for a new batch. When we place an order, we don't just order from one company. We need to order multiple products to provide options and comparisons for customers - how does using this product compare to using another? And also the reviews of each brand, how good they are, and things like that."

Prospective Customer Store 4

"Price has an effect. If it's a new product or brand, the price should be lower than famous brands or products that are already well-known. To be direct, when compared one-to-one, it needs to attract customer interest. Or alternatively, if it's new and doesn't duplicate - I mean if the components help with different issues and aren't repetitive - then in that case, price doesn't have as much of an effect."

Prospective Customer Store 5

"It has an effect. It also depends on the customer group. If customers are high-grade, price isn't a problem. If customers are middle or lower-grade, if the price is too high, it might be a bit difficult. Our store's target customers are middle to upper grade."

Prospective Customer Store 6

"Price has quite a significant effect. Because there was a case in the past where I sold a supplement, even though its quality was quite good, but that product had a very high price. It was a tablet supplement, one bottle with 20-30 tablets, priced around 700-800 baht. It turned out customers weren't interested at all because when they saw the price, they immediately put it down. Later on, I decided to consider bringing in products with reasonable, affordable prices instead."

Prospective Customer Store 7

Table 4.53 Content analysis of Perceived Behavioral Control of Entrepreneurs in the prospective customer group regarding whether the price of pet supplement products from new suppliers affects the decision to purchase or order them for sale in your store.

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
PC1	It has an effect. We think products can have high prices, but they must be reasonable and have controlled market pricing. Customers should feel it's not expensive at all for this quality at this price, and the price should be the same everywhere. This allows stores to be comfortable without competition for customers due to price differences. Prices that are too low are also concerning - why is it only this price? What is it made from? Something like that.	Has an effect	Price affects the decision to purchase for store distribution

PC2	The price of products has an effect. If it's a new supplier, we would like them to have promotions or marketing strategies that can increase customer awareness. When customers enter our store, they should be able to pick up the product immediately without us having stock issues or having to explain too much. Something like that.	The price of products has an effect	Price affects the decision to purchase for store distribution
PC3	Normally, for existing supplement products, it's like any other product. We need to compare prices with similar products to see how much they cost and how they differ. We must make comparisons because the products you produce must already exist in the market. Now you need to look at quantity versus price to see if it's reasonable. If the product already exists in the store, it will be a bit difficult. But if it exists and your price is better, then OK, we might say 'let's try it.' But if it looks like something that already exists and is more expensive, there's no point in stocking it because it already exists, and if it's even more expensive, it will sell even more slowly. The slower the product sells, the shorter its shelf life becomes. Something like that.	Has an effect	Price affects the decision to purchase for store distribution
PC4	It has an effect. If the price is high but the quality is not good, we will cut it out based on customer feedback. If we stock one batch and customers tell us they've used it for a long time without seeing results, we won't order it again and will look for a new batch. When we place an order, we don't just order from one company. We need to order multiple products to provide	Has an effect	Price affects the decision to purchase for store distribution

	options and comparisons for customers - how does using this product compare to using another? And also the reviews of each brand, how good they are, and things like that.		
PC5	Price has an effect. If it's a new product or brand, the price should be lower than famous brands or products that are already well-known. To be direct, when compared one-to-one, it needs to attract customer interest. Or alternatively, if it's new and doesn't duplicate - I mean if the components help with different issues and aren't repetitive - then in that case, price doesn't have as much of an effect.	Has an effect	Price affects the decision to purchase for store distribution
PC6	It has an effect. It also depends on the customer group. If customers are high-grade, price isn't a problem. If customers are middle or lower-grade, if the price is too high, it might be a bit difficult. Our store's target customers are middle to upper grade.	Has an effect	Price affects the decision to purchase for store distribution
PC7	Price has quite a significant effect. Because there was a case in the past where I sold a supplement, even though its quality was quite good, but that product had a very high price. It was a tablet supplement, one bottle with 20-30 tablets, priced around 700-800 baht. It turned out customers weren't interested at all because when they saw the price, they immediately put it down. Later on, I decided to consider bringing in products with reasonable, affordable prices instead.	Price has quite a significant effect	Price affects the decision to purchase for store distribution

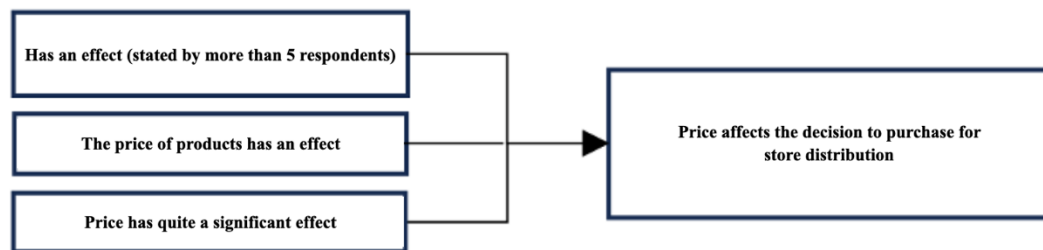


Figure 4.35 Content linkage diagram showing the Perceived Behavioral Control of entrepreneurs in the prospective customer group regarding whether the price of pet supplement products from new suppliers affects the decision to purchase or order them for sale in your store.

4.11.9 Promotions and Marketing Strategies for Ordering New Supplier Pet Supplement Products to be Considered for Store Distribution

Based on interviews with 7 prospective customers regarding promotions and marketing strategies that influence their decision to distribute products, the findings can be categorized into 3 main groups as follows:

Marketing to build customer base and product awareness: 3 respondents emphasized the importance of marketing and brand awareness building before sales. Retailers believe that new brands should implement aggressive marketing strategies rather than focusing solely on product promotions. Additionally, there should be publicity or product distribution across multiple stores to build customer familiarity. Marketing through social media channels or creating strong branding are crucial factors that help retailers consider stocking products.

Promotional giveaways/product samples: 3 respondents viewed that the most effective sales promotions are giveaways and product samples. They expressed that product testers are extremely important as they allow customers to try products without risk and help create opportunities for repeat purchases. Promotions such as "buy 1 get 1 free" are of interest to customers and help stimulate short-term sales. Offering promotions that ensure customers receive sufficient product quantities to see results, such as "buy 6 get 1 free," encourages continuous product use.

Support for promotional materials: 1 respondent believed that promotional materials increase sales opportunities. Having standees, brochures, or presentation

videos in-store makes it easier for customers to understand products independently. If customers require more in-depth product information, they can consult with sales staff.

Overall, promotions and marketing significantly affect purchasing decisions for new supplier products. Most retailers consider marketing and brand awareness building crucial in deciding whether to stock new supplier products. Additionally, promotional giveaways, product samples, and sales promotion packages are strategies that retailers value as they help stimulate sales and build customer confidence. Key respondents stated:

"Regarding marketing or promotions for retailers, if suddenly there's a promotion encouraging us to buy, we're indifferent. We actually see it as inventory clearance from the brand. For new brands, it's absolutely necessary to conduct marketing first. Having a customer base before we consider further is essential. We approach this as risk-averse individuals. We don't want our capital tied up in inventory because of promotions."

Prospective Customer Store 1

"I'd like to see public relations efforts and product placement or distribution across multiple stores so customers become familiar with and purchase more products. Once customers are familiar, it becomes easier, and they'll seek out those specific products more, either from advertising awareness, seeing products stocked in every store they visit, or perhaps because friends or acquaintances use them and sparked their interest."

Prospective Customer Store 3

"Marketing could involve social media promotion or various marketing strategies, self-presentation, and brand building - these are extremely important aspects. As for promotions, new brands definitely need them. It depends on what type of promotion each brand chooses."

Prospective Customer Store 5

"For our store's promotions and marketing, we believe giveaways - which could be product samples or promotions like 'purchase a certain amount and get this as a gift' - can increase store sales. Product sample giveaways are extremely important because sometimes customers are hesitant to try products, they're reluctant to purchase at prices like 200-300 baht. But if we provide them with product samples, they can try them, and if they like the products and find them satisfactory, they'll definitely return to purchase regardless of price. We still believe product sample giveaways are much more important than anything else."

Prospective Customer Store 4

"There should be testers available, with sample products for store staff to distribute to customers. Or when we observe customer needs trending in a certain direction, we give them samples to try and then request feedback on whether it works. If customers start asking for it, we might stock it or continue with more appropriate volumes. Another aspect is that promotions are mostly add-ons, included so customers can use products continuously or in doses sufficient to see results. For some products, despite customers being willing to pay, they may not feel they need certain quantities, like a 7-day package - they might prefer just 6 days. The supplier might need to push promotions like 'buy 6 get 1 free' so the customer gets the research-specified 7-day dose required to see results."

Prospective Customer Store 6

"For promotions we pass on to customers, the top priority is 'buy 1 get 1 free.' Even for products with currently narrow market segments, if it's a 'buy 1 get 1' promotion, customers will be significantly more interested. Second would be special pricing, time-limited special price promotions and such, which customers also find quite interesting."

Prospective Customer Store 7

"Like when I've discussed with Korean suppliers, they provide standees as complete sales-ready sets, with product knowledge brochures, presentations, and some even install videos. It's like in the display area, there will be presentation videos and such, which makes selling easier."

Prospective Customer Store 2

Table 4.54 Content Analysis of Perceived Behavioral Control of Entrepreneurs Among Prospective Customers Regarding Promotions and Marketing in Ordering New Supplier Pet Supplement Products to be Considered for Store Distribution

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
PC1	Regarding marketing or promotions for retailers, if suddenly there's a promotion encouraging us to buy, we're indifferent. We actually see it as inventory clearance from the brand. For new brands, it's absolutely necessary to conduct marketing first. Having a customer base before we consider further is essential. We approach this as risk-averse individuals. We don't want our capital tied up in inventory because of promotions.	Marketing, Having a customer base	Marketing to build customer base and create product awareness with customers
PC3	I'd like to see public relations efforts and product placement or distribution across multiple stores so customers become familiar with and purchase more products. Once customers are familiar, it becomes easier, and they'll seek out those specific products more, either from advertising awareness, seeing products stocked in every store they visit, or perhaps because friends or	Public relations and placement or distribution across multiple stores	Marketing to build customer base and create product awareness with customers

	acquaintances use them and sparked their interest.		
PC5	Marketing could involve social media promotion or various marketing strategies, self-presentation, and brand building - these are extremely important aspects. As for promotions, new brands definitely need them. It depends on what type of promotion each brand chooses.	Social media promotion or various marketing	Marketing to build customer base and create product awareness with customers
PC4	For our store's promotions and marketing, we believe giveaways - which could be product samples or promotions like 'purchase a certain amount and get this as a gift' - can increase store sales. Product sample giveaways are extremely important because sometimes customers are hesitant to try products, they're reluctant to purchase at prices like 200-300 baht. But if we provide them with product samples, they can try them, and if they like the products and find them satisfactory, they'll definitely return to purchase regardless of price. We still believe product sample giveaways are much more important than anything else.	Giveaways/ product samples	Promotional giveaways/ product samples
PC6	There should be testers available, with sample products for store staff to distribute to customers. Or when we observe customer needs trending in a certain direction, we give them samples to try and then request	Product samples	Promotional giveaways/ product samples

	<p>feedback on whether it works. If customers start asking for it, we might stock it or continue with more appropriate volumes. Another aspect is that promotions are mostly add-ons, included so customers can use products continuously or in doses sufficient to see results. For some products, despite customers being willing to pay, they may not feel they need certain quantities, like a 7-day package - they might prefer just 6 days. The supplier might need to push promotions like 'buy 6 get 1 free' so the customer gets the research-specified 7-day dose required to see results.</p>		
PC7	<p>For promotions we pass on to customers, the top priority is 'buy 1 get 1 free.' Even for products with currently narrow market segments, if it's a 'buy 1 get 1' promotion, customers will be significantly more interested. Second would be special pricing, time-limited special price promotions and such, which customers also find quite interesting.</p>	<p>Buy 1 get 1 free</p>	<p>Promotional giveaways/ product samples</p>
PC2	<p>Like when I've discussed with Korean suppliers, they provide standees as complete sales-ready sets, with product knowledge brochures, presentations, and some even install videos. It's like in the display area, there will be presentation videos and such, which makes selling easier.</p>	<p>Standees, product knowledge brochures, presentation videos</p>	<p>Support for promotional materials</p>

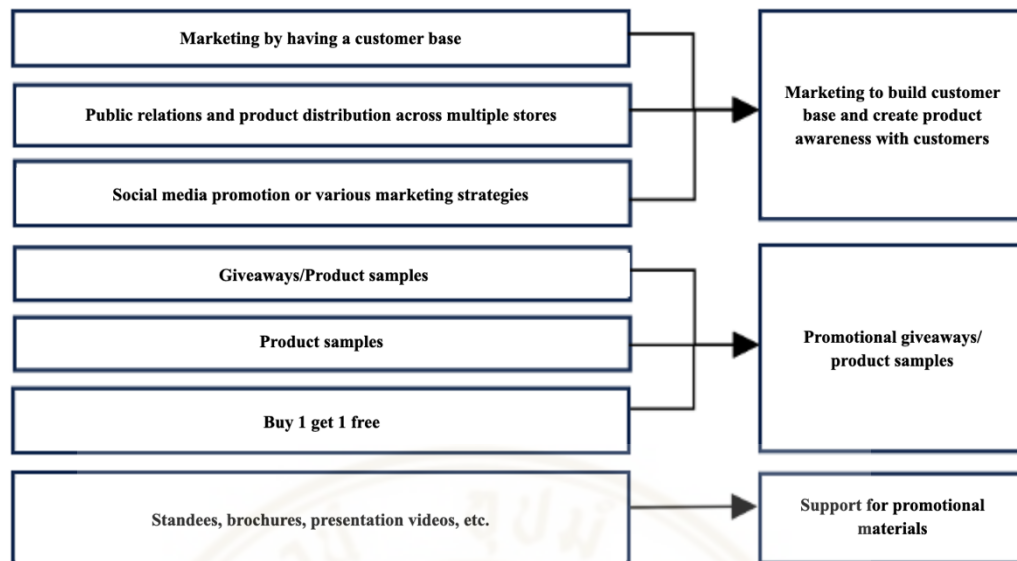


Figure 4.36 Content linkage diagram showing the Perceived Behavioral Control of entrepreneurs in the prospective customer group regarding promotions and marketing in ordering new supplier pet supplement products to be considered for store distribution.

4.11.10 Delivery Services and After-Sales Support Expected from New Pet Supplement Product Suppliers to be Considered for Store Distribution

Based on interviews with 7 prospective customers regarding delivery services and after-sales support from pet supplement product suppliers, the findings can be categorized into 2 main groups as follows:

Prompt delivery, on-time service, and after-sales support for expired products/product claims/marketing promotion support: 4 respondents emphasized the importance of speed and punctuality in product delivery, expecting products to reach stores within the specified timeframe. They also valued after-sales support, believing that suppliers should inspect product quality, check remaining inventory, and monitor sales performance. If products remain in stock for extended periods or are approaching expiration dates, suppliers should suggest sales strategies such as offering promotions to stimulate sales or propose exchanges for expired products to prevent stores from incurring losses.

Prompt delivery, on-time service, and regular after-sales care with problem-solving support: 3 respondents emphasized the importance of speed and punctuality in product delivery, similarly expecting products to reach stores within the specified

timeframe. They valued consistent after-sales service from sales representatives who provide regular support, or who assist in resolving various issues when they arise.

In summary, most retailers believe that supplier delivery must be fast and reliable, without product damage issues. Additionally, after-sales service, such as sales promotion support and product claims, is another crucial factor when considering stocking products. Finally, providing in-depth product information and staff training are also expectations retailers have of new suppliers. Key respondents stated:

"Delivery must be fast, meet standards with undamaged products, and after-sales service must address product expiration dates, product claims, and also handle promotions or similar matters - providing freebies, buy this get that - it's part of the company's marketing strategy which is necessary since it's a new product. They could also provide product samples or whatever works, as long as we can work together to push sales of this product."

Prospective Customer Store 3

"Regarding delivery, it should be fast with good service. Based on experience, it's satisfactory when they provide service by carrying products for us, delivering them, and arranging them on shelves. This is acceptable and standard for many companies. For after-sales service, if products have damaged packaging or defects, and they can replace them immediately, that would be excellent."

Prospective Customer Store 4

"Regarding delivery, typically if we place an order, it shouldn't take more than 5 days - we need it quickly. Sometimes customers make specific requests for products they need urgently. If products arrive, we need prompt notification. Our requirement is time sensitivity. Another aspect is after-sales service, specifically support materials. Some products need brochures, especially if they're very new and claim compatibility with medications or specify dosages with visible results, or have research papers from abroad, or case studies showing results in 30 animals. Sometimes customers need tangible documents or scannable information. Support could include training store staff, which our store considers important because we have 5 branches."

Sometimes we can't inform everyone, or staff have different questions. We might not have 100% of the knowledge that the sales team or their research team has when they provide additional training to our staff. Another important aspect of after-sales service is managing product expiration. If products are introduced within 6 months of expiration, they should monitor the stock, encourage sales, or create additional promotions. Some suppliers disappear after initial placement, creating risk for stores. Customers aren't comfortable with supplement products or higher-priced items that have short shelf lives remaining. This is particularly concerning in clinical settings where customers feel uneasy about products approaching expiration, especially without prior notification of product lifespans. If sales representatives don't maintain contact or regularly check inventory - given the large product range - or if they don't provide product training to staff, we could inform them about new staff members or new veterinarians who have questions we can't answer. Without time for additional paper documentation for our veterinarians to better understand products, they may not be able to recommend or prescribe these products to customers due to confidence issues regarding product efficacy. Apart from customers, veterinarians themselves have concerns about informing customers that products have research backing when they haven't seen the sources or exchanged knowledge with suppliers or sales representatives who visit. Without this depth of knowledge, some may choose not to prescribe or may prescribe more established products instead."

Prospective Customer Store 6

"When considering factors for delivery, we need standard prompt service. Regarding support and follow-up, we appreciate when they check how things are going, whether products are selling well, and customer feedback. If feedback is positive, that's good, but if they follow up and find negative feedback, they should help with sales, promotion ideas, or creating promotions for us. Some also offer product replacements to extend product shelf life."

Prospective Customer Store 7

"Delivery should be on the requested date or within 3 days either way would be excellent. For service, just don't abandon us. Minor mistakes are acceptable but shouldn't happen frequently. Most importantly, if problems arise, come help solve them."

Prospective Customer Store 1

"Delivery should be fast according to general standards. For after-sales service, follow-up on sales performance would be appreciated, and we'd like marketing support too. Some suppliers just place products for consignment to clear their stock, but if they provide after-sales service by sending us information or market trend updates, we think it's beneficial for selling together as partners. If problems arise, they should help resolve them together with us."

Prospective Customer Store 2

"Just deliver products quickly, explain product features and benefits to our staff, provide regular support, and if any problems arise, help address them. For example, if a particular product size is out of stock but customers need it, perhaps they could supply the same product in a smaller or larger size for customers in the meantime."

Prospective Customer Store 5

Table 4.55 Content Analysis of Perceived Behavioral Control of Entrepreneurs Among Prospective Customers Regarding Delivery Services and After-Sales Support from New Pet Supplement Product Suppliers to be Considered for Store Distribution

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
PC3	Delivery must be fast, meet standards with undamaged products, and after-sales service must address product expiration dates, product claims, and also handle promotions or similar matters - providing	Fast delivery, After-sales service for expiration dates,	Prompt delivery, on-time service, and after-sales support for

	freebies, buy this get that - it's part of the company's marketing strategy which is necessary since it's a new product. They could also provide product samples or whatever works, as long as we can work together to push sales of this product.	product claims, promotions	expired products/ product claims/ marketing promotion support
PC4	Regarding delivery, it should be fast with good service. Based on experience, it's satisfactory when they provide service by carrying products for us, delivering them, and arranging them on shelves. This is acceptable and standard for many companies. For after-sales service, if products have damaged packaging or defects, and they can replace them immediately, that would be excellent.	Fast delivery, After-sales service for product claims and replacements	Prompt delivery, on-time service, and after-sales support for expired products/ product claims/ marketing promotion support
PC6	Regarding delivery, typically if we place an order, it shouldn't take more than 5 days - we need it quickly. Sometimes customers make specific requests for products they need urgently. If products arrive, we need prompt notification. Our requirement is time sensitivity. Another aspect is after-sales service, specifically support materials. Some products need brochures, especially if they're very new and claim compatibility with medications or specify dosages with visible results, or have research papers from abroad, or case	Fast delivery, After-sales service, Product management, Marketing promotion support	Prompt delivery, on-time service, and after-sales support for expired products/ product claims/ marketing promotion support

	<p>studies showing results in 30 animals. Sometimes customers need tangible documents or scannable information. Support could include training store staff, which our store considers important because we have 5 branches. Sometimes we can't inform everyone, or staff have different questions. We might not have 100% of the knowledge that the sales team or their research team has when they provide additional training to our staff. Another important aspect of after-sales service is managing product expiration. If products are introduced within 6 months of expiration, they should monitor the stock, encourage sales, or create additional promotions. Some suppliers disappear after initial placement, creating risk for stores. Customers aren't comfortable with supplement products or higher-priced items that have short shelf lives remaining. This is particularly concerning in clinical settings where customers feel uneasy about products approaching expiration, especially without prior notification of product lifespans. If sales representatives don't maintain contact or regularly check inventory - given the large product range - or if they don't provide product training to staff, we could inform them about new staff members or new veterinarians who have questions we can't answer. Without</p>		
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	time for additional paper documentation for our veterinarians to better understand products, they may not be able to recommend or prescribe these products to customers due to confidence issues regarding product efficacy. Apart from customers, veterinarians themselves have concerns about informing customers that products have research backing when they haven't seen the sources or exchanged knowledge with suppliers or sales representatives who visit. Without this depth of knowledge, some may choose not to prescribe or may prescribe more established products instead.		
PC7	When considering factors for delivery, we need standard prompt service. Regarding support and follow-up, we appreciate when they check how things are going, whether products are selling well, and customer feedback. If feedback is positive, that's good, but if they follow up and find negative feedback, they should help with sales, promotion ideas, or creating promotions for us. Some also offer product replacements to extend product shelf life.	Fast delivery, After-sales support for expired products/ product claims/ marketing promotion support	Prompt delivery, on-time service, and after-sales support for expired products/ product claims/ marketing promotion support
PC1	Delivery should be on the requested date or within 3 days either way would be excellent. For service, just don't abandon us. Minor mistakes are acceptable but shouldn't happen frequently. Most	Delivery on requested date or within 3 days, Help solve	Prompt delivery, on-time service, and regular after-sales care

	importantly, if problems arise, come help solve them.	problems when they arise	with problem-solving support
PC2	Delivery should be fast according to general standards. For after-sales service, follow-up on sales performance would be appreciated, and we'd like marketing support too. Some suppliers just place products for consignment to clear their stock, but if they provide after-sales service by sending us information or market trend updates, we think it's beneficial for selling together as partners. If problems arise, they should help resolve them together with us.	Fast delivery according to general standards, Regular after-sales follow-up	Prompt delivery, on-time service, and regular after-sales care with problem-solving support
PC5	Just deliver products quickly, explain product features and benefits to our staff, provide regular support, and if any problems arise, help address them. For example, if a particular product size is out of stock but customers need it, perhaps they could supply the same product in a smaller or larger size for customers in the meantime.	Fast delivery, Regular after-sales care, Problem-solving support	Prompt delivery, on-time service, and regular after-sales care with problem-solving support

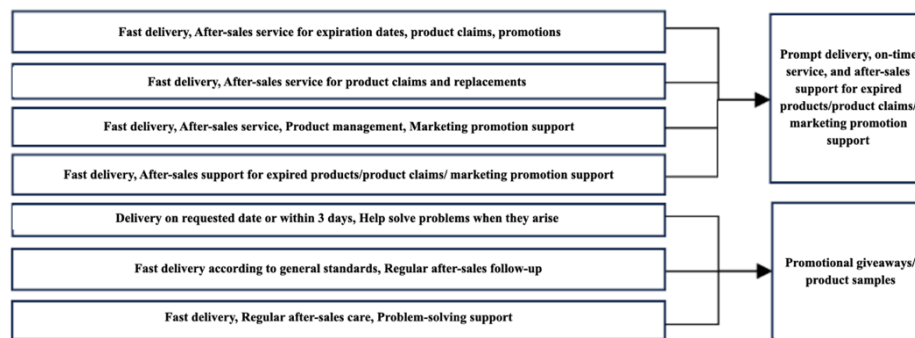


Figure 4.37 Content linkage diagram showing the Perceived Behavioral Control of entrepreneurs in the prospective customer group regarding delivery services and after-sales support from new pet supplement product suppliers to be considered for store distribution.

4.12 Study Results on Additional Information from Pet Supply and Food Store Entrepreneurs

Additional information from pet supply and food store entrepreneurs regarding current pet supplement product suppliers.

4.12.1 Additional Expectations from Current Innovative Pet Supplement Product Suppliers to Improve Product Sales

Based on interviews with 13 existing customers regarding additional expectations from pet supplement product suppliers, the findings can be categorized into 5 main issues as follows:

Promotions and marketing to create awareness: 4 respondents emphasized the importance of promotions and marketing to create awareness and stimulate sales. They believed that suppliers should invest in product publicity before selling through retail stores, such as advertising to reach customers nationwide, not limited to urban areas.

Supporting activities and collaboration between stores and suppliers: 3 respondents expected suppliers to participate in organizing activities, such as sponsorship, setting up booths, and creating joint promotions with stores to help stimulate sales and strengthen branding, which would benefit both stores and suppliers themselves.

Providing product knowledge to store owners and sales staff: 3 respondents emphasized that suppliers should send personnel with product knowledge to train store owners and sales staff, enabling them to explain product information to customers more easily, rather than providing information using technical terms or complex research documents.

Building product credibility with scientific data: 1 respondent expected suppliers to have experimental results and scientific certification documents that could prove supplement quality and demonstrate clear results, increasing confidence for both stores and customers.

Developing products suitable for pet consumption behavior: 1 respondent wanted suppliers to develop products with flavors or scents more appropriate for pets, such as selecting scents that animals prefer rather than using scents that humans prefer. Another respondent wanted clearer product categorization (medicine vs. supplements) to help customers understand products and find them more easily.

In summary, most stores believed that suppliers should invest more in marketing and sales promotion, whether brand publicity, promotions, or supporting related activities. Additionally, providing knowledge to sales staff and developing products that align with pet consumption behavior are important factors in improving sales. Key respondents stated:

"The main things are promotions and product information. You need to create accessibility, which must primarily come from the brand first. The brand needs to publicize and promote itself before it can sell well in stores. Using just sales talk alone is quite exhausting."

Existing Customer Store 3

"Regarding what I'd like to see added, I believe it's about marketing. As I mentioned, whenever marketing is good, it will definitely affect sales. Also, activities, setting up booths to create awareness - these things, if we collaborate on activities or business together, because our store frequently holds activities, whether at expos or in various communities where we can sell our products or take our store to sell elsewhere, it would help promote these products' awareness and increase credibility."

Existing Customer Store 7

"If you ask what I expect, what I hope for is more promotion. Promote to reach customers comprehensively beyond Bangkok and its vicinity, because most people may not yet see the importance of supplements - what benefits they actually provide, how they slow aging, delay disease, or offer protection. Customers in provincial areas don't recognize this importance as much, but in reality, if you take good care of pets this way, it greatly reduces veterinary visits. These days, a single vet visit isn't cheap, and the total cost of buying supplements regularly might be much less than going to the vet. So I'd like to see messages reaching real consumers, something like that."

Existing Customer Store 9

"I think if a product is promoted before we stock it, that would make the product more recognizable to customers. Customers might follow up saying, 'Oh, I've seen this somewhere,' which would influence purchase decisions and improve sales."

Existing Customer Store 12

"It would probably be support for promotions and activities/collaboration between stores and suppliers themselves coming in as sponsors, extending to end users. This could impact both branding and the stores themselves."

Existing Customer Store 1

"Actually, as we're a large organization, what we do is provide the best possible service to customers. At the same time, if suppliers want to sell well, they need to send people to provide service too, set up booths, give product recommendations, promote sales. When there's sales promotion and people setting up booths, customers become interested in products, which affects sales."

Existing Customer Store 2

"My expectations would be in terms of promotion support, customer activities, or sending people to promote sales."

Existing Customer Store 6

"From a seller's perspective, what we need is personnel with real knowledge who can explain or provide accurate and clear product information, not just memorized information. Suppliers who come to sell need to communicate somehow so the recipient understands what they're buying in simple terms. Some people come and it's like they're reading from a textbook, using specific terminology and substances we don't understand. Your job is to explain it to us so we can pass it on to buyers in layperson's terms. People don't read brochures; if given a choice between a brochure and asking a salesperson, people prefer asking. Therefore, information needs to be solid from the sales personnel who come to the store."

Existing Customer Store 4

"Have communication materials that are more accessible to customers, easier for them to understand. Some products come with research papers on a sheet of paper with explanations for us, but how do we communicate this to customers in an understandable way? Customers won't understand. They just want to know how many days until they see results, or how long they need to continue, what dosage for what weight - that's it. They don't need to understand graphs; they don't know how to read them. Therefore, we need to focus on product information that's easy to understand, explaining to customers what they mainly want to know."

Existing Customer Store 8

"It's important for suppliers to educate staff so they can answer customer questions. For example, if a customer comes in asking, 'This supplement isn't good at all, what should I give instead?' If staff already have the information in mind, having been trained that for these symptoms/problems, they should suggest trying this product, it's a better response. So I'd like suppliers to provide simple, understandable information to store owners themselves and sales staff, or provide documents and information for staff to study further."

Existing Customer Store 13

"It would be the test results/testing of their products - I mean actual usage. All supporting documents. As a store, we sell, but we don't want to sell just belief that it's good; it should be provable that it's actually good, with scientific results that can be proven to customers and stores."

Existing Customer Store 5

"Products must be developed to be friendly to the consumers, which are pets, making them easy for animals to eat and most appealing to them. Otherwise, you can't sell them no matter what. For example, liver/hepatic supplements with mango flavor for cats - what cat would eat mango? Seriously? If you're making it, you need to make it with liver flavor or fish flavor, not mango flavor, understand? What were they thinking making it mango-flavored? They said humans like it, but animals don't, right? When developing products, think about the animals too."

Existing Customer Store 10

"Some supplements right now are still half-medicine, half-supplement - there are many of these. I'd like to see clearer classification of products, because if products are more clearly categorized, it makes it easier for people to find and buy them, as they'll know whether they should look for those products at regular pet shops or pet shops with veterinary clinics."

Existing Customer Store 11

Table 4.56 Content Analysis of Additional Information from Existing Customer Entrepreneurs Regarding Additional Expectations from Current Innovative Pet Supplement Product Suppliers to Improve Product Sales

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
EC3	The main things are promotions and product information. You need to create accessibility, which must primarily come from the brand first.	Promotions/ Various product information	Promotions/ marketing and public relations/

	The brand needs to publicize and promote itself before it can sell well in stores. Using just sales talk alone is quite exhausting.	that creates accessibility	product promotion to create greater awareness
EC7	Regarding what I'd like to see added, I believe it's about marketing. As I mentioned, whenever marketing is good, it will definitely affect sales. Also, activities, setting up booths to create awareness - these things, if we collaborate on activities or business together, because our store frequently holds activities, whether at expos or in various communities where we can sell our products or take our store to sell elsewhere, it would help promote these products' awareness and increase credibility.	Marketing to create awareness	Promotions/ marketing and public relations/ product promotion to create greater awareness
EC9	If you ask what I expect, what I hope for is more promotion. Promote to reach customers comprehensively beyond Bangkok and its vicinity, because most people may not yet see the importance of supplements - what benefits they actually provide, how they slow aging, delay disease, or offer protection. Customers in provincial areas don't recognize this importance as much, but in reality, if you take good care of pets this way, it greatly reduces veterinary visits.	Promotion to reach customers comprehensively, Want messages to reach consumers	Promotions/ marketing and public relations/ product promotion to create greater awareness

	These days, a single vet visit isn't cheap, and the total cost of buying supplements regularly might be much less than going to the vet. So I'd like to see messages reaching real consumers, something like that.		
EC12	I think if a product is promoted before we stock it, that would make the product more recognizable to customers. Customers might follow up saying, 'Oh, I've seen this somewhere,' which would influence purchase decisions and improve sales.	Product promotion that makes products recognizable to customers	Promotions/ marketing and public relations/ product promotion to create greater awareness
EC1	It would probably be support for promotions and activities/collaboration between stores and suppliers themselves coming in as sponsors, extending to end users. This could impact both branding and the stores themselves.	Promotions and activities/ collaboration between stores and suppliers	Promotions/ marketing and increasing activities/ collaboration between stores and suppliers to promote sales
EC2	Actually, as we're a large organization, what we do is provide the best possible service to customers. At the same time, if suppliers want to sell well, they need to send people to provide service too, set up booths, give product recommendations,	Send people to provide service, Set up booths, Give product recommendations, Promote sales	Promotions/ marketing and increasing activities/ collaboration between stores and suppliers

	promote sales. When there's sales promotion and people setting up booths, customers become interested in products, which affects sales.		to promote sales
EC6	My expectations would be in terms of promotion support, customer activities, or sending people to promote sales.	Promotion support, customer activities/ sending people to promote sales	Promotions/ marketing and increasing activities/ collaboration between stores and suppliers to promote sales
EC4	From a seller's perspective, what we need is personnel with real knowledge who can explain or provide accurate and clear product information, not just memorized information. Suppliers who come to sell need to communicate somehow so the recipient understands what they're buying in simple terms. Some people come and it's like they're reading from a textbook, using specific terminology and substances we don't understand. Your job is to explain it to us so we can pass it on to buyers in layperson's terms. People don't read brochures; if given a choice between a brochure and asking a salesperson, people prefer asking. Therefore, information	Personnel with real knowledge who can explain or provide accurate and clear product information in simple, understandable terms	Supplier personnel with knowledge who can recommend/ explain/educate about products in easy-to-understand ways to store owners/ sales staff

	needs to be solid from the sales personnel who come to the store.		
EC8	Have communication materials that are more accessible to customers, easier for them to understand. Some products come with research papers on a sheet of paper with explanations for us, but how do we communicate this to customers in an understandable way? Customers won't understand. They just want to know how many days until they see results, or how long they need to continue, what dosage for what weight - that's it. They don't need to understand graphs; they don't know how to read them. Therefore, we need to focus on product information that's easy to understand, explaining to customers what they mainly want to know.	Have communication materials that are more accessible to customers, Easier for customers to understand, Communication that's easier to comprehend	Supplier personnel with knowledge who can recommend/ explain/educate about products in easy-to-understand ways to store owners/ sales staff
EC13	It's important for suppliers to educate staff so they can answer customer questions. For example, if a customer comes in asking, 'This supplement isn't good at all, what should I give instead?' If staff already have the information in mind, having been trained that for these symptoms/problems, they should suggest trying this product, it's a better response. So I'd like suppliers to provide simple, understandable	Provide simple, understandable information to store owners and sales staff	Supplier personnel with knowledge who can recommend/ explain/educate about products in easy-to-understand

	information to store owners themselves and sales staff, or provide documents and information for staff to study further.		ways to store owners/ sales staff
EC5	It would be the test results/testing of their products - I mean actual usage. All supporting documents. As a store, we sell, but we don't want to sell just belief that it's good; it should be provable that it's actually good, with scientific results that can be proven to customers and stores.	Should be provable that it's actually good, Have scientific results that can be proven to customers and stores	Building credibility for the brand/product and having clear result certification
EC10	Products must be developed to be friendly to the consumers, which are pets, making them easy for animals to eat and most appealing to them. Otherwise, you can't sell them no matter what. For example, liver/hepatic supplements with mango flavor for cats - what cat would eat mango? Seriously? If you're making it, you need to make it with liver flavor or fish flavor, not mango flavor, understand? What were they thinking making it mango-flavored? They said humans like it, but animals don't, right? When developing products, think about the animals too.	Develop products to be consumer-friendly, Make them easy and appealing for animals to eat	Developing products suitable for consumers to make them easy for pets to consume

EC11	Some supplements right now are still half-medicine, half-supplement - there are many of these. I'd like to see clearer classification of products, because if products are more clearly categorized, it makes it easier for people to find and buy them, as they'll know whether they should look for those products at regular pet shops or pet shops with veterinary clinics.	Want clearer classification of products (medicine/supplement)	Having clear product categorization (medicine/supplement)
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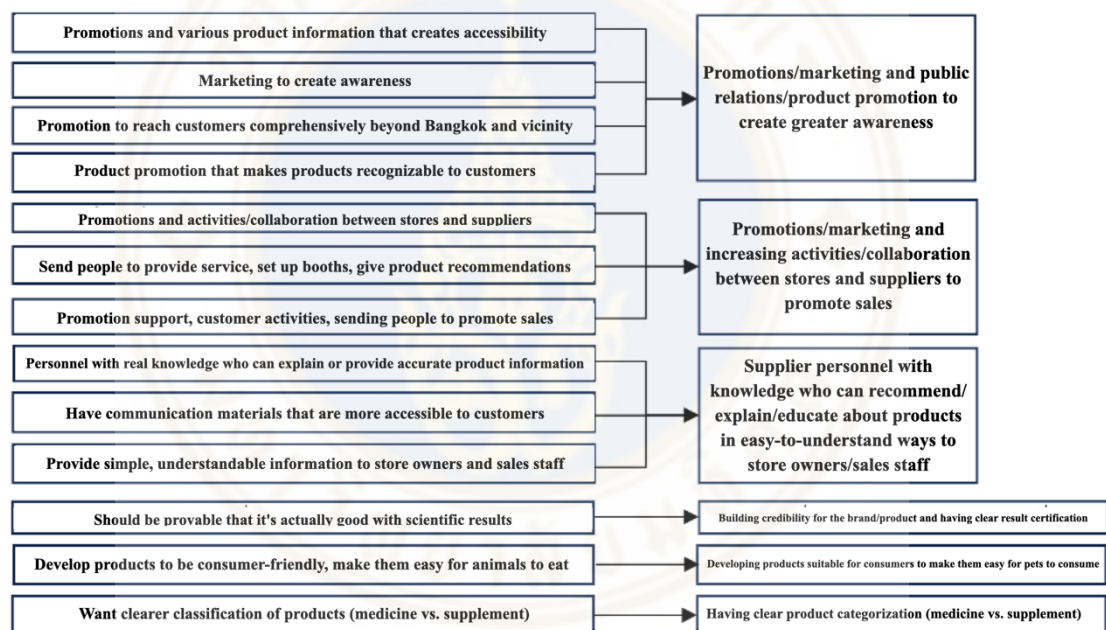


Figure 4.38 Content linkage diagram showing additional information from existing customer entrepreneurs regarding additional expectations from current innovative pet supplement product suppliers to improve product sales.

4.12.2 Most Important Factors When Ordering Pet Supplement Products from Current Suppliers

Based on interviews with 13 existing customers regarding the most important factors when ordering pet supplement products from current suppliers, the findings can be categorized into 5 main factors as follows:

Brand and product credibility: 4 respondents emphasized the importance of brand and product credibility, believing that for products to gain trust they must have proper certification documents such as FDA approval or scientific documentation that can prove results, as these products are for pet consumption.

Meeting customer needs and demonstrating results from usage: 4 respondents expected products to meet customer needs and show results from actual use, such as pets accepting the products easily and owners seeing clear results after using the recommended dosage, which would help generate repeat purchases and increase store orders.

Store profit and costs: 3 respondents prioritized profit margins from product sales, including consideration of whether the purchase costs provide value. This is a significant factor influencing decisions to stock products for sale in their stores.

Business terms agreement: 1 respondent viewed business terms agreed upon between stores and suppliers as important. With clear agreements from the start, business operations can run smoothly and reduce potential future problems.

Product promotion and marketing: 1 respondent emphasized the importance of promoting products to achieve recognition before the store stocks them. If products already have established marketing and customer base, it makes selling easier and reduces the burden of explaining product information to customers.

In summary, most stores consider the key factors when ordering products from suppliers to be brand and product credibility, and the ability to meet customer needs, which helps generate repeat purchases. Additionally, profit and cost are other factors affecting decision-making. Stores focusing on long-term business give importance to mutually agreed business terms and marketing that supports sales. Key respondents stated:

"The most important factor currently when placing orders would be product credibility."

Existing Customer Store 1

"I think the first and most important thing I look at is brand or product credibility. There should be certification documents or various standards, including FDA approval, because it's almost like medicine - it's food that must be consumed."

Existing Customer Store 3

"The main important factor would be product credibility, ingredients and everything. To sum it up, if it's just about supplements, having supporting papers or documentation is good enough."

Existing Customer Store 4

"It's the credibility of the brand or product."

Existing Customer Store 13

"Products that meet customer needs, and when pets consume the complete dosage, results are visible."

Existing Customer Store 8

"If we're talking about the most important factor, as we are a retail store, we consider customer needs. The supplements we choose to bring in must address the needs of customers in our store's vicinity. If it meets customer needs, we have to stock it. That's the most important factor."

Existing Customer Store 9

"Products must be appropriate and meet consumer needs. Pets must consume them easily, as I always emphasize. If they willingly eat it, I'll order frequently. When animals accept it and results improve, owners like it and make repeat purchases, so I'll continue ordering more. If it sells well, we'll keep ordering and increase quantities."

Existing Customer Store 10

"Important factors, right? First is products that truly meet customer needs. Before we bring anything in, we need to ask customers, and they tell us first. But one mention isn't enough. For example, if they want a specific product, a single request isn't sufficient. Customers need to ask or tell us about 2-3 times first. We've learned from experience that when customers inquire about expensive products without placing deposits, and we order them but they don't come back to purchase, we incur costs that we have to absorb."

Existing Customer Store 11

"For most people, it's unavoidable to consider profit, volume, negotiating quantities, things like that."

Existing Customer Store 2

"From a store perspective, without being idealistic, it's profit from product sales - the profit per unit multiplied by the expected sales volume."

Existing Customer Store 5

"I think for us it would be the cost of what we purchase and how much profit we make."

Existing Customer Store 12

"Standard store conditions that we agree upon from the beginning, because if we can accept and understand the terms, doing business together will be smooth and problem-free. Secondary brands want opportunities, otherwise they wouldn't emerge in the market. Typically, secondary brand representatives can work together continuously"

because they go the extra mile - if you want this, they'll do it; if you want that, they'll do it. Then they have opportunities to rise closer to the main brands over time."

Existing Customer Store 6

"I believe that products need to be promoted or recognized by customers to a certain extent, and they need to have a customer base. Because whenever products lack recognition or customer base, once we bring them in for sale, it's difficult to recommend them to customers."

Existing Customer Store 7

Table 4.57 Content Analysis of Additional Information from Existing Customer Entrepreneurs Regarding the Most Important Factors When Ordering Pet Supplement Products from Current Suppliers

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
EC1	The most important factor currently when placing orders would be product credibility.	Product credibility	Brand/product credibility
EC3	I think the first and most important thing I look at is brand or product credibility. There should be certification documents or various standards, including FDA approval, because it's almost like medicine - it's food that must be consumed.	Brand or product credibility	Brand/product credibility
EC4	The main important factor would be product credibility, ingredients and everything. To sum it up, if it's just about supplements, having supporting papers or documentation is good enough.	Product credibility	Brand/product credibility

EC13	It's the credibility of the brand or product.	Brand or product credibility	Brand/product credibility
EC8	Products that meet customer needs, and when pets consume the complete dosage, results are visible.	Meet customer needs, Show results after complete dosage consumption	Products that are suitable and meet consumer needs with visible results from consumption
EC9	If we're talking about the most important factor, as we are a retail store, we consider customer needs. The supplements we choose to bring in must address the needs of customers in our store's vicinity. If it meets customer needs, we have to stock it. That's the most important factor.	Meet customer needs	Products that are suitable and meet consumer needs with visible results from consumption
EC10	Products must be appropriate and meet consumer needs. Pets must consume them easily, as I always emphasize. If they willingly eat it, I'll order frequently. When animals accept it and results improve, owners like it and make repeat purchases, so I'll continue ordering more. If it sells well, we'll keep ordering and increase quantities.	Products appropriate and meet consumer needs, Good results	Products that are suitable and meet consumer needs with visible results from consumption

EC11	Important factors, right? First is products that truly meet customer needs. Before we bring anything in, we need to ask customers, and they tell us first. But one mention isn't enough. For example, if they want a specific product, a single request isn't sufficient. Customers need to ask or tell us about 2-3 times first. We've learned from experience that when customers inquire about expensive products without placing deposits, and we order them but they don't come back to purchase, we incur costs that we have to absorb.	Products that truly meet customer needs	Products that are suitable and meet consumer needs with visible results from consumption
EC2	For most people, it's unavoidable to consider profit, volume, negotiating quantities, things like that.	Profit	Profit from product sales
EC5	From a store perspective, without being idealistic, it's profit from product sales - the profit per unit multiplied by the expected sales volume.	Profit from product sales	Profit from product sales
EC12	I think for us it would be the cost of what we purchase and how much profit we make.	How much profit we make	Profit from product sales
EC6	Standard store conditions that we agree upon from the beginning, because if we can accept and understand the terms, doing business together will be smooth and problem-free. Secondary brands want opportunities, otherwise they wouldn't emerge in the market. Typically, secondary brand representatives can work together	Standard store conditions that we agree upon from the beginning	Business terms agreement between stores and suppliers

	continuously because they go the extra mile - if you want this, they'll do it; if you want that, they'll do it. Then they have opportunities to rise closer to the main brands over time.		
EC7	I believe that products need to be promoted or recognized by customers to a certain extent, and they need to have a customer base. Because whenever products lack recognition or customer base, once we bring them in for sale, it's difficult to recommend them to customers.	Promoted or recognized by customers to a certain extent, Need to have a customer base	Marketing to promote products for awareness and establish a customer base

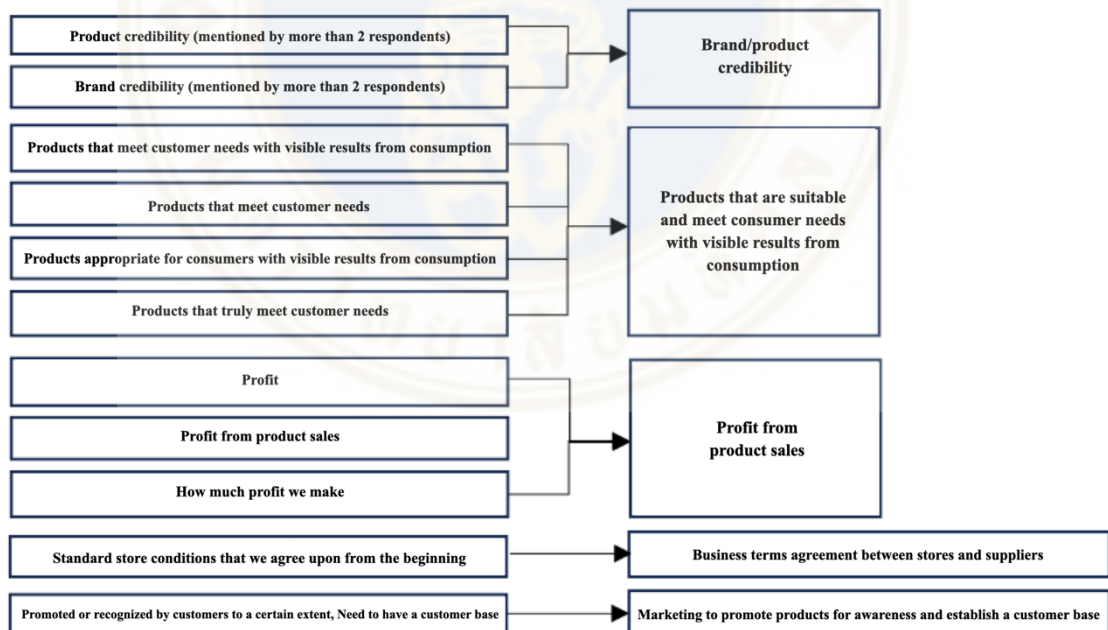


Figure 4.39 Content linkage diagram showing additional information from existing customer entrepreneurs regarding the most important factors when ordering pet supplement products from current suppliers.

4.12.3 Recommendations for Improving Current Innovative Pet Supplement Products or Services to Better Meet the Needs of Pet Supply and Food Stores

Based on interviews with 13 existing customers regarding recommendations for improving current innovative pet supplement products or services, the findings can be categorized into 2 main issues as follows:

Service improvement recommendations: 3 respondents wanted current suppliers to increase promotions and marketing by providing marketing support such as organizing activities or promotions for stores. Similarly, 3 other respondents wanted increased promotions and marketing, but with a focus on public relations and product promotion to create greater brand or product awareness among customers. Additionally, 2 more respondents suggested improving product information for store owners and sales staff, believing there should be more product information such as adding more product details on websites and social media, as well as providing consistent knowledge to sales staff and store owners through shelf talkers or training from company sales representatives.

Product improvement recommendations: 3 respondents believed products should be developed to meet customer needs, such as making them more palatable for pets, offering products that cover all age ranges of pets, being suitable for various types of pets, and designing products that clearly address pet health issues. Additionally, 2 respondents recommended building product credibility, suggesting that suppliers should increase product credibility with certification documents, standards, research, or verifiable test results to build confidence among customers and stores.

In summary, most stores viewed marketing support and sales promotion activities as important in stimulating sales for pet supplement products. Additionally, they recommended developing products that address pet health issues and building greater product credibility, as well as providing comprehensive information to store owners and sales staff to enable them to properly advise customers. Key respondents stated:

"Actually, the product itself might not be easy to modify much because once it's released, adjusting the formula or making changes probably isn't that simple. But what I think could be done quickly is for the company to support both its own marketing and support store-front marketing activities to promote sales. They could organize joint activities or offer special promotions. Increase activities consistently throughout the year."

Existing Customer Store 1

"Could increase activities and promotions with greater frequency. Like with recent events, if we request supplier support saying we're organizing an event, they'll come. But holding events twice a year means about 4 days out of 350 days. Just 4 days isn't enough frequency to turn poor-selling products into good sellers. It needs to be more frequent than this. This can be increased and improved. Or promotional activities and promotions could be added. Road shows that many companies have reasons for not doing - like budget constraints or lack of PC staff, no permanent PC staff - but if one PC staff member rotates through several stores, then conducting road shows would help increase frequency."

Existing Customer Store 6

"These supplement products are expensive, right? I'd like suppliers to create promotions and provide additional sales support. What else can be done to promote sales? Provide information and knowledge, perhaps having PC staff or veterinarians present occasionally, maybe once a month or even once a week would be good. Have them provide information and recommendations about products to customers - this supplement can be taken with that one, or this product helps with intestinal issues or other things."

Existing Customer Store 8

"Promotion and creating awareness of supplement products is crucial because supplements in the pet owner segment are still perceived as very niche, at the top of the pyramid. Many people who own pets still don't see their importance. If we said the food is good initially, that's fine, but the food market is diverse. Therefore,

supplements need more promotion about why they're necessary and why pets need them. We hardly ever see supplement promotions; people only see promotions for main food products. If awareness increases, people will definitely buy them for their 'children' because pet owners who would purchase supplements need to have a certain budget. People who buy supplements aren't typical pet owners; they're at another level - treating pets like their children. For those who search for supplement information themselves, they're already in a different customer group. If prices aren't too burdensome, these people will pay. A box costing over 200 baht that lasts only 10 days for a tiny pet means that in a month, just for one supplement, they're spending nearly 2,000 baht for a tiny pet - imagine how much for larger pets."

Existing Customer Store 3

"If you want them to improve, or if we have additional recommendations, currently with some new brands being launched, customer awareness is still quite low. Awareness is minimal. For awareness, I'd like to see more promotions or something that promotes these brands more extensively. I understand that there are many pet owners now, but sometimes they remain in narrow groups. If we could place these products where more people can see them, that would be better."

Existing Customer Store 11

"It would actually be marketing support that could increase product awareness among customers, such as helping us review and suggest product placement points with shelf displays for better visibility. Design attractive product signs or provide product information that customers can stand and read to gain basic understanding, creating awareness and providing information for purchase consideration."

Existing Customer Store 13

"There could be more detailed product information on websites to educate consumers, because nowadays when people buy something, they research and look at reviews first. Or after purchasing, they want to learn more about usage methods for maximum benefits or results. Therefore, information through mobile phones already tells everything about what's available. Consumers who want to learn more can study

from these sources. It's not like before, when if you wanted to know something, you had to buy a book - perhaps about dogs or pets. But now books are gone, and just by speaking, information appears on your phone."

Existing Customer Store 2

"Recommendations for improvements, right? Actually, current supplements are quite comprehensive. I don't see any areas still lacking in the market. So it would be about service then. For services, shelf talkers are important because once products are set up in the store, staff who receive information from sales representatives or companies, frankly, might not remember everything. But if there are shelf talkers or refresher information (coming in to train, educate, provide product information regularly), it would help store owners and staff communicate more accurately to customers, which should impact sales."

Existing Customer Store 9

"You need to consider products that address customer pain points, because whenever customers have pain points about anything, product demand emerges. If products are manufactured to meet those specific needs, we can generate substantial sales and have a customer base. Regarding service, I think today's suppliers do quite well, whether in delivery, promotions, or providing promotional products, called sales promotion premiums, which are fine."

Existing Customer Store 7

"Recommendations? As I mentioned, it might be developing products that meet consumer needs - pets. I always emphasize making them easy for pets to eat. When they're easy to eat, dogs and cats will consume them, and once consumed, everything is resolved. They'll follow the dosage and show results in addressing problems."

Existing Customer Store 10

"It might be about making supplement products that can address and solve problems for customers' pets. One product should be designed for consumption by multiple types of pets, like both dogs and cats or other pets, and be easy to consume."

For dog supplements, there are puppy, adult, and senior dog age ranges. If we could make supplements that are suitable from puppyhood through senior age, and have visible results, that would meet customer needs significantly."

Existing Customer Store 12

"It would be about increasing the credibility of the brand or product, perhaps starting with the formula itself, which should have supporting papers. Ingredients and product components should come from credible, quality sources. Altogether, as a customer myself, I would still want to buy these for my pets to use and consume. When it's good, it affects demand and increases store sales."

Existing Customer Store 4

"Recommendations for additional improvements would be, as mentioned, regarding product credibility. This might involve developing products with standards, testing, and certification to ensure they're safe for pets."

Existing Customer Store 5

Table 4.58 Content Analysis of Additional Information from Existing Customer Entrepreneurs Regarding Recommendations for Improving Current Innovative Pet Supplement Products or Services to Better Meet the Needs of Pet Supply and Food Stores

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
EC1	Actually, the product itself might not be easy to modify much because once it's released, adjusting the formula or making changes probably isn't that simple. But what I think could be done quickly is for the company to support both its own marketing and support store-front marketing activities to	Marketing support, Support store-front marketing activities, Organize joint activities	Service Improvements: Increasing promotions/ marketing and providing

	promote sales. They could organize joint activities or offer special promotions. Increase activities consistently throughout the year.		more marketing support such as organizing activities or promotions for stores
EC6	Could increase activities and promotions with greater frequency. Like with recent events, if we request supplier support saying we're organizing an event, they'll come. But holding events twice a year means about 4 days out of 350 days. Just 4 days isn't enough frequency to turn poor-selling products into good sellers. It needs to be more frequent than this. This can be increased and improved. Or promotional activities and promotions could be added. Road shows that many companies have reasons for not doing - like budget constraints or lack of PC staff, no permanent PC staff - but if one PC staff member rotates through several stores, then conducting road shows would help increase frequency.	Increase activities, Increase promotions	Service Improvements: Increasing promotions/ marketing and providing more marketing support such as organizing activities or promotions for stores
EC8	These supplement products are expensive, right? I'd like suppliers to create promotions and provide additional sales support.	Create promotions, Provide additional sales support,	Service Improvements: Increasing promotions/

	<p>What else can be done to promote sales? Provide information and knowledge, perhaps having PC staff or veterinarians present occasionally, maybe once a month or even once a week would be good. Have them provide information and recommendations about products to customers - this supplement can be taken with that one, or this product helps with intestinal issues or other things.</p>	<p>Provide information and knowledge, PC staff/ veterinarians providing product recommendations</p>	<p>marketing and providing more marketing support such as organizing activities or promotions for stores</p>
EC3	<p>Promotion and creating awareness of supplement products is crucial because supplements in the pet owner segment are still perceived as very niche, at the top of the pyramid. Many people who own pets still don't see their importance. If we said the food is good initially, that's fine, but the food market is diverse. Therefore, supplements need more promotion about why they're necessary and why pets need them. We hardly ever see supplement promotions; people only see promotions for main food products. If awareness increases, people will definitely buy them for their 'children' because pet owners who would purchase supplements need to have a certain budget. People who buy supplements aren't typical</p>	<p>Promotion and creating awareness of supplement products is crucial</p>	<p>Service Improvements: Increasing promotions/ marketing and public relations/ product promotion to create greater awareness</p>

	<p>pet owners; they're at another level - treating pets like their children. For those who search for supplement information themselves, they're already in a different customer group. If prices aren't too burdensome, these people will pay. A box costing over 200 baht that lasts only 10 days for a tiny pet means that in a month, just for one supplement, they're spending nearly 2,000 baht for a tiny pet - imagine how much for larger pets.</p>		
EC11	<p>If you want them to improve, or if we have additional recommendations, currently with some new brands being launched, customer awareness is still quite low. Awareness is minimal. For awareness, I'd like to see more promotions or something that promotes these brands more extensively. I understand that there are many pet owners now, but sometimes they remain in narrow groups. If we could place these products where more people can see them, that would be better.</p>	<p>Awareness is minimal, Need more promotions or something that promotes these brands more extensively</p>	<p>Service Improvements: Increasing promotions/ marketing and public relations/ product promotion to create greater awareness</p>
EC13	<p>It would actually be marketing support that could increase product awareness among customers, such as helping us review and suggest product placement points with shelf displays for better visibility. Design attractive</p>	<p>Marketing support, Increase product awareness among</p>	<p>Service Improvements: Increasing promotions/ marketing and</p>

	product signs or provide product information that customers can stand and read to gain basic understanding, creating awareness and providing information for purchase consideration.	customers	public relations/ product promotion to create greater awareness
EC2	There could be more detailed product information on websites to educate consumers, because nowadays when people buy something, they research and look at reviews first. Or after purchasing, they want to learn more about usage methods for maximum benefits or results. Therefore, information through mobile phones already tells everything about what's available. Consumers who want to learn more can study from these sources. It's not like before, when if you wanted to know something, you had to buy a book - perhaps about dogs or pets. But now books are gone, and just by speaking, information appears on your phone.	More detailed product information on websites to educate consumers, Consumers who want to learn more can study	Service Improvements: Adding more product details on websites/ social media for customers to study further
EC9	Recommendations for improvements, right? Actually, current supplements are quite comprehensive. I don't see any areas still lacking in the market. So it would be about service then. For services, shelf talkers are important because once products are set up in the	Services, shelf talkers are important	Service Improvements: Providing consistent knowledge to sales staff

	store, staff who receive information from sales representatives or companies, frankly, might not remember everything. But if there are shelf talkers or refresher information (coming in to train, educate, provide product information regularly), it would help store owners and staff communicate more accurately to customers, which should impact sales.		and store owners
EC7	You need to consider products that address customer pain points, because whenever customers have pain points about anything, product demand emerges. If products are manufactured to meet those specific needs, we can generate substantial sales and have a customer base. Regarding service, I think today's suppliers do quite well, whether in delivery, promotions, or providing promotional products, called sales promotion premiums, which are fine.	Products that address customer pain points	Product Improvements: Developing/ creating products that address and solve customer problems
EC10	Recommendations? As I mentioned, it might be developing products that meet consumer needs - pets. I always emphasize making them easy for pets to eat. When they're easy to eat, dogs and cats will consume them, and once consumed, everything is resolved. They'll follow the dosage and show results in addressing problems.	Products that meet consumer needs - pets, Show results in addressing problems	Product Improvements: Developing/ creating products that address and solve customer problems

EC12	It might be about making supplement products that can address and solve problems for customers' pets. One product should be designed for consumption by multiple types of pets, like both dogs and cats or other pets, and be easy to consume. For dog supplements, there are puppy, adult, and senior dog age ranges. If we could make supplements that are suitable from puppyhood through senior age, and have visible results, that would meet customer needs significantly.	Supplement products that can address and solve problems for customers' pets	Product Improvements: Developing/ creating products that address and solve customer problems
EC4	It would be about increasing the credibility of the brand or product, perhaps starting with the formula itself, which should have supporting papers. Ingredients and product components should come from credible, quality sources. Altogether, as a customer myself, I would still want to buy these for my pets to use and consume. When it's good, it affects demand and increases store sales.	Increasing the credibility of the brand or product	Product Improvements: Brand/product credibility
EC5	Recommendations for additional improvements would be, as mentioned, regarding product credibility. This might involve developing products with standards, testing, and certification to ensure they're safe for pets.	Product credibility	Product Improvements: Brand/product credibility

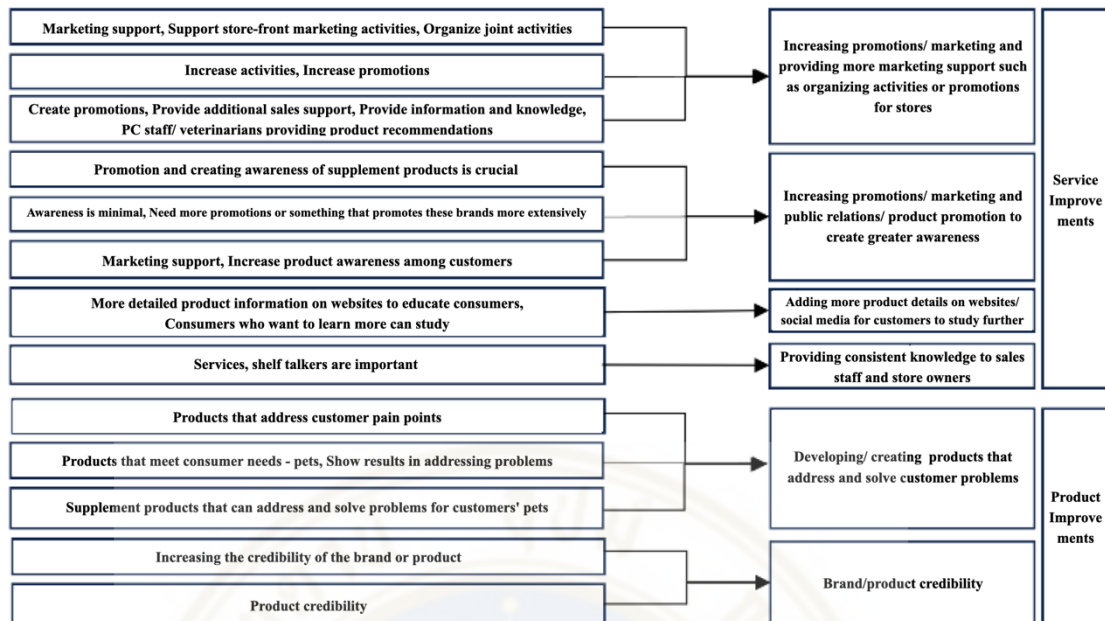


Figure 4.40 Content linkage diagram showing additional information from existing customer entrepreneurs regarding recommendations for improving current innovative pet supplement products or services to better meet the needs of pet supply and food stores.

4.12.4 Factors Leading to Repeat Purchases of Innovative Pet Supplement Products from Current Suppliers and Most Impressive Aspects of Current Innovative Pet Supplement Product Suppliers

Based on interviews with 13 existing customers regarding factors leading to repeat purchases of innovative pet supplement products from current suppliers and the most impressive aspects of these suppliers, findings can be summarized into 2 main issues as follows:

Factors leading to repeat purchases: 9 respondents mentioned that product sales volume is the main factor for repeat purchases. Most stores believed that if products sell well, have consistent sales, and customers make repeat purchases, this would lead to increased product orders. Meanwhile, 4 other respondents believed that product quality and clear results from consumer consumption (customers' pets) are the main factors leading to repeat purchases. Customers need to see good results from using products, such as pets having improved health or receiving expected benefits, for

customers to make repeat purchases. When customers make repeat purchases, stores need to reorder and make repeat purchases from suppliers.

Impressions of suppliers: 5 respondents were impressed with current suppliers' companies due to the support and good service they received. Suppliers who value all types of stores, provide consistent customer care, and offer support for promotions, sales, and marketing activities were highly regarded. At the same time, 3 respondents were impressed with sales representatives who provided excellent care. Good service from sales staff, such as providing information, responding quickly to questions, demonstrating professionalism, and offering good after-sales service, was appreciated. Additionally, 4 respondents were impressed with the products themselves, as current suppliers' products are quality products with research backing that clearly meet customer needs. Both packaging and product design, with attractive packaging providing clear information, help stores communicate more easily with customers. At the same time, products are constantly being improved or new, diverse products are being released to open new markets and provide options for consumers. In contrast, 1 respondent had no particular impression, viewing business as purely about business outcomes and not feeling especially impressed by current suppliers.

In summary, the key factors driving store decisions to make repeat purchases are sales volume and product quality. Stores need to be confident that products will sell and have consistent demand. Additionally, the main impressions of suppliers stem from the marketing support provided by companies, sales staff service, and credible product quality. Key respondents stated:

"The factor for repeat purchases would probably be sales volume. If we bring products in and they sell well, customers want them, and customers come back to buy again more quickly, we would need to stock or order more products. As for what's most impressive, it would be how sales representatives come to support the store front. This doesn't mean they just want to talk to the owner. OK, the owner mainly discusses ordering, but spinning products out is the responsibility of store staff together with company representatives to focus on things like regular training, creating activities with store staff, including offering promotions that support customers to promote product sales. The store will be happy to place orders, and products will sell out."

Existing Customer Store 1

"Factors for repeat purchases are simple - we look at sales data, sales volume. That's the 100% most accurate measure and indicator. As long as products aren't moving, they shouldn't continue. That's the most telling indicator. As for overall impressions, we're impressed with all our suppliers because it's like we're friends. The industry is small, and everyone knows each other. So there's no situation where we're not okay with each other. Everything can be discussed. Since these aren't extremely large organizations and everyone knows each other, it's quite satisfactory, quite acceptable."

Existing Customer Store 2

"For repeat purchases, it's sales. Products sell well, prices aren't high, margins are good. As for impressions, there are many suppliers, very diverse, and there are some we're not impressed with. But for the ones we are impressed with, there are 2-3. One in particular never has stock issues - there was only one time in the past two and a half years, just once. What's good is they have clear schedules, when and how, and they don't hide things. If they know they don't have enough, they stop supplying all stores until they have enough and can reallocate. I feel this is fair. Otherwise, our customers would go elsewhere, and the chances of them returning to our store would decrease."

Existing Customer Store 3

"Factors for repeat purchases: first, products sell well; second, customers use them and get the expected effectiveness. Customers will naturally come back to buy again, and we'll order repeat purchases accordingly. But if it's not good, it's over. As for impressions, I don't have any. Currently, it's more just business. Therefore, regarding impressions or relationships, there aren't any. There just aren't. This goes back to sales staff. People are the main factor that would make us feel impressed or not, as one element. Going back to today's sales staff, they don't really have much quality, so we don't have any particular impressions."

Existing Customer Store 4

"What factors lead to repeat purchases? Sales volume. As for impressions, I'm impressed with all supplier companies. Currently, it would be about marketing, branding, things like that. As I mentioned, they're all doing much better, not just specific ones. It means there's more marketing directed toward consumers."

Existing Customer Store 5

"What we consider for repeat purchases is sales volume. If products sell, they generate sales. If demand goes out, we're ready to buy again. At the same time, if they don't sell, everything stops there. Regarding impressions, it would be like products having good research backing. For example, like the Mew-Ré brand of water for dogs and cats - I think 'wow,' it's a new innovation. Generally, we first select products based on our impression of the products themselves, and what needs they address, whether we want to use them. That's the kind of impression I mean. Actually, vitamin or medicine companies always highlight their products; they never put other things first. So I'm impressed with what they want to sell consistently."

Existing Customer Store 6

"The factor for repeat purchases is sales volume. If sales are good, it will lead to repeat orders. As for impressions, I think it's about new products entering the market, which are quite diverse. I feel that if these products meet the needs of pet owners, it will make pet owners interested in buying additional products as well."

Existing Customer Store 7

"The factor for repeat purchases is when customers buy and like the products, get good results and outcomes. As for impressions, I'm mostly impressed with the sales staff or representatives. We have direct contact with sales representatives, and when they speak nicely and provide good service, with good after-sales service too, they're easy to contact. If we have any issues, or if customers come asking questions, and we don't have comprehensive product information, we can call and they answer immediately or call back shortly, asking what's happening, or if pets have issues with products, or if a pet's skin is like this, what should be done. Sales representatives provide us with more knowledge so we can give additional information to customers."

Existing Customer Store 8

"For repeat purchases, it's mainly sales volume. Personally, what impresses me might be the packaging, the package design that has details in it, things like that, or various shelf displays that they've designed and provide quite a lot of information."

Existing Customer Store 9

"For factors in repeat purchases, it's that customers like it. They like it because their dogs and cats eat it and they see results. Customers come back to buy frequently, making repeat purchases like that. We just order more, that's all. As for what impresses me, I think it's the sales representatives. When sales representatives take good care of us like this, we're happy."

Existing Customer Store 10

"For our repeat purchases, it's about being able to sell, having sales. If we can sell, it means customers like and are satisfied with that product, so we continue to make repeat purchases. Sometimes, whether our repeat purchases increase in quantity or not depends on customers too. Because if we buy products, stock them, and can't sell them, it prevents us from making further purchases as well. As for impressions, most companies send sales representatives or sales promotion teams to take care of us consistently. They never abandon us. If there are any issues, they handle claims for us and take care of us. Sometimes they bring things to install for us, including free gifts. We don't always sell well; sometimes there are periods when sales decrease or products move slowly, whether due to economic factors or whatever. They have campaigns to boost promotions for us, helping us all the time. They never leave us; they always take care of us."

Existing Customer Store 11

"The factor for repeat purchases is meeting the needs of customers or consumers. They buy for their pets to consume, and when they consume, results appear. They come back for repeat purchases, that product moves frequently, and if the product moves frequently, we'll reorder. Regarding impressions, since we also raise cats and try

supplement products with them, and we see good results, we're impressed that our pets eat them and genuinely improve. It's better than not consuming any supplements at all. When customers come asking, we recommend to them, and when they come back to buy again, we ask for feedback on usage. Customers say it's good and shows results in this way or that, so we have these impressions."

Existing Customer Store 12

"The factor for repeat purchases is having sales volume. If this product is doing well, if products sell well based on the product itself and on the staff, then actually we can already increase orders. And I'm impressed with the company because the suppliers give equal importance to all stores, not thinking that bigger stores should get more attention while smaller stores get less conversation, things like that. If it's a good supplier that impresses us, they give equal importance to stores of all sizes. Even if it's a small store, they give importance in this way, which is quite impressive."

Existing Customer Store 13

Table 4.59 Content Analysis of Additional Information from Existing Customer Entrepreneurs Regarding Factors Leading to Repeat Purchases of Innovative Pet Supplement Products from Current Suppliers

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
EC1	The factor for repeat purchases would probably be sales volume. If we bring products in and they sell well, customers want them, and customers come back to buy again more quickly, we would need to stock or order more products.	Sales volume	Repeat purchase factor: Product sales volume

EC2	Factors for repeat purchases are simple - we look at sales data, sales volume. That's the 100% most accurate measure and indicator. As long as products aren't moving, they shouldn't continue. That's the most telling indicator.	Sales data, Sales volume	Repeat purchase factor: Product sales volume
EC3	For repeat purchases, it's sales. Products sell well, prices aren't high, margins are good.	Sales	Repeat purchase factor: Product sales volume
EC5	What factors lead to repeat purchases? Sales volume.	Sales volume	Repeat purchase factor: Product sales volume
EC6	What we consider for repeat purchases is sales volume. If products sell, they generate sales. If demand goes out, we're ready to buy again. At the same time, if they don't sell, everything stops there.	Sales volume	Repeat purchase factor: Product sales volume
EC7	The factor for repeat purchases is sales volume. If sales are good, it will lead to repeat orders.	Sales volume	Repeat purchase factor: Product sales volume

EC9	For repeat purchases, it's mainly sales volume.	Mainly sales volume	Repeat purchase factor: Product sales volume
EC11	For our repeat purchases, it's about being able to sell, having sales. If we can sell, it means customers like and are satisfied with that product, so we continue to make repeat purchases. Sometimes, whether our repeat purchases increase in quantity or not depends on customers too. Because if we buy products, stock them, and can't sell them, it prevents us from making further purchases as well.	Being able to sell, Having sales	Repeat purchase factor: Product sales volume
EC13	The factor for repeat purchases is having sales volume. If this product is doing well, if products sell well based on the product itself and on the staff, then actually we can already increase orders.	Sales volume	Repeat purchase factor: Product sales volume
EC4	Factors for repeat purchases: first, products sell well; second, customers use them and get the expected effectiveness. Customers will naturally come back to buy again, and we'll order repeat purchases accordingly. But if it's not good, it's over.	Customers use them and get the expected effectiveness	Repeat purchase factor: Customers consume/use products and see results from using the products

EC8	The factor for repeat purchases is when customers buy and like the products, get good results and outcomes.	Get good results and outcomes	Repeat purchase factor: Customers consume/use products and see results from using the products
EC10	For factors in repeat purchases, it's that customers like it. They like it because their dogs and cats eat it and they see results. Customers come back to buy frequently, making repeat purchases like that. We just order more, that's all.	They like it because their dogs and cats eat it and they see results	Repeat purchase factor: Customers consume/use products and see results from using the products
EC12	The factor for repeat purchases is meeting the needs of customers or consumers. They buy for their pets to consume, and when they consume, results appear. They come back for repeat purchases, that product moves frequently, and if the product moves frequently, we'll reorder.	When they consume, results appear	Repeat purchase factor: Customers consume/use products and see results from using the products

Table 4.60 Content Analysis of Additional Information from Existing Customer Entrepreneurs Regarding the Most Impressive Aspects of Current Innovative Pet Supplement Product Suppliers

Code	Content Quote from the interview	Content Coding	
		Keyword Coding	Category
EC2	As for overall impressions, we're impressed with all our suppliers because it's like we're friends. The industry is small, and everyone knows each other. So there's no situation where we're not okay with each other. Everything can be discussed. Since these aren't extremely large organizations and everyone knows each other, it's quite satisfactory, quite acceptable.	Impressed with all our suppliers	Impressed with supplier companies
EC3	As for impressions, there are many suppliers, very diverse, and there are some we're not impressed with. But for the ones we are impressed with, there are 2-3.	There are 2-3 suppliers we are impressed with	Impressed with supplier companies
EC5	As for impressions, I'm impressed with all supplier companies. Currently, it would be about marketing, branding, things like that. As I mentioned, they're all doing much better, not just specific ones. It means there's more marketing directed toward consumers.	Impressed with all supplier companies	Impressed with supplier companies

EC11	As for impressions, most companies send sales representatives or sales promotion teams to take care of us consistently. They never abandon us. If there are any issues, they handle claims for us and take care of us. Sometimes they bring things to install for us, including free gifts. We don't always sell well; sometimes there are periods when sales decrease or products move slowly, whether due to economic factors or whatever. They have campaigns to boost promotions for us, helping us all the time. They never leave us; they always take care of us.	Most companies send sales representatives or sales promotion teams to take care of us consistently	Impressed with supplier companies
EC13	And I'm impressed with the company because the suppliers give equal importance to all stores, not thinking that bigger stores should get more attention while smaller stores get less conversation, things like that. If it's a good supplier that impresses us, they give equal importance to stores of all sizes. Even if it's a small store, they give importance in this way, which is quite impressive.	Impressed with the company	Impressed with supplier companies
EC1	As for what's most impressive, it would be how sales representatives come to support the store front. This doesn't mean they just want to talk to the owner. OK, the owner mainly discusses ordering, but spinning products out is the responsibility of store staff together with	How sales representatives come to support the store front	Impressed with the service from sales staff/ representatives

	company representatives to focus on things like regular training, creating activities with store staff, including offering promotions that support customers to promote product sales. The store will be happy to place orders, and products will sell out.		
EC8	As for impressions, I'm mostly impressed with the sales staff or representatives. We have direct contact with sales representatives, and when they speak nicely and provide good service, with good after-sales service too, they're easy to contact. If we have any issues, or if customers come asking questions, and we don't have comprehensive product information, we can call and they answer immediately or call back shortly, asking what's happening, or if pets have issues with products, or if a pet's skin is like this, what should be done. Sales representatives provide us with more knowledge so we can give additional information to customers.	Impressed with the sales staff or representatives	Impressed with the service from sales staff/ representatives
EC10	As for what impresses me, I think it's the sales representatives. When sales representatives take good care of us like this, we're happy.	What impresses me is the sales representatives	Impressed with the service from sales staff/ representatives

EC6	Regarding impressions, it would be like products having good research backing. For example, like the Mew-Ré brand of water for dogs and cats - I think 'wow,' it's a new innovation. Generally, we first select products based on our impression of the products themselves, and what needs they address, whether we want to use them. That's the kind of impression I mean. Actually, vitamin or medicine companies always highlight their products; they never put other things first. So I'm impressed with what they want to sell consistently.	We first select products based on our impression of the products themselves	Impressed with the products
EC7	As for impressions, I think it's about new products entering the market, which are quite diverse. I feel that if these products meet the needs of pet owners, it will make pet owners interested in buying additional products as well.	New products entering the market, which are quite diverse	Impressed with the development and release of new diverse products
EC9	Personally, what impresses me might be the packaging, the package design that has details in it, things like that, or various shelf displays that they've designed and provide quite a lot of information.	Packaging, Package design with details, Designed and providing quite a lot of information	Impressed with products that have good design and provide quite a lot of information

EC12	Regarding impressions, since we also raise cats and try supplement products with them, and we see good results, we're impressed that our pets eat them and genuinely improve. It's better than not consuming any supplements at all. When customers come asking, we recommend to them, and when they come back to buy again, we ask for feedback on usage. Customers say it's good and shows results in this way or that, so we have these impressions.	See good results, Our pets eat them and genuinely improve	Impressed with results from using/ consuming products
EC4	As for impressions, I don't have any. Currently, it's more just business. Therefore, regarding impressions or relationships, there aren't any. There just aren't. This goes back to sales staff. People are the main factor that would make us feel impressed or not, as one element. Going back to today's sales staff, they don't really have much quality, so we don't have any particular impressions.	Regarding impressions or relationships, there aren't any	No impressions

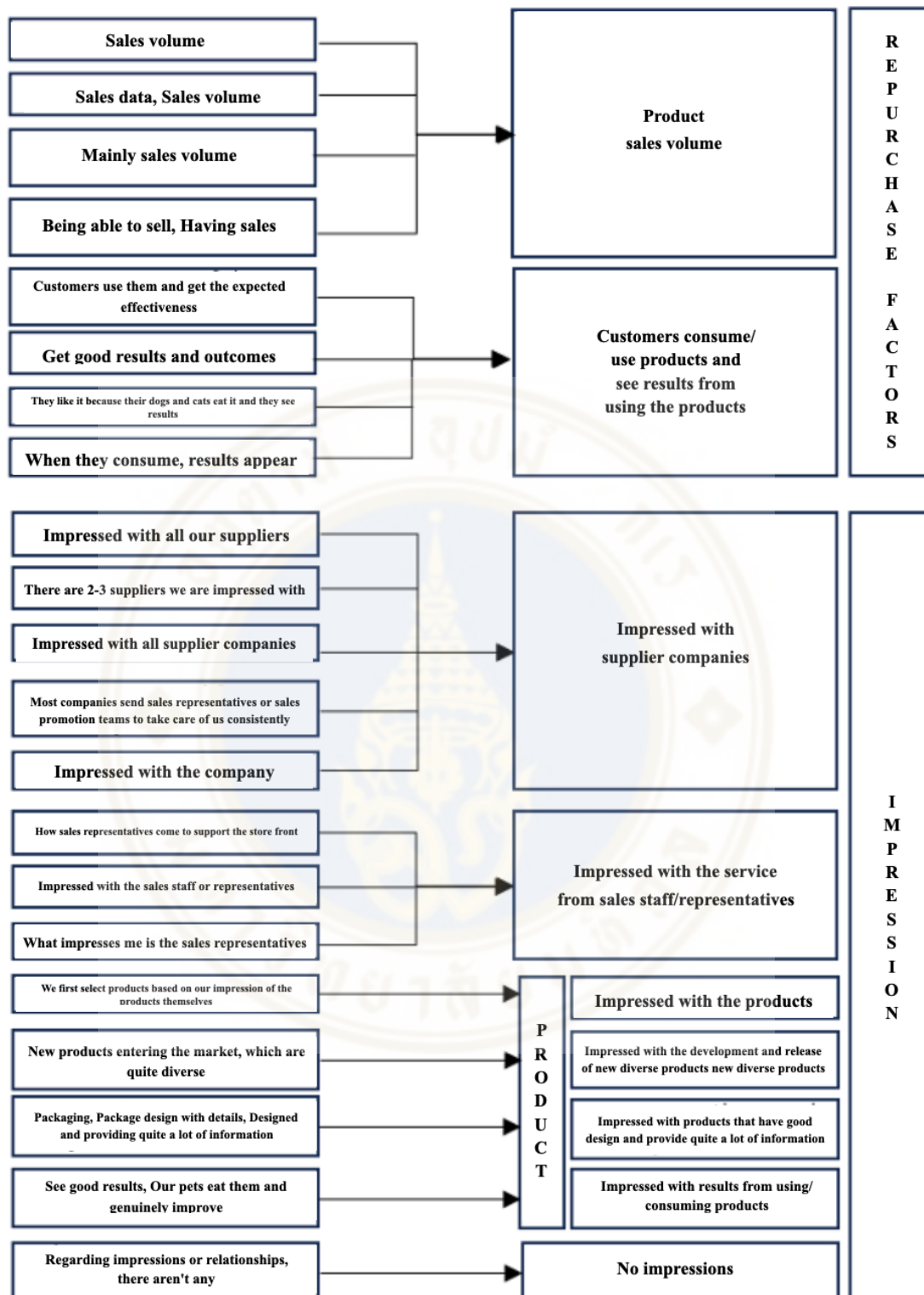


Figure 4.41 Content linkage diagram showing additional information from existing customer entrepreneurs regarding factors influencing repeat purchases of pet supplement innovation products from current suppliers and the most impressive aspects of current pet supplement innovation product suppliers.

Additional Information from Pet Supply and Food Store Entrepreneurs Regarding New Pet Supplement Product Suppliers

4.12.5 Expectations from New Innovative Pet Supplement Suppliers When Bringing Products to Sell in Stores

Based on interviews with 7 prospective customers regarding their expectations from new innovative pet supplement suppliers when bringing products to sell in their stores, the findings can be summarized into 3 main points as follows:

Expectations for Products with New Innovations that Differ from Existing Market Offerings: The majority of respondents (4 individuals) expected that products must be new innovations different from existing products in the market. They should not be duplicate items that the store already sells. The products should have special features or distinctive selling points, such as using premium ingredients or being able to address pet health needs in new ways.

Expectations for Support from Suppliers: Two respondents expected suppliers to provide information support, such as training store staff about the products and clearly explaining product properties. Suppliers should also provide comprehensive product information, including ingredient details, usage instructions, or accompanying documents that sales staff can distribute to customers to introduce products with complete details, which would help customers make purchasing decisions more easily.

Expectations for Product Quality: One respondent emphasized that products must be of good quality, meet customer needs, and effectively solve pets' problems.

In summary, prospective store owners want suppliers to develop products that are innovative and different from existing market offerings. Additionally, they expect comprehensive product information support and staff training to accurately inform customers. Each key informant stated:

"I would like to see something new that doesn't duplicate what the store already sells. This is really crucial because currently, technologies are developing very rapidly. We understand that medical technology for both humans and animals is advancing. Therefore, if there are innovative products that have been researched or developed, it would benefit consumers or pets."

Prospective Customer Store 1

"I expect innovations that they've newly created, beyond what already exists in the market. Because truly, in pet supplements, besides the 4 main types they typically sell, there are many more that nobody has produced yet. Actually, there are several items that are sourced from abroad, but they encounter customs issues with extensive documentation. So we're waiting for Thai producers to make them, or we might end up producing them ourselves."

Prospective Customer Store 2

"I expect products to have new innovations that differ from what's currently in the market. The products must be good and able to survive in the market. What I fear is that, as mentioned, many newcomers don't survive. Many brands, whether pet food or other products—some have previously made human food and then tried to make pet food—enter the market but don't survive. New brands, new labels come in but don't last, they just disappear. There are many such cases."

Prospective Customer Store 3

"Expectations? I suppose products with innovations that are newer than what's currently available in the market. Because currently what we commonly see for cats and dogs are salmon oil to increase appetite, treats, collagen powder supplements, things like that. In today's market, these are quite repetitive and abundant. What I'd like is something relatively novel that helps improve pets' health and enhances various aspects of their wellbeing. Like a treat from one brand that I recently learned is made with high-quality grade focusing on premium ingredients. Even though it's just a dental treat, I was impressed, so I brought it in to sell at the store."

Prospective Customer Store 4

"I expect support from suppliers in terms of training, recommendations, or educating us or store staff through sales representatives or experts who have good knowledge and understanding of the products. And regarding product information presentation, there should be detailed product information for consumers that specifies

ingredients, usage amounts—essentially everything consumers should know—either labeled on the product or in accompanying documents to help customers make decisions or, if they've already purchased, to guide proper usage."

Prospective Customer Store 5

"What I expect is for the sales team or product team to be knowledgeable about the product information, understand the product, and be able to communicate and explain it to us and our frontline staff in an easily understandable way that they can immediately apply. Once it's explained to them and they understand, they can relay accurate information to customers. Additionally, customers should be able to access or study detailed product information from specifications listed on packaging or accompanying documents for correct usage and to achieve expected results."

Prospective Customer Store 6

"For most products sold in the store, there are both regular and premium grade options. Mostly, I just expect products to be of acceptable quality and to solve customers' problems. Personally, I feel that if a product is good, okay, and can meet customer needs, customers will return to make repeat purchases."

Prospective Customer Store 7

Table 4.61 Content analysis of additional information from entrepreneurs in the prospective customer group regarding expectations from new innovative pet supplement suppliers when bringing products to sell in stores

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
PC1	I would like to see something new that doesn't duplicate what the store already sells. This is really crucial because currently, technologies are developing very rapidly.	Something new that doesn't duplicate what	Products with new innovations that differ

	We understand that medical technology for both humans and animals is advancing. Therefore, if there are innovative products that have been researched or developed, it would benefit consumers or pets.	the store already sells	from existing market offerings
PC2	I expect innovations that they've newly created, beyond what already exists in the market. Because truly, in pet supplements, besides the 4 main types they typically sell, there are many more that nobody has produced yet. Actually, there are several items that are sourced from abroad, but they encounter customs issues with extensive documentation. So we're waiting for Thai producers to make them, or we might end up producing them ourselves.	Innovations newly created beyond what already exists in the market	Products with new innovations that differ from existing market offerings
PC3	I expect products to have new innovations that differ from what's currently in the market. The products must be good and able to survive in the market. What I fear is that, as mentioned, many newcomers don't survive. Many brands, whether pet food or other products—some have previously made human food and then tried to make pet food—enter the market but don't survive. New brands, new	Products with new innovations that differ from what's currently in the market	Products with new innovations that differ from existing market offerings

	labels come in but don't last, they just disappear. There are many such cases.		
PC4	Expectations? I suppose products with innovations that are newer than what's currently available in the market. Because currently what we commonly see for cats and dogs are salmon oil to increase appetite, treats, collagen powder supplements, things like that. In today's market, these are quite repetitive and abundant. What I'd like is something relatively novel that helps improve pets' health and enhances various aspects of their wellbeing. Like a treat from one brand that I recently learned is made with high-quality grade focusing on premium ingredients. Even though it's just a dental treat, I was impressed, so I brought it in to sell at the store.	Products with innovations newer than what's currently available in the market	Products with new innovations that differ from existing market offerings
PC5	I expect support from suppliers in terms of training, recommendations, or educating us or store staff through sales representatives or experts who have good knowledge and understanding of the products. And regarding product information presentation, there should be detailed product	Support from suppliers in terms of training, recommendations; Detailed product information presentation to	Support in product recommendations, providing product information to stores, and having sufficient

	information for consumers that specifies ingredients, usage amounts—essentially everything consumers should know—either labeled on the product or in accompanying documents to help customers make decisions or, if they've already purchased, to guide proper usage.	help customers make decisions/ guide usage	and clear product information for consumer consideration/ usage
PC6	What I expect is for the sales team or product team to be knowledgeable about the product information, understand the product, and be able to communicate and explain it to us and our frontline staff in an easily understandable way that they can immediately apply. Once it's explained to them and they understand, they can relay accurate information to customers. Additionally, customers should be able to access or study detailed product information from specifications listed on packaging or accompanying documents for correct usage and to achieve expected results.	Product knowledge from sales or product teams; Understanding of the product and ability to explain to owners and staff in an easily understandable way; Ability to relay accurate information sets to customers	Support in product recommendations, providing product information to stores, and having sufficient and clear product information for consumer consideration/ usage

PC7	For most products sold in the store, there are both regular and premium grade options. Mostly, I just expect products to be of acceptable quality and to solve customers' problems. Personally, I feel that if a product is good, okay, and can meet customer needs, customers will return to make repeat purchases.	Products of acceptable quality; Ability to solve customers' problems	Good quality products that can meet consumer needs
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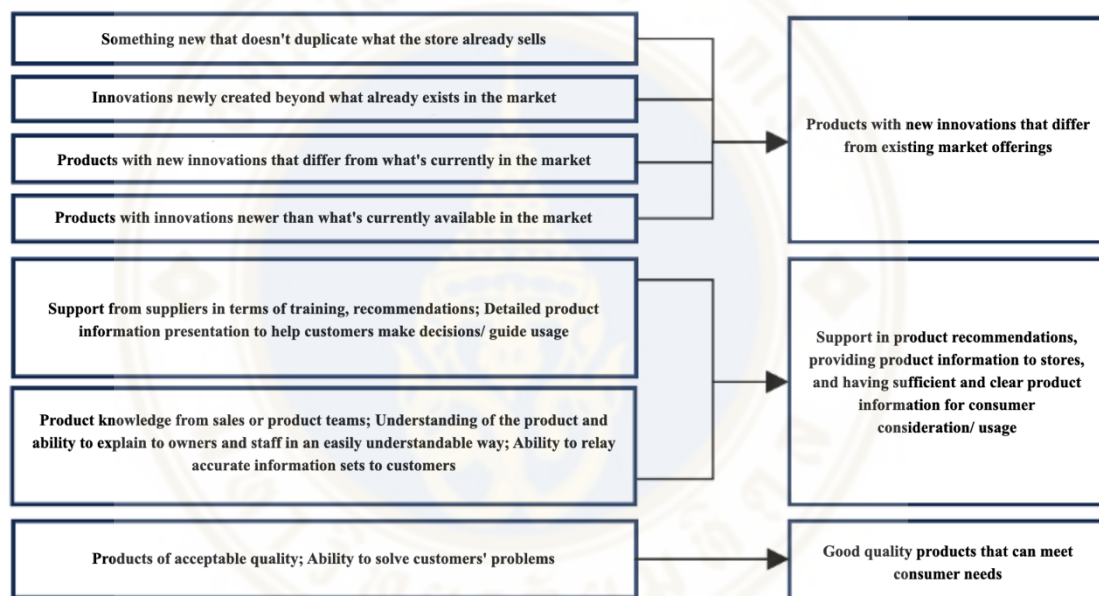


Figure 4.42 Content linkage diagram showing additional information from entrepreneurs in the prospective customer group regarding expectations from new innovative pet supplement suppliers when bringing products to sell in stores

4.12.6 Most Important Factors When Selecting Pet Supplement Products from New Suppliers

Based on interviews with 7 prospective customers regarding the most important factors when selecting pet supplement products from new suppliers, the findings can be summarized into 4 main points as follows:

Product Quality: The majority of respondents (4 individuals) indicated that product quality is the primary factor in their purchasing decisions. This is because products must meet customer needs and demonstrate clear results. Store owners expressed concern about the quality of products they sell, as it affects the store's image and customer confidence.

Marketing Support: One respondent, representing a growing store, expected the selected brand to have clear and strong marketing strategies to help drive the store's growth alongside the brand.

Product Differentiation and Innovation: One respondent wanted products that do not duplicate what is already available in the market and have distinctive features, such as new innovations or the ability to address pet issues in dimensions not yet covered by general products.

Consistent Communication: One respondent expressed the opinion that maintaining consistent communication between the store and the supplier is a crucial factor, especially for products that require continuous use. For example, health supplements or products that pets need to consume in specified amounts to achieve maximum results or effectiveness. If suppliers lack communication, it could impact customer retention and long-term sales.

In summary, prospective stores prioritize product quality above all, followed by brand marketing support, offering differentiated and innovative products, and maintaining consistent communication between stores and suppliers. The key informants stated:

"Product quality that meets customer needs. Because customers buy products to supplement their pets, they want good quality products that show results from consumption."

Prospective Customer Store 1

"The quality of the product. Additionally, quality and price should be reasonable, so it can sell. It doesn't necessarily have to be cheap, but reasonable for the quality they provide us. If it's truly good, people will pay regardless, because this is a business about love. They want their pets to be healthy and stay with them for a long time."

Prospective Customer Store 2

"We're interested in quality because our store must check that the quality is acceptable before bringing products in to sell. If we sell products that aren't good quality, the store suffers damage to its reputation. We don't sell to one-time customers. Stores like ours mean we sell to regular customers, people in the area, not just passersby. That's why we have to be somewhat selective about the products we bring in—they must have quality."

Prospective Customer Store 3

"That's exactly it. Mostly it's about the quality of the product."

Prospective Customer Store 7

"The most important factor? Usually, we choose based on their marketing. Since we're not a big store—we're a small, cute store that's growing—we want a brand with established marketing that we can use to promote and push our store's growth as well."

Prospective Customer Store 4

"The differentiation of products, having new innovations, new things added compared to products already in the market. That is, if the product isn't a duplicate of existing ones."

Prospective Customer Store 5

"The most important factor for us is consistent communication between the supplier and the store. Because if we have questions about something and we can't contact them, or if a sales representative comes in but then disappears completely, we can't answer follow-up questions from customers or correctly inform veterinarians about whether we still have continuous supply. Sometimes when customers need to purchase for specific cases that require continuous use—for example, to strengthen a pet's bones over a three-month period—and suddenly our supplier disappears and we can't contact them, we're completely stuck."

Prospective Customer Store 6

Table 4.62 Content analysis of additional information from entrepreneurs in the prospective customer group regarding the most important factors when selecting pet supplement products from new suppliers

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
PC1	Product quality that meets customer needs. Because customers buy products to supplement their pets, they want good quality products that show results from consumption.	Product quality	Product quality
PC2	The quality of the product. Additionally, quality and price should be reasonable, so it can sell. It doesn't necessarily have to be cheap, but reasonable for the quality they provide us. If it's truly good, people will pay regardless, because this is a business about love. They want their pets to be healthy and stay with them for a long time.	The quality of the product	Product quality

PC3	We're interested in quality because our store must check that the quality is acceptable before bringing products in to sell. If we sell products that aren't good quality, the store suffers damage to its reputation. We don't sell to one-time customers. Stores like ours mean we sell to regular customers, people in the area, not just passersby. That's why we have to be somewhat selective about the products we bring in—they must have quality.	Interested in quality	Product quality
PC7	That's exactly it. Mostly it's about the quality of the product.	Quality of the product	Product quality
PC4	The most important factor? Usually, we choose based on their marketing. Since we're not a big store—we're a small, cute store that's growing—we want a brand with established marketing that we can use to promote and push our store's growth as well.	Good brand marketing	Good brand/ product marketing
PC5	The differentiation of products, having new innovations, new things added compared to products already in the market. That is, if the product isn't a duplicate of existing ones.	If the product isn't a duplicate of existing ones	Products that are new/different from existing market offerings

PC6	<p>The most important factor for us is consistent communication between the supplier and the store. Because if we have questions about something and we can't contact them, or if a sales representative comes in but then disappears completely, we can't answer follow-up questions from customers or correctly inform veterinarians about whether we still have continuous supply. Sometimes when customers need to purchase for specific cases that require continuous use—for example, to strengthen a pet's bones over a three-month period—and suddenly our supplier disappears and we can't contact them, we're completely stuck.</p>	Consistent communication between the supplier and the store	Consistent communication between the supplier and the store
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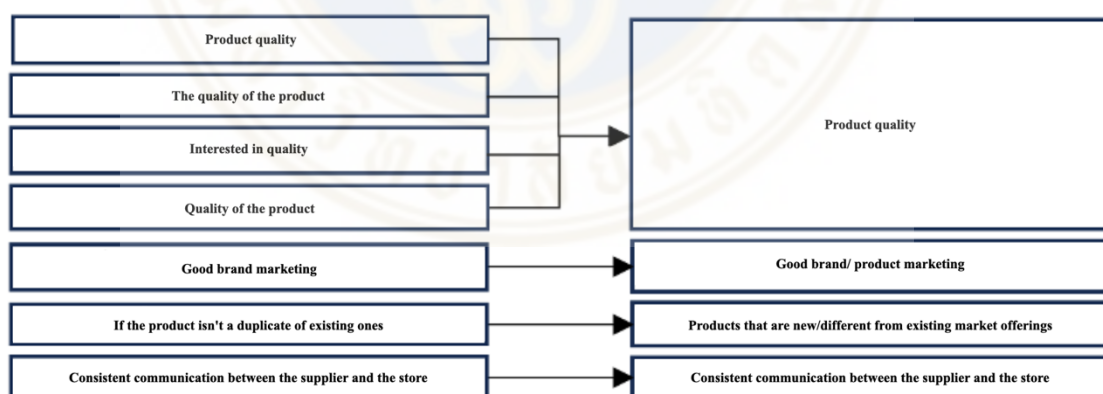


Figure 4.43 Content linkage diagram showing additional information from entrepreneurs in the prospective customer group regarding the most important factors when selecting pet supplement products from new suppliers

4.12.7 Recommendations or Suggestions Regarding Innovative Pet Supplement Products or Services from New Suppliers That Will Be Considered When Purchasing Products for Retail in Stores

Based on interviews with 7 prospective customers regarding recommendations or suggestions for innovative pet supplement products or services from new suppliers, the findings can be summarized into 2 main points as follows:

Recommendations or Suggestions Regarding Services: The majority of respondents wanted to provide recommendations regarding services, with a total of 4 individuals. This included 2 respondents who emphasized the importance of promotions and marketing to create awareness, suggesting that suppliers should focus on marketing to build brand awareness, such as organizing joint activities with stores, promotions, free gifts, or experience-based activities, to introduce new products and encourage trials. Meanwhile, 1 respondent provided recommendations regarding after-sales service, suggesting that suppliers should prioritize good after-sales service, such as following up on sales performance and regularly consulting with stores. Additionally, 1 more respondent offered suggestions about communication and information disclosure to customers, recommending that suppliers notify or communicate transparent information if there are changes to products, promotions, or services.

Recommendations or Suggestions Regarding Products: A total of 3 respondents wanted to provide recommendations regarding products. This included 2 respondents who discussed product development to ensure high quality and differentiation from the market, expecting products to be of high quality and able to effectively solve pets' problems, not just products manufactured for market positioning, but having unique selling points that differentiate them from existing products in the market. At the same time, 1 more respondent emphasized the importance of product variety, recommending that suppliers should have diverse and comprehensive product offerings, not just a single SKU, because stores need sufficient options to spread risk and attract different customer groups.

In summary, prospective stores recommended focusing on marketing to build awareness and providing efficient after-sales service, alongside developing high-quality products that differ from the market and offering diverse product ranges. The key informants stated:

"If you have good products that aren't widely known yet, you might want to create promotions and marketing to boost sales. You could organize activities with the store, for example, free pet health check-ups when customers purchase your products at our store—something like that. It will create awareness and recognition for you. Or you could provide free samples for our store's customers to try. Activities that help customers get to know you better. If your products are already good, sales will naturally follow. You might need to do these activities fairly often."

Prospective Customer Store 1

"New brands or suppliers should engage in considerable marketing for the pet supplement category. There needs to be awareness and reasonable product accessibility."

Prospective Customer Store 7

"It's about service. We think good after-sales service means sales representatives take good care of customers and don't abandon stores. Issues like product claims, or following up on how sales are going this month—we think that's already okay. They don't necessarily have to visit too frequently, but they should try to ask and maintain regular contact with customers about whether they need anything more, or where they should run promotions. It's like after-sales service that cares about the store, so they can continue to succeed. Because sometimes stores might find that if something isn't selling, we don't know what to do—whether to discount it or what—which also impacts the store's bottom line."

Prospective Customer Store 4

"If there are formula changes or any changes related to products/services, they should inform us. It's about transparency and mutual honesty. For example, if this product line is being introduced or if they're organizing a promotion with the storefront, they need to inform us if the product coming in only has a 6-month shelf life. They need to notify us in advance that the products we're bringing in for this lot have this limitation, so we can correctly inform customers: 'We've brought this in, there is a real

promotion, but it has a 6-month shelf life. Is that okay with you?' This allows us to get feedback from our customers first. If our customers feel that 6 months seems long but is actually too short for them, we can properly manage whether we should bring in a large or small quantity."

Prospective Customer Store 6

"I would like products to have genuinely good ingredients and components in their manufacturing, rather than just producing OEM products and selling them for marketing purposes. I'd prefer them to go deeper into producing products that help solve problems for pets, truly improving their quality of life. This could involve products with new medical technology innovations that are different from other products already in the market."

Prospective Customer Store 2

"Recommendations? Well, I would recommend focusing on product development to create products that meet consumer needs and aren't duplicates of what's currently available in the market. But if you ask which specific area, I can't really provide detailed specifics."

Prospective Customer Store 5

"My recommendation is to sell a variety of products, various product groups, and multiple SKUs. Don't just sell supplement products with a single formula or limited options, because from experience, products with limited variety usually don't survive. Having diversity when products enter the store means if one item doesn't sell, others still can. This allows for continued business. Companies with limited product offerings sometimes face resistance from stores because competitors offer comprehensive ranges—one conversation and everything is covered. With just a few small offerings, the products are limited. We'd prefer to have diversity."

Prospective Customer Store 3

Table 4.63 Content analysis of additional information from entrepreneurs in the prospective customer group regarding recommendations or suggestions for innovative pet supplement products or services from new suppliers to be considered when purchasing products for retail in stores

Code	Content Quote from the interview (Meaning Unit)	Content Coding	
		Keyword Coding	Category
PC1	If you have good products that aren't widely known yet, you might want to create promotions and marketing to boost sales. You could organize activities with the store, for example, free pet health check-ups when customers purchase your products at our store—something like that. It will create awareness and recognition for you. Or you could provide free samples for our store's customers to try. Activities that help customers get to know you better. If your products are already good, sales will naturally follow. You might need to do these activities fairly often.	Create promotions and marketing to boost sales, to create awareness and recognition for you	Service aspect: Promotions/marketing and public relations/product promotion to create greater awareness
PC7	New brands or suppliers should engage in considerable marketing for the pet supplement category. There needs to be awareness and reasonable product accessibility.	Marketing, needs to be awareness and product accessibility	Service aspect: Promotions/marketing and public relations/product promotion to create greater awareness

PC4	<p>It's about service. We think good after-sales service means sales representatives take good care of customers and don't abandon stores. Issues like product claims, or following up on how sales are going this month—we think that's already okay. They don't necessarily have to visit too frequently, but they should try to ask and maintain regular contact with customers about whether they need anything more, or where they should run promotions. It's like after-sales service that cares about the store, so they can continue to succeed. Because sometimes stores might find that if something isn't selling, we don't know what to do—whether to discount it or what—which also impacts the store's bottom line.</p>	<p>Good after-sales service where sales representatives take good care of customers and don't abandon stores</p>	<p>Service aspect: Good after-sales service with customer care</p>
PC6	<p>If there are formula changes or any changes related to products/services, they should inform us. It's about transparency and mutual honesty. For example, if this product line is being introduced or if they're organizing a promotion with the storefront, they need to inform us if the product coming in only has a 6-month shelf life. They need to notify us in advance that the products we're bringing in for this lot have this limitation, so we can correctly inform customers: 'We've brought this in, there</p>	<p>If there are formula changes or any changes related to products/services, they should inform us</p>	<p>Service aspect: Communication about information if there are changes in products or services</p>

	is a real promotion, but it has a 6-month shelf life. Is that okay with you?' This allows us to get feedback from our customers first. If our customers feel that 6 months seems long but is actually too short for them, we can properly manage whether we should bring in a large or small quantity.		
PC2	I would like products to have genuinely good ingredients and components in their manufacturing, rather than just producing OEM products and selling them for marketing purposes. I'd prefer them to go deeper into producing products that help solve problems for pets, truly improving their quality of life. This could involve products with new medical technology innovations that are different from other products already in the market.	Producing products that help solve problems for pets, different from other products already in the market	Product aspect: Products that meet consumer needs and differ from existing market offerings
PC5	Recommendations? Well, I would recommend focusing on product development to create products that meet consumer needs and aren't duplicates of what's currently available in the market. But if you ask which specific area, I can't really provide detailed specifics.	Create products that meet consumer needs and aren't duplicates of what's currently available in the market	Product aspect: Products that meet consumer needs and differ from existing market offerings

PC3	My recommendation is to sell a variety of products, various product groups, and multiple SKUs. Don't just sell supplement products with a single formula or limited options, because from experience, products with limited variety usually don't survive. Having diversity when products enter the store means if one item doesn't sell, others still can. This allows for continued business. Companies with limited product offerings sometimes face resistance from stores because competitors offer comprehensive ranges—one conversation and everything is covered. With just a few small offerings, the products are limited. We'd prefer to have diversity.	Sell a variety of products, various product groups, and multiple SKUs	Product aspect: Having product diversity
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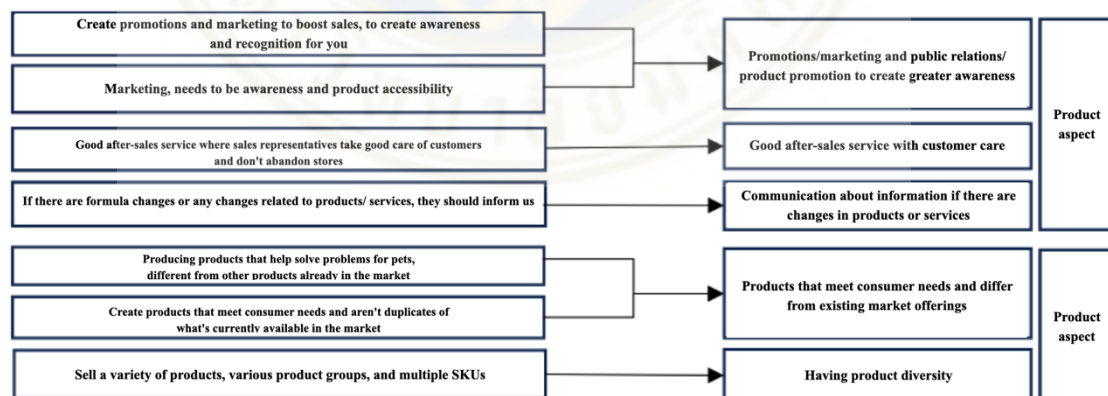


Figure 4.44 Content linkage diagram showing additional information from entrepreneurs in the prospective customer group regarding recommendations or suggestions for innovative pet supplement products or services from new suppliers to be considered when purchasing products for retail in stores

Following the content analysis process through keyword coding combined with category analysis to identify content linkages, the researcher conducted a thematic analysis. The researcher discovered fundamental themes in the interview content through the process of data coding, categorization, and organization of diverse interview data or information, which could be developed into a research conceptual framework as follows:

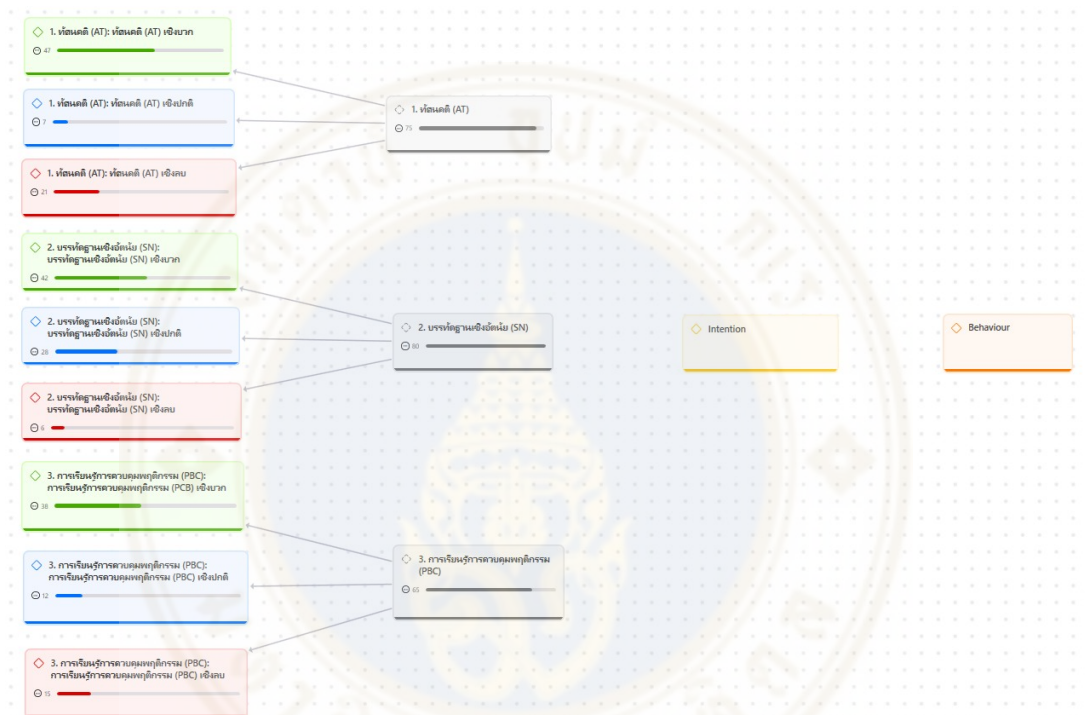


Figure 4.45 Conceptual Framework of the Research

4.13 Conclusion

The qualitative research in Chapter 4, which presents the data analysis results, found that from analyzing the general information of 20 interview participants, who were entrepreneurs running pet supply and food stores, divided into 2 groups: 13 entrepreneurs who are current customers with repeat purchases of pet supplements from Morina Solutions Co., Ltd. (Existing customers), and 7 entrepreneurs who are prospective customers that have not yet become clients but have the opportunity and potential to purchase pet supplement products from Morina Solutions Co., Ltd. (Prospect customers).

In analyzing factors affecting purchasing and repeat purchasing behavior of B2B consumers who are pet supply and food store entrepreneurs in both groups, the researcher referenced the Theory of Planned Behavior (TPB), which comprises Attitude factors, Subjective Norm factors, and Perceived Behavioral Control factors.

Summarizing the analysis of factors affecting intention and behavior in purchasing and repeat purchasing according to the Theory of Planned Behavior (TPB), it was found that Subjective Norms and Perceived Behavioral Control are the most significant factors influencing Purchase Intention, especially among prospective customers who still require additional information from veterinarians, experts, and reviews from other customers. For Repeat Purchase Behavior, it was found that Attitude and Perceived Behavioral Control have the greatest impact, with current customers who have had positive selling experiences and can manage costs being more likely to make repeat purchases.

CHAPTER V

CONCLUSION AND DISCUSSION

Quantitative Research

5.1 Conclusion

5.1.1 Summary of Respondents' General Information

5.1.1.1 Demographic Characteristics of the Sample Group

From the study of demographic data of 250 respondents, it was found that the proportion of male and female respondents was similar, with 125 males (50.0%) and 125 females (50.0%) of all respondents. Regarding age, the distribution was relatively even across different age groups, with 50 respondents (20.0%) aged 30-39 years and 50 respondents (20.0%) aged 40-49 years. Other age groups, including under 30 years, 50-59 years, and 60 years and above, each had 50 respondents (20.0%) of the total sample. When classified by average monthly income, the majority of respondents were in the group with an average income of more than 65,001 baht, totaling 57 people (23.0%), followed by groups with average incomes between 25,001 - 35,000 baht and 35,001 - 45,000 baht, both with 39 respondents each (16.0%). The group with income below 15,000 baht had the smallest proportion, with only 12 respondents (5.0%). Regarding pet types, cat owners were the largest group with 128 respondents (51.0%), while dog owners totaled 122 respondents (49.0%), indicating that both cats and dogs are similarly popular as pets. In terms of experience purchasing innovative pet supplement products, all 250 respondents (100.0%) had experience purchasing these products, showing that the sample group was familiar with products in this industry. Finally, regarding the innovative pet supplement product that respondents thought of first, treat-type supplements were the most popular, chosen by 157 respondents (62.8%), followed by tablet supplements (43 respondents, 17.2%) and powder supplements (31 respondents, 12.4%). Drinking supplements and other types had smaller proportions at 6.0% and 1.6%, respectively. From the above data, it can be concluded that most respondents are in the middle to high-income groups, own cats and dogs, and have

experience purchasing innovative pet supplement products, particularly treat-type supplements, which are the most popular.

5.1.1.2 Characteristics of Data Related to Respondents' Opinions

This study collected opinion data from 250 respondents who had experience purchasing innovative pet supplement products for their pets. The survey results are detailed as follows: Regarding Self-identity (SI), respondents strongly agreed with perceiving themselves as individuals who prioritize their pets' health and choose to purchase innovative pet supplement products. The item with the highest average score was "You consider yourself someone who is concerned about the health effects resulting from your pet's consumption of innovative pet supplement products" (mean = 4.35). Regarding Social Norm (SN), respondents valued recommendations from veterinarians or experts, with the highest average score for the item "You are willing to follow the recommendations of experts or veterinarians when purchasing innovative pet supplement products for your pet" (mean = 4.35), indicating that consumers trust recommendations from knowledgeable individuals in this field. Regarding Intention (IN), respondents agreed that they planned to purchase innovative pet supplement products in the future. The item with the highest average score was "You intend to purchase innovative pet supplement products for your pet in the next month" (mean = 4.09), showing that consumers tend to repurchase and consume continuously. Regarding Behavior (BE), respondents agreed with their behavior of purchasing supplement products for their pets. The item with the highest average score was "You purchased innovative pet supplement products for your pet last month" (mean = 3.90), indicating that most respondents continuously purchase these products. Regarding Perceived Behavioral Control (PBC), respondents had a high level of confidence in their ability to purchase products. The item with the highest average score was "You have complete freedom in choosing to purchase innovative pet supplement products for your pet" (mean = 4.36), reflecting that most respondents can make purchasing decisions independently. Regarding Attitude (AT), respondents agreed that purchasing innovative pet supplement products is beneficial. The item with the highest average score was "You are happy to see your pet consume the products and will purchase them again next month" (mean = 4.13), reflecting pet owners' positive emotions toward the products.

Finally, regarding Subjective Norm (SN), respondents tended to be influenced by those around them, such as family and friends, in their decision to purchase products. The item with the highest average score was "People you are close to and trust, such as family or close friends, support your purchase of innovative pet supplement products for your pet" (mean = 3.83).

In summary, respondents had positive opinions toward innovative pet supplement products, especially regarding pet health, influence from veterinarians and experts, and a tendency to repurchase in the future.

5.1.2 Summary of Hypothesis Analysis Results

From the Exploratory Factor Analysis (EFA), it was found that the original conceptual framework could be referenced since the model used has been validated. The study by Pratama and Yuliati (2022) conducted an EFA and clearly concluded the structure of relevant variables. Additionally, there is empirical evidence supporting the model. The prototype research used EFA to determine the factor structure influencing consumer behavior and found that this structure was sufficiently accurate, resulting in the need to verify data consistency with the model using Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) to examine the relationships of various variables according to the research hypotheses.

From the SEM hypothesis testing results, it was found that factors affecting the intention to purchase innovative pet supplement products included both statistically significant factors and factors that did not have a significant impact. The hypothesis testing results can be summarized as follows:

Table 5.1 Summary of Hypothesis Analysis Results

	Hypothesis	Statistical		
		Value (Standardized Coefficient)	P- value	Test Result
1	H1: IN <--- AT (Attitude affects purchase intention)	0.472	***	Significant
2	H2: IN <--- SN (Subjective norm affects purchase intention)	-0.118	0.361	Not significant
3	H3a: IN <--- PBC (Perceived behavioral control affects purchase intention)	-0.260	0.226	Not significant
4	H3b: BE <--- PBC (Perceived behavioral control affects purchase behavior)	-0.051	0.486	Not significant
5	H4: BE <--- IN (Purchase intention affects purchase behavior)	0.915	***	Significant
6	H5: IN <--- SI (Self-identity affects purchase intention)	0.252	0.205	Not significant
7	H6: IN <--- SCN (Social norm affects purchase intention)	0.598	0.005	Significant

Summary of hypothesis analysis: Factors that significantly affect the intention to purchase innovative pet supplement products include: Attitude (AT) directly affects purchase intention with a standardized regression coefficient of 0.472, indicating that consumers with positive attitudes toward the products are more likely to purchase innovative pet supplement products. Social Norms (SCN) affect purchase intention with a standardized regression coefficient of 0.598, indicating that consumers are influenced by society and the opinions of those around them in their purchasing decisions. Purchase Intention (IN) directly influences actual purchasing behavior (BE) with a standardized regression coefficient of 0.915, which is the highest value in the study, indicating that consumers with high purchase intentions are likely to actually purchase the products in the future. Meanwhile, factors that do not significantly affect purchase intention or purchasing behavior include: Subjective Norms (SN) do not significantly impact

purchase intention, with a P-Value of 0.361. Perceived Behavioral Control (PBC) does not significantly impact either purchase intention or actual purchasing behavior, with P-Values of 0.226 and 0.486, respectively. Self-Identity (SI) does not significantly impact purchase intention, with a P-Value of 0.205.

Model fit analysis: From testing the model's fit with empirical data, it was found that the model's Goodness of Fit Indices were within acceptable criteria. The CMIN/DF value, which is an index used to compare the model's fit with empirical data, calculated by dividing Chi-square by Degrees of Freedom, resulted in 2.029, which is within the consideration criteria since the CMIN/DF value should be less than 5.000 (Hu and Bentler, 1999). Therefore, it can be concluded that the structural model is consistent with the empirical data.

For CFI and TLI values, which are indices used to check the model's fit with empirical data, they were found to be 0.912 and 0.901, respectively, which meet the criteria that CFI and TLI should be greater than 0.900 (Hu and Bentler, 1999). Therefore, it can be concluded that the model is consistent with the empirical data.

The SRMR value, which measures the error of estimating the model's fit, was found to be 0.067, which is within acceptable criteria since this value should be less than 0.100 (Hu and Bentler, 1999).

Finally, the RMSEA value, which indicates the error of estimation, was found to be 0.064, which meets the consideration criteria since this value should be less than 0.080 (Hu and Bentler, 1999). Therefore, it can be concluded that the model can explain the relationship well.

From the data analysis, it can be concluded that factors influencing consumer purchasing behavior of innovative pet supplement products include consumer attitude (AT), social norms (SCN), and purchase intention (IN), which affect actual purchasing behavior (BE). Meanwhile, other factors such as subjective norms (SN), perceived behavioral control (PBC), and self-identity (SI) do not directly impact purchase intention. This analysis can be used as a guideline for developing marketing strategies and customer communication to promote repurchase and build sustainable relationships with consumers in the pet supplement industry.

5.2 Discussion

5.2.1 Discussion of Research Findings

5.2.1.1 Attitude: The study found that pet owners' attitudes directly affect their intention to purchase innovative pet supplement products, which is consistent with the research of Smith et al. (2020), which indicated that attitudes in various aspects, such as beliefs about product benefits and price, influence pet owners' purchasing decisions.

5.2.1.2 Subjective Norms: The study found that subjective norms do not influence purchase intention, which contradicts the research of Jones and Park (2018), which found that influences from family and veterinarians affect the intention to purchase pet health products. This result may reflect differences in the sample group or the type of products studied.

5.2.1.3 Perceived Behavioral Control: The study found that perceived behavioral control does not influence purchase intention and purchasing behavior, which contradicts Miller and Kim (2019) and Sheeran (2002), who indicated that consumers who are confident in their ability to control purchasing behavior are more likely to purchase products that meet their needs.

5.2.1.4 Self-Identity: The study found that self-identity does not influence purchase intention, which contradicts Sparks and Shepherd (1992), who found that self-identity plays an important role in determining sustainable consumption behavior. This result may depend on the level of self-identity identification of consumers in each context.

5.2.1.5 Social Norms: The study found that social norms affect purchase intention, which is consistent with Yue and Zhou (2008) and Rendi Tegar Pratama and Elevita Yuliati (2021), who found that consumers are often influenced by people around them, especially family and friends, who play an important role in purchasing behavior.

5.2.1.6 Purchase Intention and Behavior: This study confirms that purchase intention directly affects purchasing behavior, which is consistent with the work of Sheeran (2002), which points out that intention is the most important factor in predicting actual purchasing behavior.

Table 5.2 Discussion of Research Findings

Hypothesis	Hypothesis Test Result	Consistent Research	Inconsistent Research
1. Pet owners' positive attitudes toward purchasing innovative pet supplement products have a positive influence on their purchase intention	Significant positive effect	Smith et al. (2020), Rendi Tegar Pratama & Elevita Yuliati (2021)	
2. Pet owners' subjective norms have a positive influence on the intention to purchase innovative pet supplement products	No significant effect		Jones & Park (2018)
3. Pet owners' perceived behavioral control has a positive influence on the intention to purchase innovative pet supplement products	No significant effect		Miller & Kim (2019)
4. Pet owners' perceived behavioral control has a positive influence on the behavior of purchasing innovative pet supplement products	No significant effect		Sheeran (2002)
5. Pet owners' purchase intention has a positive influence on the behavior of purchasing innovative pet supplement products	Significant positive effect	Sheeran (2002), Rendi Tegar Pratama & Elevita Yuliati (2021)	
6. Pet owners' self-identity has a positive influence on the intention to purchase innovative pet supplement products	No significant effect		Sparks & Shepherd (1992)

7. Pet owners' social norms have a positive influence on the intention to purchase innovative pet supplement products	Significant positive effect	Yue & Zhou (2008), Rendi Tegar Pratama & Elevita Yuliati (2021)	
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5.2.2 New Academic Discoveries

This research study has discovered new findings related to factors influencing the purchasing behavior of innovative pet supplement products as follows:

5.2.2.1 Attitude is a Key Factor: The study confirms that pet owners' attitudes affect purchase intention, which is consistent with the Theory of Planned Behavior (TPB) and previous studies. However, it was found that other factors, such as subjective norms and perceived behavioral control, do not have a clear effect on purchase intention.

5.2.2.2 Influence of Social Norms: It was found that social norm factors significantly affect purchase intention, which differs from some research that found this factor may not always be important in general consumer behavior.

5.2.2.3 Purchase Intention Predicts Actual Purchasing Behavior: The study confirms that purchase intention is a factor that directly affects purchasing behavior, which is in line with the concepts of Sheeran (2002) and Pratama and Yuliati (2021).

5.2.2.4 Perceived Behavioral Control May Not Affect Actual Purchasing: Although TPB theory suggests that perceived behavioral control affects purchase intention and purchasing behavior, this study did not find a significant relationship.

5.2.2.5 Self-Identity Does Not Affect Purchase Intention: Unlike previous research that indicated self-identity can be an important factor in deciding to purchase health and sustainability products, this study found that pet owners' self-identity does not influence purchase intention.

These findings reflect the context of the innovative pet supplement product market in Thailand, which may have specific factors that differ from markets in other countries, especially in terms of culture, beliefs, and consumer perceptions about pet health.

5.3 Implications

5.3.1 Theoretical Implications

From this quantitative research study, which used questionnaires as the main tool for collecting data from the specified sample group and analyzed the data through statistical programs such as SPSS and AMOS to test the relationships between variables according to the conceptual framework used in the study, there are some limitations that may lead to suggestions for future research as follows:

5.3.1.1 Expanding the Sample Group to Be More Diverse: This research focused on studying pet owners who have purchasing behavior for innovative pet supplement products, which may make the results reflect the behavior of a specific group only. Therefore, future research should expand the scope of study to more diverse consumer groups, such as groups with other types of pets, groups that have never used such products, or groups in different geographical areas, so that the results can reflect consumer behavior more broadly.

5.3.1.2 Studying Other Factors That May Affect Purchasing Behavior: Although this study focused on factors in the conceptual framework of the Theory of Planned Behavior (TPB), there are other factors that may affect the purchasing behavior of innovative pet supplement products, such as emotional factors, brand loyalty, or technological factors that affect the purchase of products through online channels, which is a behavior that tends to increase. Therefore, future research may consider these factors to understand consumer behavior comprehensively.

5.3.1.3 Studying Repeat Purchasing Behavior and Long-term Consumer Loyalty: This research focused on studying purchase intention and purchasing behavior at one point in time but did not study whether consumers are likely to purchase products repeatedly or have brand loyalty in the long term. Therefore, future

research may study repeat purchasing behavior, satisfaction after using the product, and factors that cause consumers to decide to purchase the same product again, which will help brands develop effective marketing strategies to build a regular customer base.

5.3.1.4 Studying the Impact of Marketing Communication on Purchasing Decisions: The study found that social norms influence pet owners' purchasing behavior, which may be related to marketing communication channels, such as advertising through social media or reviews from actual users. Therefore, future research may study which factors in marketing communication affect consumer purchasing behavior the most, to help businesses choose effective marketing strategies.

In summary, future research should expand the scope of study to cover more diverse sample groups. In addition, other factors that may affect purchasing decisions should be studied, including repeat purchasing behavior and long-term consumer loyalty, to help businesses develop marketing strategies that effectively meet customer needs.

5.3.2 Managerial Implications

From the study results, it was found that factors affecting purchase intention and purchasing behavior of innovative pet supplement products include pet owners' attitudes (Attitude) and social norms (Social Norms), which significantly affect purchase intention. Meanwhile, factors related to perceived behavioral control (Perceived Behavioral Control) and self-identity (Self-Identity) do not directly influence purchase intention for consumers in this group. Therefore, the following practical guidelines are recommended to develop marketing strategies and related policies:

5.3.2.1 Promoting Positive Attitudes of Pet Owners: There should be communication about the benefits of innovative pet supplement products to pet owners, especially regarding nutritional value and positive impacts on pet health. This includes using marketing strategies that help build consumer confidence, such as using endorsements from experts or veterinarians, as well as reviews from pet owners who have actually used the products.

5.3.2.2 Using Social Norms to Stimulate Demand: Since the study found that social norm factors influence pet owners' purchase intention, businesses should use strategies related to creating social motivation, such as involving consumers

in online communities for pet owners or using word-of-mouth marketing through influencers or influential people in the pet owner group.

5.3.2.3 Developing Product Accessibility Capabilities: Since perceived behavioral control does not affect consumers' purchase intention, businesses should reduce barriers to accessing products, such as increasing both offline and online distribution channels, and providing clear information about products and how to use them, to help consumers feel confident in their purchasing decisions.

5.3.2.4 Creating an Acceptable Product Image: Although pet owners' self-identity does not directly affect purchase intention, businesses can use branding strategies to connect products with consumer values, such as emphasizing the brand image of caring for pet health or being a product that helps reduce environmental impact, to align with the concepts of pet owners who care about health and the environment.

5.3.2.5 Developing Sales Promotion Strategies to Stimulate Purchasing Behavior: Although purchase intention directly influences purchasing behavior, stimulating continuous purchases may require the development of sales promotion programs, such as membership systems that provide special privileges for regular customers, using promotions for repeat purchases, or offering pet-related gifts, to encourage long-term repurchase behavior.

Qualitative Research

5.4 Conclusion

5.4.1 Summary of General Information of the Interview Sample Group

The interviewees in this study were entrepreneurs of pet equipment and food retail stores, which were divided into 2 groups as follows: 1) Entrepreneurs of pet equipment and food retail stores who are current customers and have made repeat purchases of pet supplement products from Morina Solutions Co., Ltd. (Existing customers), totaling 13 participants; 2) Entrepreneurs of pet equipment and food retail stores who are prospective customers who are not yet customers but have the opportunity and potential to purchase pet supplement products from Morina Solutions

Co., Ltd. (Prospect customers), totaling 7 participants. When classified by store location by province, the sample consists of 11 stores in Bangkok, 6 stores in the metropolitan area, 1 store in Lopburi province, 1 store in Chonburi province, and 1 store in Buriram province. When divided by store type, they can be classified as: single-branch stores (selling both offline and online) totaling 9 stores, multi-branch stores (selling both offline and online) totaling 8 stores, multi-branch stores (selling offline only) totaling 1 store, single-branch store (selling offline only) totaling 1 store, and retail and wholesale stores (selling both offline and online) totaling 1 store. When classified by type of products and services, there are 10 stores that sell pet equipment and food and provide services (such as grooming services, clinics, pet hotels), and 10 stores that only sell pet equipment and food.

5.4.2 Summary of Interview Data Analysis on Factors Creating Intention and Behavior in Purchasing and Repurchasing Innovative Pet (Dogs and Cats) Supplement Products among Business-to-Business (B2B) Customers

The data analysis summary is divided into two groups: Existing customers and Prospect customers, to reflect different perspectives and needs in selecting and repurchasing innovative pet supplement products from suppliers. The research results are summarized according to the research concepts, which are divided into various issues as follows:

5.4.2.1 Attitude

Existing Customers: Current customers have a positive view of innovative pet supplement products, with most seeing the products as high quality, meeting market needs, and promoting pet health. However, there are still concerns about product diversity that may be excessive, as well as a lack of clear information on effectiveness, causing stores to rely mainly on personal experience or customer feedback in evaluating product quality.

Prospect Customers: Prospective customers have diverse views on the products, with some interested in new innovations that can address pet health needs but still lacking information about the differences between these products and the supplements already on the market. Additionally, concerns about potentially high prices

and uncertainty about product results cause many customers to hesitate in making purchasing decisions.

In summary regarding attitude and its impact on intention, in terms of the perception of value and product effectiveness, current customers have a positive attitude toward the products, viewing them as innovations that can enhance pet health and are of high quality. However, prospective customers still hesitate due to a lack of in-depth information about the differences between the products compared to general supplements. Additionally, in terms of price barriers, many customers view product prices as relatively high compared to general products, causing hesitation in ordering. High prices may reduce opportunities for repeat purchases if retailers cannot generate the expected sales. In terms of impact on intention, positive attitudes toward product quality result in current customers being more likely to repurchase. However, the attitudes of prospective customers are not yet strong enough to lead to purchasing decisions due to concerns about price and product result perception.

5.4.2.2 Subjective Norms

Existing Customers: Current customers are influenced by key information sources such as recommendations from veterinarians, experts, and the store's regular customers. If products are recommended by veterinarians or supported by research, it helps increase confidence in the decision to order. Additionally, regular customers who have positive experiences with the products are an important factor in stores deciding to repurchase.

Prospect Customers: Prospective customers value the opinions of other customers, especially from pet owners who have actually used the products, and veterinarians who provide recommendations. If products are certified by experts or have reviews from other customers, it helps build confidence in trying them. However, since these are new products for them, they need more supporting information before making a purchase decision.

In summary regarding subjective norms and their impact on intention, in terms of influence from veterinarians and experts, recommendations from veterinarians and experts are an important factor in building store confidence in deciding to purchase products. If products are certified by veterinarians or supported by research, it increases purchase opportunities. Additionally, in terms of influence from the store's

regular customers, stores will consider reordering if they receive positive recommendations from regular customers who have used the products and seen good results. Conversely, if customers do not have good experiences, or there are no reviews from other customers, stores may hesitate to try importing products for sale. In terms of influence from the market and competitors, some stores view that if competitors start selling these products and receive good feedback, it may encourage them to follow suit. In terms of impact on intention, subjective norms significantly affect purchase intention, especially among prospective customers, where products recommended by veterinarians and receiving positive reviews from actual users will help increase customer confidence in purchasing.

5.4.2.3 Perceived Behavioral Control

Existing Customers: Current customers view purchasing innovative pet supplement products from current suppliers as convenient, as they can order online or have sales representatives come to the store. Additionally, marketing support such as promotions, discounts, and sales promotion activities greatly affect the decision to repurchase, as they can help stimulate sales for stores. However, factors that remain obstacles include relatively high product prices compared to general products and stock shortage problems at certain times, causing stores to consider the value and ability to sell products before deciding to reorder.

Prospect Customers: Prospective customers value ease of access to products, both in terms of ordering channels, retail prices, and marketing support from suppliers. Some stores are concerned about minimum order conditions and product return policies. Additionally, there are marketing limitations that may prevent customers from selling products continuously if there is insufficient support from the company.

In summary regarding perceived behavioral control and its impact on intention and behavior, in terms of convenience in accessing products, current customers find it easy to order products through online systems or through sales representatives. However, prospective customers may feel that there are not enough convenient distribution channels. Additionally, in terms of limitations on stock and costs, current customers who have already purchased find that stock shortages are a significant obstacle preventing them from reordering, while prospective customers want to know about minimum order policies and profitability if they introduce the products

for sale. In terms of marketing capability, many stores view that company support in marketing, such as organizing promotions, advertising, and providing product samples, will help them have more confidence in selling the products. Finally, in terms of impact on behavior, current customers with good experiences who feel they can manage stock and costs are likely to repurchase, while prospective customers who are still uncertain about the ordering process and marketing may hesitate and not yet dare to make a purchase decision.

5.4.2.4 Additional Considerations

Existing Customers: Current customers expect suppliers to provide ongoing marketing support and promotions to help stimulate sales and build confidence in ordering additional products. Additionally, they want complete and transparent product information, such as scientific testing or verifiable reviews from actual users, as well as details about product properties, shelf life, and precautions, to help stores manage stock efficiently and provide accurate recommendations to end customers. This customer group also values product diversity, wanting suppliers to offer products covering all ages of pets, including products that address various health issues, to increase sales opportunities and make it easier for stores to decide to repurchase.

Prospect Customers: Prospective customers value clear marketing strategies from suppliers, wanting continuous product promotion through various channels to create brand awareness and stimulate sales within the store. Additionally, they expect suppliers to have good after-sales service and continuous customer care systems, such as tracking store sales, providing advice on product management, and providing support when stores encounter product problems, so that stores can operate smoothly. Prospective customers also value product diversity, viewing that if suppliers offer a variety of product types, formulas, and SKUs, it will help stores select products that meet customer needs better and help make sales more efficient.

In summary, both customer groups expect suppliers to provide clear marketing support and promotions, as well as complete, transparent, and easily accessible product information. Additionally, after-sales service and creating product diversity are other important factors that help stores decide to purchase and repurchase pet supplement products more easily.

Summary of the analysis of factors affecting intention and behavior in purchasing and repurchasing: From the analysis according to The Theory of Planned Behavior (TPB), it was found that Subjective Norms and Perceived Behavioral Control are the most significant factors affecting Purchase Intention, especially among prospective customers who still need additional information from veterinarians, experts, and reviews from other customers. For Repeat Purchase Behavior, it was found that Attitude and Perceived Behavioral Control have the most impact, with current customers who have good sales experiences and can manage costs being more likely to repurchase.

5.4.3 Summary of Opportunities and Challenges Arising from Research Findings, Leading to Marketing Strategy Development for Innovative Pet Supplement Products

From interviews with entrepreneurs of pet equipment and food retail stores in both groups—current customer entrepreneurs and prospective customer entrepreneurs—and from analyzing factors affecting purchase intention and purchasing behavior of pet equipment and food retail operators, with reference to the Theory of Planned Behavior (TPB), the following significant opportunities and challenges can be summarized:

5.4.3.1 Opportunities

1. Growth of the Pet Supplement Market and Changing Pet Owner Behavior: The pet food market, especially health supplements for dogs and cats, is continuously growing. Pet owners are placing more importance on nutrition and pet health, resulting in increased demand for high-quality products with specific benefits. Pet retail stores want to add health products to their stores to meet pet owners' needs.

2. Increased Acceptance of Innovative Products in the Market: Consumers and pet retail stores are becoming more open to pet supplements with new ingredients and innovative technology. The use of products with functional ingredients (such as probiotics, collagen, and natural extracts) is popular in the market, creating opportunities to expand additional innovative products.

3. Influence of Veterinarians and Experts as Important Drivers: Pet retail stores tend to take recommendations from veterinarians and animal

nutritionists before deciding to purchase products. Conducting campaigns with veterinarians to introduce products will help build confidence for stores and customers.

4. Growth of Digital Sales Channels (E-commerce & B2B Online Platforms): An increasing number of pet retail stores are starting to use online platforms for B2B purchasing. Developing sales channels through e-commerce or B2B online marketplaces can help make it easier to reach stores.

5. Opportunities to Create Brand Differentiation from Competitors: The B2B pet supplement market still has few competitors, especially in the innovative product segment. Emphasizing different branding and positioning strategies (such as using organic raw materials or developing specific membership programs for stores) can help create distinctive selling points.

5.4.3.2 Challenges

1. Higher Product Prices and Costs Compared to General Products: Innovative pet supplements often have higher production costs than general products, resulting in higher retail prices. Some retailers may see them as difficult-to-sell products with high stock costs, making them hesitant to order.

2. Challenges in Changing the Behavior of Stores and Consumers: Most retail stores are still familiar with traditional supplement brands, making it take time to change behavior. At the same time, some consumer groups may not yet understand the benefits of innovative products, requiring time for education and building acceptance.

3. Competition from Foreign Brands and Market Competitors: Well-known foreign brands with strong distribution networks may be significant competitors. Brands that can compete better on price may take market share away from innovation-focused brands.

4. Influence from Veterinarians Who May Not Provide Sufficient Support: Although veterinarians play an important role in recommending products to stores, some veterinarians may not fully embrace new products. However, appropriate strategies must be used to build cooperation with veterinarians to make them confident and recommend products to customers.

5. Strict Regulations and Product Control Standards: The pet supplement industry must be under the control of regulatory agencies, which may make

the process of bringing products to market time-consuming. Therefore, obtaining licenses and product quality inspections require additional time and costs.

6. Problems with Product Distribution and Access to Stores in Remote Areas: Retail stores in remote areas may have logistics and shipping problems, increasing transportation costs. Without a strong distributor network, it may be difficult to reach certain store groups.

5.5 Discussion

The research on "Research and Development of Customer Relationship Management Model for Customer Repurchase: A Case Study for Innovative Pet (Dogs and Cats) Supplement Business Entrepreneurs" includes factors of Attitude, Subjective Norms, Perceived Behavioral Control, Intention, and Behavior, applying the Theory of Planned Behavior (TPB).

From the research findings, factors influencing purchase intention and repeat purchasing behavior of innovative pet supplement products among B2B customers include Attitude, which reflects that beliefs about product quality, benefits, and safety directly affect purchasing decisions. Current customers tend to repurchase because they are satisfied with product results, while prospective customers need additional reliable information before making their first purchase. Additionally, Subjective Norms are an important factor, with current customers being influenced by veterinarians and experts who help confirm product effectiveness, while prospective customers often consider customer demand, opinions from business networks, industry peers, or neutral information sources to build confidence.

Perceived Behavioral Control plays an important role in purchasing decisions, with current customers finding that ordering and distribution conditions facilitate repeat purchases. However, for prospective customers, significant obstacles include price conditions, minimum order costs, and convenience in accessing products, which may be factors that need to be addressed to increase market expansion opportunities. Behavioral Intention is a variable that can significantly predict actual purchasing behavior, with customers who have high confidence in the product likely to

repurchase, while prospective customers who are concerned about results still need time and support from additional information sources before deciding.

The study results are consistent with the Theory of Planned Behavior (TPB), which states that attitude, subjective norms, and perceived behavioral control directly influence purchase intention and actual purchasing behavior. It is also consistent with research indicating that confidence in product quality, influence from surrounding people, and price conditions affect customer purchasing decisions in the pet health product industry. However, this research also found that some business customers still have concerns about ordering and transportation costs, which are factors that need additional consideration to support customer base expansion and stimulate long-term repeat purchasing behavior. The researcher has conducted a table of research results and consistency with the literature review of the sample group as shown in Table 5.3.

Table 5.3 Research Results and Consistency with Literature Review of the Sample Group

Study Issue	Research Results	Literature Review	Consistency
Attitude	Current customers have a positive attitude toward the products due to satisfaction with the efficiency and quality of innovative pet supplement products, especially the nutritional value and safety certified by various standards. Meanwhile, prospective customers still have concerns about actual usage results and value for money, which may require additional information from reliable sources.	Smith et al. (2020), Pratama & Yuliati (2021)	Consistent

Subjective Norms	Current customers are influenced by veterinarians, experts, and connections, leading to confidence in repurchasing. Conversely, prospective customers need additional information from experts or customer purchase demand before making a purchase decision.	Jones & Park (2018), Yue & Zhou (2008)	Consistent
Perceived Behavioral Control	Current customers can easily access products due to clear distribution channels and relationships with suppliers. Meanwhile, prospective customers have concerns about minimum order conditions, cost prices, and marketing support, which may be obstacles to purchasing decisions.	Miller & Kim (2019), Pratama & Yuliati (2021)	Consistent
Intention	Current customers have high repurchase intentions because customers who buy products at the store are satisfied with the products and see good results for their pets. However, prospective customers are still in the information evaluation stage and may take longer to decide on their first purchase.	Sheeran (2002), Pratama & Yuliati (2021)	Consistent

Behaviour	Current customers have high repeat purchasing behavior, often buying regularly and tending to increase purchase quantities if they receive good feedback from customers or receive promotions and special trade conditions from suppliers. Meanwhile, prospective customers who have tried the products are likely to repurchase if they receive good long-term results.	Sheeran (2002), Pratama & Yuliati (2021)	Consistent
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5.6 Implications

5.6.1 Theoretical Implications

5.6.1.1 In-depth Study on the Influence of Veterinarians and Experts on Purchasing Decisions for Innovative Pet Supplement Products: Future research can focus on the roles of veterinarians, animal nutritionists, and experts in the pet food industry and how they influence purchasing decisions of both B2B and B2C customers, especially in terms of perceived trust and credibility, which may affect customer repurchasing.

5.6.1.2 Study of Environmental and Sustainability Factors Affecting Purchase Intention for Pet Supplement Products: Sustainability trends and the selection of environmentally friendly raw materials are beginning to play a more significant role in the pet food market. Future research can focus on studying whether environmental factors, such as the use of organic raw materials, reducing carbon footprints, or using environmentally friendly packaging, affect the purchasing decisions of different customer groups. This would help businesses adjust their strategies to align with market demands that prioritize sustainability.

5.6.2 Managerial Implications

After summarizing the research results and identifying various opportunities and challenges, the researcher analyzed key strategies for Morina Solutions Co., Ltd. and suppliers in the pet supplement industry (B2B) to stimulate purchasing and repurchasing by pet equipment and food retail stores. From analyzing factors affecting intention and behavior in purchasing and repurchasing according to the Theory of Planned Behavior (TPB), it was found that Morina Solutions Co., Ltd. and other suppliers in the pet supplement industry should implement strategies aligned with three main factors: Attitude, Subjective Norms, and Perceived Behavioral Control, to create awareness, build confidence, stimulate purchasing decisions, and increase repurchase rates among pet equipment and food retail store operators. The details are as follows:

5.6.2.1 Strategies to Strengthen Store Attitudes to Reduce Concerns and Increase Purchase Motivation by adjusting communication strategies and providing education to change prospective customers' perspectives on product value. The details are as follows:

1. Education about Products and Comparison with Competitors: The problem is that prospective customers have concerns about the differences between innovative pet supplement products and general products. Therefore, the strategy is to develop comparison media such as infographics or videos explaining special features and advantages of products compared to competitors, and create case studies from current customers to demonstrate the results obtained from using the products.

2. Price and Value Strategies: The problem is that product prices are higher than general products, making prospective customers hesitant. Therefore, the strategy is to use bundle pricing or subscription models by offering special price packages to stores that purchase regularly, providing sample products (trial packs) to interested stores for them to try before deciding to purchase, and organizing promotions for new customers, such as special discounts for first purchases or extended payment credits.

5.6.2.2 Strategies to Stimulate Social Influence to Increase Credibility and Encourage Purchasing by using influence from veterinarians, experts, and reviews from actual customers to build confidence for stores. The details are as follows:

1. Building Confidence through Veterinarians and Experts: The problem is that most stores need opinions from veterinarians before deciding to purchase. Therefore, the strategy is to organize webinars or workshops with veterinarians and animal nutritionists to provide scientific information supporting the products, and create veterinarian endorsements as evidence that the products are accepted.

2. Creating a Community of Actual Users to Generate Trends and Credibility: The problem is that stores want to see reviews from other customers before deciding to purchase. Therefore, the strategy is to create a user review campaign for stores and their customers to review the results of using the products, and use influencers or Key Opinion Leaders (KOLs) in the veterinary and pet page community with high followers.

5.6.2.3 Strategies to Create Convenience in Purchasing and Stimulate Repurchasing by adjusting sales channels and marketing support to make stores feel confident in selling the products. The details are as follows:

1. Improving Ordering Channels and Product Distribution: The problem is that some stores view ordering products as not convenient enough. Therefore, the strategy is to develop a B2B online ordering platform where stores can easily access promotions and stock status, and increase distributors in various areas to make it more convenient for stores to access products.

2. Marketing and Sales Support for Stores: The problem is that many stores are still not confident whether they can sell the products well. Therefore, the strategy is to provide stores with Point of Sale Materials (POSM) such as brochures, standees, or posters for in-store promotions, and develop content marketing for stores to use, such as images and videos that can be posted on the store's social media channels.

3. Results Guarantee to Increase Confidence in Ordering: The problem is that stores fear that if products don't sell well, they will be a stock burden. Therefore, the strategy is to guarantee product returns in case of unsold items, or offer an exchange program for stagnant stock, and organize "sell or refund" campaigns to help reduce risk in first-time orders.

5.6.2.4 Strategies to Increase Repurchase Rate by designing loyalty programs and promotions to stimulate repurchasing and reduce obstacles to continuous ordering. The details are as follows:

1. Loyalty Programs for Regular Store Purchases: Use a reward points system for stores that purchase products continuously, which can be exchanged for rewards or discounts, and offer exclusive discounts for regular customers who purchase products in large quantities.

2. Personalized Marketing: Send special promotions tailored to each store according to ordering behavior. Additionally, use AI or data analytics to recommend appropriate products to stores.

3. Cross-Selling and Up-Selling: Recommend other products that complement the main products, such as supplements that work with the main products for better results, and offer packages that combine multiple products to increase purchase value.

Table 5.4 Strategic Summary for Utilizing Opportunities and Reducing Challenges

Strategy	Utilizing Opportunities	Reducing Challenges
Developing Differentiated Innovative Products	Increase opportunities to create a distinctive brand in a market with few competitors	Reduce competition from general brands and increase product value
Education and Building Acceptance	Use influence from veterinarians and experts to support products	Reduce hesitation of stores and consumers in trying products
Adjusting Price Strategies and Packages	Use subscription business models or special promotions to stimulate repurchasing	Reduce barriers of higher prices compared to general products
Expanding Online Sales Channels (B2B E-commerce)	Address the growth trend of digital channels	Reduce problems in accessing remote stores and logistics costs

Creating Loyalty Programs for Stores	Increase store loyalty and stimulate repurchasing	Reduce the rate of switching to competitor brands
Managing Logistics and Product Distribution	Increase convenience in store ordering	Reduce high transportation cost problems and geographical limitations

Mixed Method Research

5.7 Discussion

The research findings indicate that factors related to customer repurchase behavior cannot be fully explained merely by the traditional Customer Relationship Management (CRM) framework. Therefore, the integration of the Theory of Planned Behavior (TPB) with the Strategic Framework for CRM has led to the development of a new model called the "Integrated CRM Model for Pet Supplement Industry (ICRM-PSI)," designed specifically for the innovative pet supplement business and to help entrepreneurs increase repurchase rates and better retain customers. This model can explain repurchase behavior more comprehensively. When compared with previous research, TPB clearly explains the psychological factors influencing repurchase decisions. However, this researcher believes that integrating TPB with the strategic processes of CRM can add a dimension to better understand customer behavior, especially in the context of the pet supplement industry, where customer behavior is determined by both internal factors (such as attitudes and self-control) and external factors (such as organizational relationship-building strategies). Therefore, by combining the results from both quantitative and qualitative research to develop a new model that demonstrates the integration between TPB and CRM, emphasizing the connection between psychological factors and strategic processes, the model helps increase the efficiency of building customer loyalty and stimulating sustainable repurchase behavior. Entrepreneurs in the innovative pet supplement business can apply this model to design marketing strategies that address both individual customers (B2C)

and partner stores (B2B), focusing on building brand confidence and social support through strong customer relationship management.

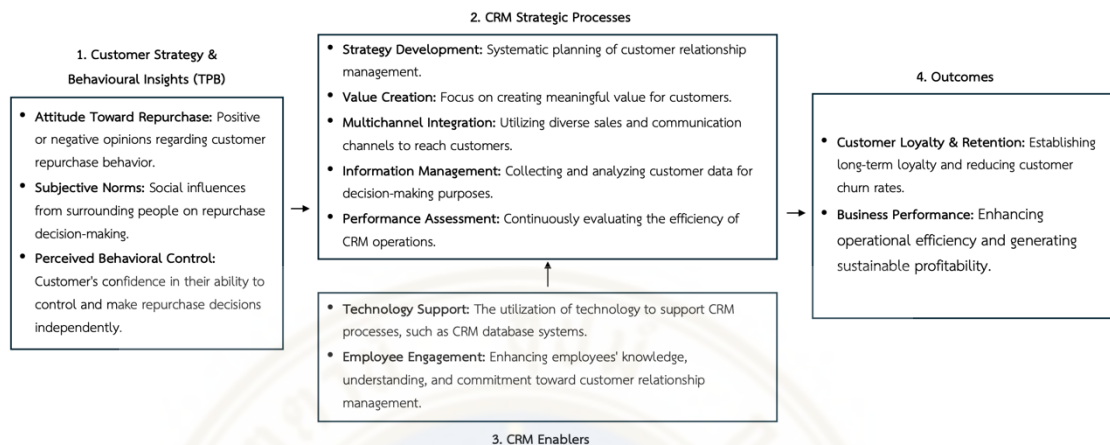


Figure 5.1 Integrated CRM Model for Pet Supplement Industry (ICRM-PSI)

Source: Adapted from (Payne & Frow, 2005)

5.7.1 Integrated CRM Model for Pet Supplement Industry (ICRM-PSI)

divided into 4 main components as follows:

5.7.1.1 Customer Strategy & Behavioral Insights (TPB): Using the Theory of Planned Behavior (TPB) to understand factors influencing customers' repurchase intention:

1. **Attitude Toward Repurchase:** Customers' perception of product value, such as product quality, safety, and benefits to pet health. Positive attitudes increase the chances of repurchasing. For example, customers who believe the product helps make their pets healthier will have a higher tendency to repurchase.

2. **Subjective Norms:** Influence from people around them, such as family, friends, or recommendations from veterinarians. Additionally, word of mouth and reviews in online communities affect purchasing decisions. For example, customers decide to repurchase because friends recommend that the product is good for their pets' health.

3. **Perceived Behavioral Control:** The belief that customers can control their repurchase decisions, such as convenience in ordering, fast delivery, or promotions. If they feel that repurchasing is not complicated, it will increase repurchase

intention. For example, having an easy-to-use application for ordering makes it more convenient for customers to repurchase.

5.7.1.2 CRM Strategic Processes: Processes that help create and maintain sustainable customer relationships:

1. Strategy Development Process: Setting clear business goals and customer management strategies, and analyzing the market, competitors, and customer behavior to plan appropriate strategies. For example, using customer data to plan loyalty programs.

2. Value Creation Process: Developing products and services that meet customer needs, and creating different offers such as additional services or quality guarantees. For example, adding new nutrients to products to address specific health issues in pets.

3. Multichannel Integration Process: Using various sales and communication channels such as online stores, applications, retail stores, or direct sales, so that customers can easily access products and have a consistent experience across all channels. For example, selling products both in online stores and pet shops so that customers can choose to buy according to their convenience.

4. Information Management Process: Collecting and analyzing customer data to improve strategies, such as tracking purchase history, usage behavior, and customer feedback. For example, using a CRM system to collect data to analyze repurchase trends.

5. Performance Assessment Process: Checking and evaluating the efficiency of customer relationship management, and using success indicators such as customer satisfaction levels and retention rates. For example, analyzing data to check whether customers who join the loyalty program make more repurchases or not.

5.7.1.3 CRM Enablers: Important factors that support the implementation of CRM to achieve maximum efficiency:

1. Technology Support: Using technology such as CRM systems, data analytics, and automation tools to help store data, analyze customer behavior, and improve work processes. For example, using a CRM system to automatically send promotional campaign emails to target customer groups.

2. Employee Engagement: Creating knowledge and understanding about customer relationship management in the organization, and promoting employee participation in providing efficient customer service. For example, training sales staff about professional customer care to create a good impression.

5.7.1.4 Outcomes: Important results expected to be achieved from implementing this model:

1. Customer Loyalty & Retention: Building long-term customer loyalty, reducing churn rate, and increasing repurchase rate. For example, customers who are satisfied with the service and quality of products may recommend friends to buy as well.

2. Business Performance: Improving business performance efficiency, such as increased revenue, higher profit margins, and reduced costs of acquiring new customers. For example, the business can reduce advertising expenses because customers come back to repurchase without much stimulation.

5.7.2 Consistency and Differences between the New Model (Integrated CRM Model for Pet Supplement Industry) and the Original Theory (Payne & Frow, 2005)

The new Integrated CRM Model for Pet Supplement Industry (ICRM-PSI) is consistent with the main structure of Payne & Frow (2005), maintaining the core components of CRM but has been adapted to suit the pet supplement industry. Additionally, the ICRM-PSI model adds the dimension of customer behavior (Customer Strategy & Behavioral Insights) through TPB theory to explain what factors affect customer repurchase behavior. It adds CRM Enablers, including technology and employee engagement, which are not directly mentioned in Payne & Frow's (2005) model. The analysis of consistency between the original model and the new model is shown in Table 5.5.

Table 5.5 Consistency between the New Model (ICRM-PSI) and the Original Theory (Payne & Frow, 2005)

Component	ICRM-PSI (New Model)	A Strategic Framework for CRM (Original Model)
Strategy Development Process	Developing business strategies that align with customer behavior (using TPB to explain behavior)	Holistic development of business and customer strategies
Value Creation Process	Creating value for customers and businesses by focusing on innovative products	Developing and delivering value to customers to create long-term relationships
Multichannel Integration Process	Using diverse channels such as e-commerce, stores, applications to better reach customers	Integration of multi-dimensional channels both online and offline
Information Management Process	Using customer data to improve CRM strategies and increase management efficiency	Managing customer data through Data Repository and IT Systems
Performance Assessment Process	Measuring results with indicators such as satisfaction, customer retention rate, repurchase rate	Measuring results through KPIs such as Customer Lifetime Value (CLV) and Retention Rate

Conversely, in terms of differences, this new Integrated CRM Model for Pet Supplement Industry (ICRM-PSI) has a customer behavior dimension (TPB) which Payne & Frow's (2005) model does not have, making this new model better able to explain customers' repurchase motivation. Additionally, the ICRM-PSI model is designed specifically for the pet supplement industry, while Payne & Frow (2005) is a general model that can be used across all industries. Furthermore, ICRM-PSI adds supporting factors (CRM Enablers) such as technology and employee engagement, which are important components that help CRM succeed in real business. The analysis of differences between the original model and the new model is shown in Table 5.6.

Table 5.6 Differences between the New Model (ICRM-PSI) and the Original Theory (Payne & Frow, 2005)

Point of Difference	ICRM-PSI (New Model)	A Strategic Framework for CRM (Original Model)
Customer Behavior Dimension (Customer Strategy & Behavioral Insights - TPB)	Uses Theory of Planned Behavior (TPB) to explain factors affecting repurchase (Attitude, Subjective Norms, Perceived Behavioral Control)	Does not use TPB but focuses on cross-functional CRM concepts
Industry-specific focus	The model is designed specifically for use in the pet supplement business	The model is a strategic concept that can be applied to all types of industries
CRM Enablers	Adds Technology Support and Employee Engagement	Does not have CRM Enablers component directly
Outcome Metrics	Divided into Customer Loyalty & Retention and Business Performance	Measured through Performance Metrics such as Customer Lifetime Value (CLV), Retention Rate

In summary, the strength of the Integrated CRM Model for Pet Supplement Industry (ICRM-PSI) is its focus on customer repurchase behavior, using TPB as an explanation (Attitude, Subjective Norms, Perceived Behavioral Control), which is suitable for the pet supplement industry and can help businesses better understand customer behavior. It also adds dimensions of Technology Support and Employee Engagement to increase the efficiency of CRM management and has clear outcome

definitions such as Customer Loyalty & Retention and Business Performance, making it easier to measure results.

5.8 Implications

From the development of the Integrated Customer Relationship Management Model for the Pet Supplement Industry (ICRM-PSI) that links the Theory of Planned Behavior (TPB) and the Strategic Framework for CRM (Payne & Frow, 2005), the following recommendations can be summarized:

5.8.1 Theoretical Implications

5.8.1.1 Development of Industry-Specific CRM Models

There should be studies and development of integrated CRM models for other specific industries, such as the overall pet food industry, pet care products industry, or pet healthcare services. Additionally, further studies on the Customer Journey in the pet supplement business should be conducted to understand customer decision-making steps and develop appropriate CRM strategies.

5.8.1.2 Connecting CRM with Consumer Psychology Concepts in the Pet Business Context

There should be further studies on the influence of pet owners' emotions and feelings (Emotional Attachment) on purchasing decisions and brand loyalty. Studies on the role of Influencer Marketing and Community Marketing in the pet industry and their impact on CRM should also be conducted. Analysis of factors affecting Brand Trust and Brand Advocacy in the pet supplement industry is also recommended.

5.8.1.3 In-depth Research on the Efficiency of CRM Technology

Studies should be conducted on the impact of AI and Machine Learning technologies on CRM development and customer retention efficiency in the pet supplement business. Research on Privacy Concerns and Data Ethics in using customer data for marketing in the pet industry should also be undertaken. Comparative

studies of CRM Implementation between businesses using CRM systems and businesses without CRM systems should be conducted to measure the efficiency in increasing sales and customer satisfaction.

5.8.2 Managerial Implications

5.8.2.1 Implementing TPB Strategies to Increase Sales and Repurchases

1. Entrepreneurs should develop marketing and communication strategies that promote positive attitudes (Attitude Toward Repurchase) by emphasizing product value, such as quality, ingredients, certification standards, or positive results for pet health.

2. Creating reviews from actual users (User-generated Content) and promoting word of mouth through online channels to create social influence (Subjective Norms).

3. Developing point collection programs, sales promotions that provide purchasing convenience, such as subscription models or auto-replenishment systems, to reduce obstacles to purchasing decisions (Perceived Behavioral Control).

5.8.2.2 Customer Data Management to Increase CRM Efficiency

1. Using Big Data and AI to analyze customer purchasing behavior data and customize marketing to suit each customer group.

2. Applying Data Analytics in Customer Lifetime Value (CLV) analysis to categorize customers and design appropriate CRM strategies.

3. Connecting customer data from multiple channels (Omnichannel Integration) to provide consistent service and a seamless experience.

5.8.2.3 Using Technology to Develop Efficient CRM

1. Developing CRM platforms that can support multichannel communication such as Chatbot, Social Media, Email, and Mobile App to conveniently reach customers.

2. Implementing Automation Tools for sending personalized messages or automatic promotions.

3. Training employees, especially sales staff, to use CRM technology efficiently to increase employee engagement in building good relationships with customers.

5.9 Limitations

The research study found the following limitations:

1. Limitations in Cooperation from Pet Equipment and Food Retail Store Operators: In collecting qualitative data through interviews, it was found that some pet equipment retail store owners did not fully cooperate in providing information due to concerns about disclosing business strategies, sales figures, or factors affecting purchasing decisions in their stores. Additionally, in some cases, the informants did not have an in-depth understanding of innovative pet supplement products, making the information received potentially incomplete or not reflecting true purchasing behavior.
2. Limitations in the Ability to Predict Long-term Repurchase Behavior: Although this research can significantly identify factors influencing purchase intention and short-term repurchase behavior, predicting long-term entrepreneur behavior may be uncertain. This is because the pet supplement product market is rapidly changing in terms of product innovation, end-consumer (B2C) behavior, and pet health trends. Therefore, the relationships between the factors studied may change over time and may require continuous study to obtain data that better reflects future market conditions.
3. Limitations in Intervening Variables that May Affect Purchasing Behavior: Although this research uses the Theory of Planned Behavior (TPB) to analyze factors influencing purchase intention and repurchase behavior, there are other intervening variables that may have an impact. These include market changes, competitor behavior, supplier pricing, or economic factors that may affect business operators' decisions. These factors were not analyzed in detail in this research.

5.10 Conclusion

Quantitative Research

This quantitative research aimed to analyze factors affecting Purchase Intention and Repeat Purchase Behavior of B2C customers using the Theory of Planned Behavior (TPB) as a conceptual framework to analyze factors influencing decisions to purchase innovative pet (dogs and cats) supplement products. From collecting data through questionnaires from a sample of 250 people and analyzing the data using Structural Equation Modeling (SEM) technique on AMOS program, it was found that factors significantly influencing consumer purchase intention include: Attitude (AT) directly affects purchase intention, showing that consumers with positive views about products are more likely to purchase products; Social Norms (SCN) affect purchase intention, where consumers are influenced by people around them, including veterinarians and experts in purchasing decisions; and Purchase Intention (IN) is the variable with the highest influence on actual purchasing behavior (BE), meaning that consumers with high purchase intention are more likely to make repeat purchases. Meanwhile, other factors such as Subjective Norms (SN), Perceived Behavioral Control (PBC), and Self-Identity (SI) do not have a significant direct influence on purchase intention. The study results reflect the importance of creating positive attitudes and using social motivation to stimulate consumers to develop purchase intentions and ultimately lead to repeat purchasing behavior.

Qualitative Research

For qualitative research, in-depth interviews were conducted with a sample of 20 pet equipment and food retail store operators (B2B), divided into 13 existing customers and 7 prospective customers, to study factors affecting the purchase and repurchase of innovative pet supplement products from a business perspective. The study found that factors affecting the purchasing decisions of the B2B group include: Attitude - current customers have a positive view of products due to clear quality and results, but prospective customers still hesitate about the value of products and product prices; Subjective Norms - most customers refer to the opinions of veterinarians, experts, and reviews from other customers before deciding to purchase; and Perceived Behavioral Control - current customers emphasize convenience in ordering, support

from suppliers, and marketing strategies, while prospective customers have concerns about costs, competition, and the ability to sell products. This study points to opportunities and challenges that businesses can use to determine marketing strategies, especially providing product knowledge, creating cooperation with veterinarians, and improving distribution channels to increase customer repurchase opportunities.

Mixed Method Research

When analyzing both quantitative and qualitative research results together, it can be concluded that factors influencing repurchase behavior in B2C and B2B groups differ in some aspects but have important commonalities. For the B2C group, attitude and social norms are the most important factors in determining purchase intention, which is consistent with interview results indicating that consumers are often influenced by veterinarians or recommendations from people around them. Additionally, for the B2B group, perceived behavioral control, such as convenience in ordering, cost prices, and marketing support, are factors affecting stores' repurchase decisions. As for common trends, both B2C and B2B groups value product credibility, which can be promoted through information from veterinarians, reviews from actual users, and appropriate marketing strategies.

Key findings from mixed research include: Purchase Intention has an influence on actual purchasing behavior in both B2C and B2B groups, meaning that creating social motivation and support from suppliers are important strategies in stimulating repurchases; Price factors have a greater impact on the B2B group than the B2C group, as retail stores must consider business value more than consumer emotional factors; and The importance of providing information and sales support are common factors affecting repurchases in both groups, reflecting that businesses should prioritize communication and providing accurate information to build customer confidence.

From the above analysis, an Integrated CRM Model for Pet Supplement Industry (ICRM-PSI) has been developed, linking the Theory of Planned Behavior (TPB) and A Strategic Framework for CRM (Payne & Frow, 2005) to create appropriate guidelines for customer relationship management to generate repurchases. This model consists of 4 main components:

1. Customer Strategy & Behavioral Insights (TPB): Analyzing repurchase behavior through attitude, social norms, and perceived behavioral control
2. CRM Strategic Processes: Determining CRM processes from strategy development, value creation, channel management, information management, and evaluation
3. CRM Enablers: Supporting factors such as technology (CRM Systems, Data Analytics) and employee engagement
4. Outcomes: Focusing on customer retention, customer loyalty, and business efficiency

From the study results, the ICRM-PSI Model can be applied in the business sector, recommending guidelines that businesses should use TPB to analyze factors affecting repurchases and use this information to develop appropriate CRM strategies. Additionally, emphasis should be placed on building customer loyalty through targeted strategies such as point collection programs, reviews from actual users, and communication through various channels. Technology such as CRM Systems and Data Analytics are important tools in managing customer data and creating good experiences. Employee training (Employee Engagement) is a key factor in making CRM successful.

Therefore, this study indicates that integrating consumer behavior (TPB) and CRM strategy (Payne & Frow, 2005) can create an ICRM-PSI model that helps businesses in the pet supplement industry understand and manage customer relationships efficiently, resulting in an increased repurchase rate (Customer Retention), customer loyalty, and sustainable business efficiency.

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Appendices A : Questionnaire (English version)

Research Questionnaire

A study and developing customer relationship management model for customer retention: a case study for entrepreneur in innovation pet food supplement business (dog and cat)

Instructions

This questionnaire is part of a research study on "Research and Development of Customer Relationship Management Model for Customer Repurchase: A Case Study for Innovative Pet (Dogs and Cats) Supplement Business Entrepreneurs" conducted by the College of Management, Mahidol University. This questionnaire has been created with the objective of studying factors affecting intention and behavior in purchasing innovative pet (dogs and cats) supplement products of business-to-consumer (B2C) customers. We kindly request your cooperation in answering this questionnaire according to the truth. This questionnaire is divided into 4 parts as follows:

Part 1: General information of respondents

Part 2: Information on factors determining intention and behavior in purchasing innovative pet supplement products

Part 3: Information on intention to purchase innovative pet supplement products

Part 4: Information on behavior in purchasing innovative pet supplement products

Definition of Terms

Innovative Pet Supplements (Dogs and Cats) refers to supplements for pets (especially dogs and cats) that are developed with new technologies or have special properties to add nutritional benefits from the consumption of main food to enhance pets' health.

Social Norm refers to an individual's belief about how people in general think about certain behaviors. For example, in promoting exercise for children, many schools have policies encouraging children to exercise, which can influence children's social norms that exercising is something they should do.

Self-identity refers to the image individuals have of themselves, who they are, what characteristics they possess, and what they are capable of doing.

Attitude refers to an individual's evaluation of any behavior as good or bad. For example, regarding exercise, if you are considering starting to exercise, you might evaluate that exercise is good because it helps improve health and reduces the risk of various diseases.

Subjective Norm refers to an individual's belief about how important people in their life, such as family, friends, or supervisors, think about certain behaviors. For example, regarding exercise, if you are considering starting to exercise, you might consider what your family thinks about exercise. If you believe your family supports exercising, you will be more likely to start exercising.

Perceived Behavioral Control refers to an individual's belief about performing a behavior, whether they can control or determine the outcomes resulting from that behavior. For example, regarding exercise, suppose you want to exercise to lose weight, but you believe "I don't have time to exercise." This shows you have low perceived behavioral control. You might not start exercising because you think you cannot control that behavior.

Information provided will be kept confidential and will be used for educational research purposes only. Thank you very much.

Part 1: General Information of Respondents

Instructions: Please mark ✓ in the ☐ box in front of the option that best matches your answer.

Do you have pets (dogs or cats)?

☐ Yes

☐ No (End of questionnaire)

What is your pet?

☐ Dog

☐ Cat

Do you have experience purchasing innovative pet (dogs and cats) supplement products?

☐ Yes

☐ No

1. Gender

☐ Male

☐ Female

☐ LGBTQ+

2. Age

☐ 18 – 30 years

☐ 31 – 39 years

☐ 40 – 49 years

☐ 50 – 59 years

☐ 60 years and above

3. Average monthly income

☐ Less than 15,000 baht

☐ 15,001 – 25,000 baht

☐ 25,001 – 35,000 baht

☐ 35,001 – 45,000 baht

☐ 45,001 – 55,000 baht

☐ 55,001 – 65,000 baht

☐ More than 65,001 baht

Part 2: Information on Factors Determining Intention and Behavior in Purchasing Innovative Pet Supplement Products

Instructions: Please mark ☒ in the ☐ box in front of the option that best matches your answer.

Questions	Level of Agreement				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Attitude					
1. You think purchasing innovative pet supplements for your pet is a good decision and plan to buy it next month.					
2. You think purchasing innovative pet supplements for your pet is beneficial and plan to buy it next month.					
3. You feel happy seeing your pet consume the supplement and plan to buy it next month.					
4. You enjoy selecting innovative pet supplements and plan to buy it next month.					
5. You find innovative pet supplements convenient to use and plan to buy them next month.					

6. You consider innovative pet supplements necessary and plan to buy them next month.					
Subjective Norm					
7. People you trust, such as family or close friends, support purchasing innovative pet supplements.					
8. People you trust, such as family or close friends, agree with purchasing innovative pet supplements.					
9. People you trust, such as family or close friends, expect you to buy innovative pet supplements.					
10. You feel social pressure to purchase innovative pet supplements.					
Perceived Behavioral Control					
11. You decide whether to purchase innovative pet supplements.					

12. You have a full sense of control over buying innovative pet supplements.					
13. You feel that you cannot control your pet supplement purchases.					
14. You believe you have the financial capability to buy innovative pet supplements.					
15. You feel confident that you can purchase innovative pet supplements.					
16. You are certain that you will be able to buy innovative pet supplements.					
17. If you make the purchasing decision, you are confident you can buy innovative pet supplements.					
Self-identity					
18. You identify yourself as someone who buys innovative pet supplements.					

19. You see yourself as someone who prioritizes pet nutrition.					
20. You are concerned about the health impact of pet supplements on your pet.					
21. You prefer to buy innovative pet supplements with good taste for your pet.					
Social Norm					
22. Pet owners in your community purchase innovative pet supplements.					
23. You are willing to follow recommendations from experts or veterinarians regarding pet supplement purchases.					
24. Your family and friends buy innovative pet supplements for their pets.					

Part 3: Information on Intention to Purchase Innovative Pet Supplement Products

Instructions: Please mark $\sqrt{\quad}$ in the ☐ box in front of the option that best matches your answer.

Questions	Level of Agreement				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Intention					
25. You intend to buy innovative pet supplements next month.					
26. You plan to buy innovative pet supplements next month.					
27. You want to buy innovative pet supplements next month.					

Part 4: Information on Behavior in Purchasing Innovative Pet Supplement Products

Instructions: Please mark \checkmark in the ☐ box in front of the option that best matches your answer.

Questions	Level of Agreement				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Behavior					
28. You regularly buy innovative pet supplements.					
29. You purchased innovative pet supplements last month.					
30. You have been buying innovative pet supplements for a long time.					

Appendices B : Questionnaire (Thai version)

1

แบบสอบถามการวิจัย

การวิจัยและพัฒนาโมเดลการบริหารความสัมพันธ์กับลูกค้าเพื่อการซื้อซ้ำของลูกค้า:
กรณีศึกษาสำหรับผู้ประกอบการธุรกิจนวัตกรรมการอาหารเสริมสัตว์เลี้ยง (สุนัขและแมว)

คำชี้แจง

แบบสอบถามฉบับนี้เป็นส่วนหนึ่งของการศึกษาวิจัย เรื่องการวิจัย และพัฒนาโมเดลการบริหารความสัมพันธ์กับลูกค้าเพื่อการซื้อซ้ำของลูกค้า: กรณีศึกษาสำหรับผู้ประกอบการธุรกิจนวัตกรรมการอาหารเสริมสัตว์เลี้ยง (สุนัขและแมว) วิทยาลัยการจัดการมหาวิทยาลัยมหิดล ซึ่งแบบสอบถามฉบับนี้จัดทำขึ้น โดยมีวัตถุประสงค์ เพื่อศึกษาปัจจัยที่ส่งผลต่อพฤติกรรมของลูกค้าธุรกิจกับผู้บริโภค (B2C) ในการซื้อผลิตภัณฑ์ นวัตกรรมการอาหารเสริมสัตว์เลี้ยง (สุนัขและแมว) และเพื่อศึกษาปัจจัยในการสร้างความจงรักภักดี และสร้าง พฤติกรรมการซื้อซ้ำของลูกค้าธุรกิจกับธุรกิจ (B2B) ที่มีต่อสินค้า นวัตกรรมการอาหารเสริมสัตว์เลี้ยง (สุนัขและแมว) จึงขอความอนุเคราะห์ในการตอบแบบสอบถามดังรายละเอียดที่ปรากฏในแบบสอบถามฉบับนี้ตาม ความเป็นจริง โดยแบบสอบถามฉบับนี้แบ่งออกเป็น 4 ส่วน ดังต่อไปนี้

ส่วนที่ 1: ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

ส่วนที่ 2: ข้อมูลด้านปัจจัยที่เป็นตัวกำหนดความตั้งใจ และพฤติกรรมในการซื้อผลิตภัณฑ์ นวัตกรรมการอาหารเสริมสัตว์เลี้ยง

ส่วนที่ 3: ข้อมูลด้านความตั้งใจในการซื้อผลิตภัณฑ์ นวัตกรรมการอาหารเสริมสัตว์เลี้ยง

ส่วนที่ 4: ข้อมูลด้านพฤติกรรมในการซื้อผลิตภัณฑ์ นวัตกรรมการอาหารเสริมสัตว์เลี้ยง



APPROVED
Mahidol University
Central Institutional
Review Board (MU-CIRB)
Protocol No. 2024/151.1704

Digitally signed by Mahidol University
Central Institutional Review Board
DN: c=TH, o=Mahidol University,
ou=01, cn=Mahidol University Central
Institutional Review Board
Date: 2024.06.05 15:22:05 +07'00'

นิยามคำศัพท์

ผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยง (สุนัข และแมว) หมายถึง อาหารเสริมสำหรับสัตว์เลี้ยง (โดยเฉพาะสุนัขและแมว) ที่พัฒนาขึ้นด้วยเทคโนโลยีใหม่ๆ หรือมีคุณสมบัติพิเศษเพื่อบำรุงคุณภาพของสุนัขและแมวให้ดีขึ้น

บรรทัดฐานทางสังคม (Social Norm) หมายถึง ความเชื่อของบุคคลว่า คนทั่วไป คิดอย่างไรเกี่ยวกับพฤติกรรมนั้นๆ

ตัวอย่างเช่น การส่งเสริมให้เด็กออกกำลังกาย โรงเรียนหลายแห่งมีนโยบายส่งเสริมให้เด็กออกกำลังกาย ซึ่งสามารถส่งผลกระทบต่อบรรทัดฐานทางสังคมของเด็กว่า การออกกำลังกาย เป็นสิ่งที่ควรทำ

อัตลักษณ์ของบุคคล (Self-identity) หมายถึง ภาพลักษณ์ที่บุคคลมีต่อตนเอง ว่าตนเองเป็นใคร มีคุณสมบัติอะไร และทำอะไรได้บ้าง

ทัศนคติ (Attitude) หมายถึง การประเมินผลของบุคคลที่มีต่อพฤติกรรมใดๆ ว่าดีหรือไม่ดี

ตัวอย่างเช่น การออกกำลังกาย สมมติว่าคุณกำลังคิดจะเริ่มออกกำลังกาย คุณอาจประเมินว่าการออกกำลังกายนั้น ดี เพราะว่า ช่วยให้สุขภาพดี ลดความเสี่ยงต่อโรคต่างๆ

บรรทัดฐานเชิงอัตนัย (Subjective Norm) หมายถึง ความเชื่อของบุคคลว่า คนสำคัญในชีวิตของเขา เช่น ครอบครัว เพื่อน หรือ หัวหน้างาน คิดอย่างไรเกี่ยวกับพฤติกรรมนั้นๆ

ตัวอย่างเช่น การออกกำลังกาย สมมติว่าคุณกำลังคิดจะเริ่มออกกำลังกาย คุณอาจพิจารณาว่า ครอบครัวของคุณ คิดอย่างไรเกี่ยวกับการออกกำลังกาย หากคุณคิดว่า ครอบครัวของคุณ สนับสนุนการออกกำลังกาย คุณจะมีแนวโน้มที่จะเริ่มออกกำลังกายมากกว่า

การรับรู้การควบคุมพฤติกรรม (Perceived Behavioral Control) หมายถึง ความเชื่อของบุคคลที่มีต่อการแสดงพฤติกรรมใดๆ ว่าสามารถควบคุมหรือกำหนดผลลัพธ์ที่เกิดขึ้นจากพฤติกรรมนั้นได้หรือไม่

ตัวอย่างเช่น การออกกำลังกาย สมมติว่าคุณต้องการออกกำลังกายเพื่อลดน้ำหนัก แต่คุณมีความเชื่อว่า "ฉันไม่มีเวลาออกกำลังกาย" แสดงว่าคุณมีการรับรู้ความสามารถในการควบคุมพฤติกรรมที่ต่ำ คุณอาจไม่เริ่มออกกำลังกาย เพราะคุณคิดว่าควบคุมพฤติกรรมนั้นไม่ได้

**** ข้อมูลที่ได้จะถูกรักษาไว้เป็นความลับ และจะถูกนำไปใช้เพื่อประโยชน์ทางการศึกษาวิจัยเท่านั้น ****

ขอบพระคุณอย่างสูง

ส่วนที่ 1: ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

คำชี้แจง กรุณาทำเครื่องหมายถูก ✓ ลงใน ☐ ช่องว่างหน้าตัวเลือกที่ตรงกับคำตอบของท่านมากที่สุด

คุณเลี้ยงสัตว์เลี้ยง (สุนัข หรือแมว) หรือไม่

☐ เลี้ยง

☐ ไม่เลี้ยง (สิ้นสุดการตอบแบบสอบถาม)

สัตว์เลี้ยงของคุณคืออะไร

☐ สุนัข

☐ แมว

คุณมีประสบการณ์การซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยง (สุนัขและแมว) หรือไม่?

☐ มี

☐ ไม่มี

1. เพศ

☐ ชาย

☐ หญิง

☐ เพศทางเลือก

2. อายุ

☐ 18 - 30 ปี

☐ 31 - 39 ปี

☐ 40 - 49 ปี

☐ 50 - 59 ปี

☐ 60 ปี ขึ้นไป

3. รายได้เฉลี่ยต่อเดือน

☐ ต่ำกว่า 15,000 บาท

☐ 15,001 – 25,000 บาท

☐ 25,001 – 35,000 บาท

☐ 35,001 – 45,000 บาท

☐ 45,001 – 55,000 บาท

☐ 55,001 – 65,000 บาท

☐ มากกว่า 65,001 บาท

ส่วนที่ 2: ข้อมูลด้านปัจจัยที่เป็นตัวกำหนดความตั้งใจ และพฤติกรรมในการซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยง

คำชี้แจง กรุณาทำเครื่องหมายถูก ☒ ลงใน ☐ ช่องว่างหน้าตัวเลือกที่ตรงกับคำตอบของท่านมากที่สุด

คำถาม	ระดับความคิดเห็น				
	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ปานกลาง	ไม่เห็นด้วย	ไม่เห็นด้วย อย่างยิ่ง
ทัศนคติ (Attitude)					
1. คุณคิดว่าการซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงให้กับสัตว์เลี้ยงของคุณ เป็นสิ่งที่ดี และจะทำการซื้อในเดือนถัดไป					
2. คุณคิดว่าการซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงให้กับสัตว์เลี้ยงของคุณ เป็นสิ่งที่มีประโยชน์ และจะทำการซื้อในเดือนถัดไป					
3. คุณคิดว่าการซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงให้กับสัตว์เลี้ยงของคุณ คุณมีความสุขที่เห็นสัตว์เลี้ยงบริโภคผลิตภัณฑ์ และจะทำการซื้อในเดือนถัดไป					
4. คุณคิดว่าการซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงให้กับสัตว์เลี้ยงของคุณ คุณมีความสุขในการเลือกซื้อผลิตภัณฑ์ และจะทำการซื้อในเดือนถัดไป					

5. คุณคิดว่าการซื้อผลิตภัณฑ์ นวัตกรรมการอาหารเสริมสัตว์เลี้ยงให้กับ สัตว์เลี้ยงของคุณ คุณมีความสะดวก ในการใช้งาน และจะทำการซื้อใน เดือนถัดไป					
6. คุณคิดว่าการซื้อผลิตภัณฑ์ นวัตกรรมการอาหารเสริมสัตว์เลี้ยงให้กับ สัตว์เลี้ยงของคุณ เป็นสิ่งที่จำเป็นและ จะทำการซื้อ ในเดือนถัดไป					
บรรทัดฐานเชิงอัตนัย (Subjective Norm)					
7. คนที่คุณสนิทและไว้ใจ เช่น คนใน ครอบครัว เพื่อนสนิท หรือคนที่คุณ ปรึกษาเรื่องสัตว์เลี้ยง พวกเขา สนับสนุนกับการซื้อผลิตภัณฑ์ นวัตกรรมการอาหารเสริมสัตว์เลี้ยงให้ สัตว์เลี้ยงของคุณ					
8. คนที่คุณสนิทและไว้ใจ เช่น คนใน ครอบครัว เพื่อนสนิท หรือคนที่คุณ ปรึกษาเรื่องสัตว์เลี้ยง พวกเขาเห็น ด้วยกับการซื้อผลิตภัณฑ์นวัตกรรมการ อาหารเสริมสัตว์เลี้ยงให้สัตว์เลี้ยงของ คุณ					
9. คนที่คุณสนิทและไว้ใจ เช่น คนใน ครอบครัว เพื่อนสนิท หรือคนที่คุณ ปรึกษาเรื่องสัตว์เลี้ยง พวกเขา ต้องการให้คุณซื้อผลิตภัณฑ์ นวัตกรรมการอาหารเสริมสัตว์เลี้ยงให้ สัตว์เลี้ยงของคุณ					

10. คุณรู้สึกได้รับความกดดันจากรอบข้างในการซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงให้สัตว์เลี้ยงของคุณ					
การรับรู้การควบคุมพฤติกรรม (Perceived Behavioral Control)					
11. คุณเป็นผู้ตัดสินใจว่าจะซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงให้กับสัตว์เลี้ยงของคุณ					
12. คุณมีอิสระเต็มที่ในการเลือกซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงให้กับสัตว์เลี้ยงของคุณ					
13. คุณรู้สึกเหมือนไม่สามารถควบคุมการซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงให้กับสัตว์เลี้ยงของคุณได้					
14. คุณเชื่อว่าคุณมีศักยภาพที่จะซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงให้กับสัตว์เลี้ยงของคุณได้					
15. คุณรู้สึกว่าคุณสามารถซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงให้กับสัตว์เลี้ยงของคุณได้					
16. คุณมั่นใจว่าคุณจะสามารถซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงให้กับสัตว์เลี้ยงของคุณได้					
17. ถ้าคุณเป็นผู้ตัดสินใจ คุณมั่นใจว่าคุณสามารถซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงให้กับสัตว์เลี้ยงของคุณได้					

อัตลักษณ์ของบุคคล (Self-identity)					
18. คุณคิดว่าตัวเองเป็นผู้ที่ซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงให้สัตว์เลี้ยงของคุณ					
19. คุณคิดว่าตัวเองเป็นผู้ที่คำนึงถึงสุขภาพการกินของสัตว์เลี้ยงของคุณ					
20. คุณคิดว่าตัวเองเป็นผู้ที่คำนึงถึงผลสุขภาพที่ตามมาจากบริโภคผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงของสัตว์เลี้ยงของคุณ					
21. คุณคิดว่าตัวเองเป็นผู้ที่ชอบซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์ที่มีรสชาติให้สัตว์เลี้ยงของคุณ					
บรรทัดฐานทางสังคม (Social Norm)					
22. เจ้าของสัตว์เลี้ยงในชุมชนละแวกบ้านของคุณซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงให้กับสัตว์เลี้ยงของพวกเขา					
23. คุณยินดีที่จะปฏิบัติตามคำแนะนำของผู้เชี่ยวชาญ หรือสัตวแพทย์ในการซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงให้กับสัตว์เลี้ยงของคุณ					
24. สมาชิกในครอบครัวและเพื่อนของคุณซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงให้กับสัตว์เลี้ยงของพวกเขา					

ส่วนที่ 3: ข้อมูลด้านความตั้งใจในการซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยง

คำชี้แจง กรุณาทำเครื่องหมายถูก ☒ ลงใน ☐ ช่องว่างหน้าตัวเลือกที่ตรงกับคำตอบของท่านมากที่สุด

คำถาม	ระดับความคิดเห็น				
	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ปานกลาง	ไม่เห็นด้วย	ไม่เห็นด้วย อย่างยิ่ง
ความตั้งใจในการซื้อ (Intention)					
25. คุณคิดที่จะซื้อผลิตภัณฑ์ นวัตกรรมอาหารเสริมสัตว์เลี้ยงให้กับ สัตว์เลี้ยงของคุณในเดือนถัดไป					
26. คุณมีแผนที่จะซื้อผลิตภัณฑ์ นวัตกรรมอาหารเสริมสัตว์เลี้ยงให้กับ สัตว์เลี้ยงของคุณในเดือนถัดไป					
27. คุณอยากที่จะซื้อผลิตภัณฑ์ นวัตกรรมอาหารเสริมสัตว์เลี้ยงให้กับ สัตว์เลี้ยงของคุณในเดือนถัดไป					

ส่วนที่ 4: ข้อมูลด้านพฤติกรรมในการซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยง

คำชี้แจง กรุณาทำเครื่องหมายถูก ☒ ลงใน ☐ ช่องว่างหน้าตัวเลือกที่ตรงกับคำตอบของท่านมากที่สุด

คำถาม	ระดับความคิดเห็น				
	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ปานกลาง	ไม่เห็นด้วย	ไม่เห็นด้วย อย่างยิ่ง
พฤติกรรมในการซื้อ (Behavior)					
28. คุณซื้อผลิตภัณฑ์นวัตกรรมอาหาร เสริมสัตว์เลี้ยงให้กับสัตว์เลี้ยงของคุณ อย่างต่อเนื่อง					
29. คุณซื้อผลิตภัณฑ์นวัตกรรมอาหาร เสริมสัตว์เลี้ยงให้กับสัตว์เลี้ยงของคุณ เมื่อเดือนที่แล้ว					
30. คุณซื้อผลิตภัณฑ์นวัตกรรมอาหาร เสริมสัตว์เลี้ยงให้กับสัตว์เลี้ยงของคุณ เป็นประจำและซื้อมาเป็นระยะ เวลานานแล้ว					

Appendices C : Interview Guideline for Existing Customers – Set 1 (English version)

The Interview Guideline

A study and developing customer relationship management model for customer retention: a case study for entrepreneur in innovation pet food supplement business (dog and cat)

Instructions

This questionnaire is part of a research study on "Research and Development of Customer Relationship Management Model for Customer Repurchase: A Case Study for Innovative Pet (Dogs and Cats) Supplement Business Entrepreneurs" conducted by the College of Management, Mahidol University. The objective of this research is to study factors that create purchase intention and repurchase behavior among business-to-business (B2B) customers toward innovative pet (dogs and cats) supplement products. The questions are divided into 5 parts as follows:

Part 1: General information of interviewees

Part 2: Questions about attitudes of pet equipment and food retail store operators toward purchasing innovative pet supplement products

Part 3: Questions about subjective norms of pet equipment and food retail store operators toward purchasing innovative pet supplement products

Part 4: Questions about perceived behavioral control of pet equipment and food retail store operators toward purchasing innovative pet supplement products

Part 5: Additional questions for pet equipment and food retail store operators regarding purchasing innovative pet supplement products

Definition of Terms

Attitude refers to an individual's evaluation of any behavior as good or bad. For example, regarding exercise, if you are considering starting to exercise, you might evaluate that exercise is good because it helps improve health and reduces the risk of various diseases.

Subjective Norm refers to an individual's belief about how important people in their life, such as family, friends, or supervisors, think about certain behaviors. For example, regarding exercise, if you are considering starting to exercise, you might consider what your family thinks about exercise. If you believe your family supports exercising, you will be more likely to start exercising.

Perceived Behavioral Control refers to an individual's belief about performing a behavior, whether they can control or determine the outcomes resulting from that behavior. For example, regarding exercise, suppose you want to exercise to lose weight, but you believe "I don't have time to exercise." This shows you have low perceived behavioral control. You might not start exercising because you think you cannot control that behavior.

Interview Questions

Part 1: General Information of Interviewees

- How long has your Pet shop been in operation?
- Who are your main customers? How do you define your store's target market?
- What types of products and services does your store sell?
- What innovative pet supplement product do you know or think of first? Why?
- Does your store sell innovative pet supplement products?
- What innovative pet supplement products are available in your store?

Part 2: Questions about Attitudes of Pet Equipment and Food Retail Store Operators toward Purchasing Innovative Pet Supplement Products

- What is your opinion about the innovative pet supplement products from your current supplier that are sold in your store?
- What value or benefits do you think the innovative pet supplement products from your current supplier provide to your customers' pets?
- What do you think are the advantages and disadvantages of the innovative pet supplement products from your current supplier?

Part 3: Questions about Subjective Norms of Pet Equipment and Food Retail Store Operators toward Purchasing Innovative Pet Supplement Products

- What kind of feedback do your customers usually provide about the innovative pet supplement products from your current supplier?
- Have you ever received recommendations from veterinarians, experts, or connections to sell innovative pet supplement products at your store? If yes, how did it affect your decision?
- Do you think the opinions of experts or regular customers influence your decision to order innovative pet supplement products for your store? How?
- If the supplier of innovative pet supplement products is owned by a veterinarian or expert, how would you consider those products for selling in your store?

Part 4: Questions about Perceived Behavioral Control of Pet Equipment and Food Retail Store Operators toward Purchasing Innovative Pet Supplement Products

- Do you find it convenient or difficult to order and manage innovative pet supplement products from your current supplier? How?
- Do you think you and your sales staff have sufficient information and understanding about the usage and benefits of innovative pet supplement products from your current supplier?
- How does the price of innovative pet supplement products from your current supplier affect your decision to stock them in your store?
- How satisfied are you with the marketing promotions for innovative pet supplement products from your current supplier?
- How much does the delivery and after-sales service from your current supplier influence your ordering decisions? Why?

Part 5: Additional Questions for Pet Equipment and Food Retail Store Operators Regarding Purchasing Innovative Pet Supplement Products

- What additional support do you expect from your current innovative pet supplement product supplier to help you sell products better?
- What is the most important factor for you when ordering innovative pet supplement products from your current supplier?
- What recommendations do you have for improving the innovative pet supplement products or services from your current supplier to better meet the needs of your Pet Shop?
- What factors make you repurchase innovative pet supplement products from your current supplier? / What do you appreciate most about your current innovative pet supplement product supplier?

Appendices D : Interview Guideline for Existing Customers – Set 1 (Thai version)

ชุดที่ 1

แบบสอบถามที่ใช้ในการสัมภาษณ์

การวิจัยและพัฒนาโมเดลการบริหารความสัมพันธ์กับลูกค้าเพื่อการซื้อซ้ำของลูกค้า:
กรณีศึกษาสำหรับผู้ประกอบการธุรกิจนวัตกรรมการอาหารเสริมสัตว์เลี้ยง (สุนัขและแมว)

คำชี้แจง

แบบสอบถามนี้ เป็นส่วนหนึ่งในการศึกษาวิจัย เรื่องการวิจัยและพัฒนาโมเดลการบริหารความสัมพันธ์กับลูกค้าเพื่อการซื้อซ้ำของลูกค้า: กรณีศึกษาสำหรับผู้ประกอบการธุรกิจนวัตกรรมการอาหารเสริมสัตว์เลี้ยง (สุนัขและแมว) วิทยาลัยการจัดการ มหาวิทยาลัยมหิดล โดยมีวัตถุประสงค์ของการวิจัยเพื่อเพื่อศึกษาปัจจัยในการสร้างความตั้งใจในการซื้อ และสร้างพฤติกรรมการซื้อซ้ำของลูกค้าธุรกิจกับธุรกิจ (B2B) ที่มีต่อสินค้า นวัตกรรมการอาหารเสริมสัตว์เลี้ยง (สุนัขและแมว) โดยคำถามแบ่งออกเป็น 5 ส่วนดังต่อไปนี้

ส่วนที่ 1 ข้อมูลทั่วไปของผู้ให้สัมภาษณ์

ส่วนที่ 2 คำถามเกี่ยวกับทัศนคติของผู้ประกอบการร้านจำหน่ายอุปกรณ์ และอาหารสัตว์เลี้ยงในการซื้อผลิตภัณฑ์ นวัตกรรมการอาหารเสริมสัตว์เลี้ยง

ส่วนที่ 3 คำถามเกี่ยวกับบรรทัดฐานเชิงอธินัยของผู้ประกอบการร้านจำหน่ายอุปกรณ์ และอาหารสัตว์เลี้ยงในการซื้อผลิตภัณฑ์ นวัตกรรมการอาหารเสริมสัตว์เลี้ยง

ส่วนที่ 4 คำถามเกี่ยวกับการรับรู้การควบคุมพฤติกรรมของผู้ประกอบการร้านจำหน่ายอุปกรณ์ และอาหารสัตว์เลี้ยงในการซื้อผลิตภัณฑ์ นวัตกรรมการอาหารเสริมสัตว์เลี้ยง

ส่วนที่ 5 คำถามเพิ่มเติมสำหรับผู้ประกอบการร้านจำหน่ายอุปกรณ์ และอาหารสัตว์เลี้ยงในการซื้อผลิตภัณฑ์ นวัตกรรมการอาหารเสริมสัตว์เลี้ยง



APPROVED

Mahidol University
Central Institutional
Review Board (MU-CIRB)
Protocol No. 2024/151.1704

Digitally signed by Mahidol University
Central Institutional Review Board
DN: c=TH, o=Mahidol University,
ou=01, cn=Mahidol University Central
Institutional Review Board
Date: 2024.11.26 09:40:25 +07'00'

ชุดที่ 1

นิยามคำศัพท์

ทัศนคติ (Attitude) หมายถึง การประเมินผลของบุคคลที่มีต่อพฤติกรรมใดๆ ว่าดีหรือไม่ดี

ตัวอย่างเช่น การออกกำลังกาย สมมติว่าคุณกำลังคิดจะเริ่มออกกำลังกาย คุณอาจประเมินว่า การออกกำลังกายนั้น ดี เพราะว่า ช่วยให้สุขภาพดี ลดความเสี่ยงต่อโรคต่างๆ

บรรทัดฐานเชิงอัตนัย (Subjective Norm) หมายถึง ความเชื่อของบุคคลว่า คนสำคัญในชีวิตของเขา เช่น ครอบครัว เพื่อน หรือ หัวหน้างาน คิดอย่างไรเกี่ยวกับพฤติกรรมนั้นๆ

ตัวอย่างเช่น การออกกำลังกาย สมมติว่าคุณกำลังคิดจะเริ่มออกกำลังกาย คุณอาจพิจารณาว่า ครอบครัวของคุณ คิดอย่างไรเกี่ยวกับการออกกำลังกาย หากคุณคิดว่า ครอบครัวของคุณ สนับสนุนการออกกำลังกาย คุณจะมีความมั่นใจที่จะเริ่มออกกำลังกายมากกว่า

การรับรู้การควบคุมพฤติกรรม (Perceived Behavioral Control) หมายถึง ความเชื่อของบุคคลที่มีต่อการแสดงพฤติกรรมใดๆ ว่าสามารถควบคุมหรือกำหนดผลลัพธ์ที่เกิดขึ้นจากพฤติกรรมนั้นได้หรือไม่

ตัวอย่างเช่น การออกกำลังกาย สมมติว่าคุณต้องการออกกำลังกายเพื่อลดน้ำหนัก แต่คุณมีความเชื่อว่า "ฉันไม่มีเวลาออกกำลังกาย" แสดงว่าคุณมีการรับรู้ความสามารถในการควบคุมพฤติกรรมที่ต่ำ คุณอาจไม่เริ่มออกกำลังกาย เพราะคุณคิดว่าควบคุมพฤติกรรมนั้นไม่ได้

ชุดที่ 1

แบบคำถามสัมภาษณ์

ส่วนที่ 1: ข้อมูลทั่วไปของผู้ให้สัมภาษณ์

- ร้าน Pet shop ของคุณเปิดดำเนินการมาแล้วกี่ปี?
- กลุ่มลูกค้าหลักของคุณคือใคร? คุณมีการกำหนดกลุ่มเป้าหมายของร้านอย่างไร?
- ร้านของคุณมีการจำหน่ายสินค้าและบริการประเภทใดบ้าง?
- ผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงที่คุณรู้จัก หรือนึกถึงเป็นอันดับแรกคืออะไร? เพราะเหตุใด?
- ร้านของคุณมีจำหน่ายผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงหรือไม่?
- ผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงที่มีจำหน่ายในร้านของคุณมีอะไรบ้าง?

ส่วนที่ 2: คำถามเกี่ยวกับทัศนคติของผู้ประกอบการร้านจำหน่ายอุปกรณ์ และอาหารสัตว์เลี้ยงในการซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยง

- คุณมีความคิดเห็นอย่างไรเกี่ยวกับผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงของ Supplier ปัจจุบันที่วางจำหน่ายในร้านของคุณ?
- คุณคิดว่าผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงของ Supplier ปัจจุบันมีคุณค่า หรือประโยชน์อย่างไรต่อสัตว์เลี้ยงของลูกค้าของคุณ?
- คุณคิดว่าผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงของ Supplier ปัจจุบันมีข้อดีและข้อเสียอย่างไรบ้าง?

ส่วนที่ 3: คำถามเกี่ยวกับบรรทัดฐานเชิงอัตนัยของผู้ประกอบการร้านจำหน่ายอุปกรณ์ และอาหารสัตว์เลี้ยงในการซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยง

- ลูกค้าของคุณมักจะให้ความคิดเห็นอย่างไรเกี่ยวกับผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงของ Supplier ปัจจุบัน?
- คุณเคยได้รับคำแนะนำจากสัตวแพทย์ ผู้เชี่ยวชาญ หรือ Connection ให้นำผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงมาจำหน่ายที่ร้านของคุณหรือไม่? ถ้ามี มีผลอย่างไรต่อการตัดสินใจของคุณ?
- คุณคิดว่าความคิดเห็นของผู้เชี่ยวชาญ หรือกลุ่มลูกค้าประจำมีผลต่อการตัดสินใจในการสั่งซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงมาจำหน่ายที่ร้านของคุณหรือไม่? อย่างไร?
- หาก Supplier ผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงเจ้าของเป็นสัตวแพทย์ หรือผู้เชี่ยวชาญ คุณจะมีการพิจารณาผลิตภัณฑ์นั้นๆ ในการนำมาจำหน่ายในร้านของคุณอย่างไร?

ชุดที่ 1

ส่วนที่ 4: คำถามเกี่ยวกับการเรียนรู้การควบคุมพฤติกรรมของผู้ประกอบการร้านจำหน่ายอุปกรณ์ และอาหารสัตว์เลี้ยงในการซื้อผลิตภัณฑ์สัตว์เลี้ยงจาก Supplier

- คุณรู้สึกว่าคุณมีความสะดวกสบายหรือมีความยากลำบากในการสั่งซื้อและจัดการผลิตภัณฑ์อาหารเสริมสัตว์เลี้ยงของ Supplier ปัจจุบันอย่างไร?
- คุณคิดว่าคุณ และพนักงานขายมีข้อมูลและความเข้าใจเพียงพอเกี่ยวกับการใช้และประโยชน์ของผลิตภัณฑ์อาหารเสริมสัตว์เลี้ยงของ Supplier ปัจจุบันหรือไม่?
- ราคาของผลิตภัณฑ์อาหารเสริมสัตว์เลี้ยงของ Supplier ปัจจุบันมีผลต่อการตัดสินใจของคุณในการนำมาวางขายในร้านอย่างไร?
- คุณมีความพึงพอใจอย่างไรกับโปรแกรมการตลาดของผลิตภัณฑ์อาหารเสริมสัตว์เลี้ยงของ Supplier ปัจจุบันอย่างไร?
- การจัดส่งและบริการหลังการขายของ Supplier ปัจจุบันมีผลต่อการตัดสินใจของคุณในการสั่งซื้อสินค้ามากขึ้นหรือน้อยลงแค่ไหน? เพราะเหตุใด?

ส่วนที่ 5: คำถามเพิ่มเติมสำหรับผู้ประกอบการร้านจำหน่ายอุปกรณ์ และอาหารสัตว์เลี้ยงในการซื้อผลิตภัณฑ์สัตว์เลี้ยงจาก Supplier

- คุณคาดหวังอะไรเพิ่มเติมจาก Supplier ผลิตภัณฑ์สัตว์เลี้ยงจาก Supplier ปัจจุบัน เพื่อให้คุณสามารถขายสินค้าได้ดียิ่งขึ้น?
- ปัจจัยอะไรที่สำคัญที่สุดสำหรับคุณเมื่อเลือกสั่งซื้อผลิตภัณฑ์อาหารเสริมสัตว์เลี้ยงจาก Supplier ปัจจุบัน?
- คุณมีคำแนะนำอย่างไรในการปรับปรุงผลิตภัณฑ์สัตว์เลี้ยงหรือบริการของ Supplier ปัจจุบันเพื่อให้ตรงกับความต้องการของร้าน Pet Shop ของคุณมากขึ้น?
- ปัจจัยอะไรที่ทำให้คุณซื้อผลิตภัณฑ์สัตว์เลี้ยงจาก Supplier ปัจจุบัน? / คุณประทับใจอะไรที่สุดจาก Supplier ผลิตภัณฑ์สัตว์เลี้ยงของคุณ ปัจจุบันของคุณ?

Appendices E : Interview Guideline for Prospective Customers – Set 2 (English version)

The Interview Guideline

A study and developing customer relationship management model for customer retention: a case study for entrepreneur in innovation pet food supplement business (dog and cat)

Instructions

This questionnaire is part of a research study on "Research and Development of Customer Relationship Management Model for Customer Repurchase: A Case Study for Innovative Pet (Dogs and Cats) Supplement Business Entrepreneurs" conducted by the College of Management, Mahidol University. The objective of this research is to study factors that create purchase intention and repurchase behavior among business-to-business (B2B) customers toward innovative pet (dogs and cats) supplement products. The questions are divided into 5 parts as follows:

Part 1: General information of interviewees

Part 2: Questions about attitudes of pet equipment and food retail store operators toward purchasing innovative pet supplement products

Part 3: Questions about subjective norms of pet equipment and food retail store operators toward purchasing innovative pet supplement products

Part 4: Questions about perceived behavioral control of pet equipment and food retail store operators toward purchasing innovative pet supplement products

Part 5: Additional questions for pet equipment and food retail store operators regarding purchasing innovative pet supplement products

Definition of Terms

Attitude refers to an individual's evaluation of any behavior as good or bad. For example, regarding exercise, if you are considering starting to exercise, you might evaluate that exercise is good because it helps improve health and reduces the risk of various diseases.

Subjective Norm refers to an individual's belief about how important people in their life, such as family, friends, or supervisors, think about certain behaviors. For example, regarding exercise, if you are considering starting to exercise, you might consider what your family thinks about exercise. If you believe your family supports exercising, you will be more likely to start exercising.

Perceived Behavioral Control refers to an individual's belief about performing a behavior, whether they can control or determine the outcomes resulting from that behavior. For example, regarding exercise, suppose you want to exercise to lose weight, but you believe "I don't have time to exercise." This shows you have low perceived behavioral control. You might not start exercising because you think you cannot control that behavior.

Interview Questions

Part 1: General Information of Interviewees

- How long has your Pet shop been in operation?
- Who are your main customers? How do you define your store's target market?
- What types of products and services does your store sell?
- What innovative pet supplement product do you know or think of first? Why?
- Does your store sell innovative pet supplement products?
- What innovative pet supplement products are available in your store?

Part 2: Questions about Attitudes of Pet Equipment and Food Retail Store Operators toward Purchasing Innovative Pet Supplement Products

- What is your opinion about innovative pet supplement products that you might stock in your store?
- If you could bring innovative pet supplement products to sell at your store, what products would you choose? Why?
- When bringing innovative pet supplement products to sell in your store, what considerations or selection criteria would you use?
- What do you think are the advantages and disadvantages of bringing innovative pet supplement products to sell in your store?

Part 3: Questions about Subjective Norms of Pet Equipment and Food Retail Store Operators toward Purchasing Innovative Pet Supplement Products

- What kind of feedback do your customers usually provide about innovative pet supplement products in general?
- Have you ever received recommendations from veterinarians, experts, or connections to sell innovative pet supplement products at your store? If yes, how did it affect your decision?
- Do you think the opinions of experts or regular customers influence your decision to order innovative pet supplement products for your store? How?
- If a new supplier of innovative pet supplement products is owned by a veterinarian or expert, how would you consider those products for selling in your store?

Part 4: Questions about Perceived Behavioral Control of Pet Equipment and Food Retail Store Operators toward Purchasing Innovative Pet Supplement Products

- What difficulties might prevent you from ordering innovative pet supplement products from a new supplier for your store?
- How does the price of innovative pet supplement products from a new supplier affect your decision to stock them in your store?
- How does the provision of knowledge and understanding about the usage and benefits of innovative pet supplement products from a new supplier affect your decision to stock them in your store?
- What promotions and marketing would you consider when ordering innovative pet supplement products from a new supplier for your store?
- What kind of delivery and after-sales service would you look for from a new supplier of innovative pet supplement products before considering them for your store?

Part 5: Additional Questions for Pet Equipment and Food Retail Store Operators Regarding Purchasing Innovative Pet Supplement Products

- What do you expect from a new innovative pet supplement product supplier when bringing their products to sell in your store?
- What is the most important factor for you when deciding to order pet supplement products from a new supplier?
- What recommendations or suggestions do you have regarding innovative pet supplement products or services from a new supplier that you would consider purchasing and selling in your store?

Appendices F : Interview Guideline for Prospective Customers – Set 2 (Thai version)

ชุดที่ 2

แบบสอบถามที่ใช้ในการสัมภาษณ์

การวิจัยและพัฒนาโมเดลการบริหารความสัมพันธ์กับลูกค้าเพื่อการซื้อซ้ำของลูกค้า:
กรณีศึกษาสำหรับผู้ประกอบการธุรกิจนวัตกรรมการอาหารเสริมสัตว์เลี้ยง (สุนัขและแมว)

คำชี้แจง

แบบสอบถามนี้ เป็นส่วนหนึ่งในการศึกษาวิจัย เรื่องการวิจัยและพัฒนาโมเดลการบริหารความสัมพันธ์กับลูกค้าเพื่อการซื้อซ้ำของลูกค้า: กรณีศึกษาสำหรับผู้ประกอบการธุรกิจนวัตกรรมการอาหารเสริมสัตว์เลี้ยง (สุนัขและแมว) วิทยาลัยการจัดการ มหาวิทยาลัยมหิดล โดยมีวัตถุประสงค์ของการวิจัยเพื่อศึกษาปัจจัยในการสร้างความตั้งใจในการซื้อ และสร้างพฤติกรรมการซื้อซ้ำของลูกค้าธุรกิจกับธุรกิจ (B2B) ที่มีต่อสินค้านวัตกรรมการอาหารเสริมสัตว์เลี้ยง (สุนัขและแมว) โดยคำถามแบ่งออกเป็น 5 ส่วน ดังต่อไปนี้

ส่วนที่ 1 ข้อมูลทั่วไปของผู้ให้สัมภาษณ์

ส่วนที่ 2 คำถามเกี่ยวกับทัศนคติของผู้ประกอบการร้านจำหน่ายอุปกรณ์ และอาหารสัตว์เลี้ยงในการซื้อผลิตภัณฑ์นวัตกรรมการอาหารเสริมสัตว์เลี้ยง

ส่วนที่ 3 คำถามเกี่ยวกับบรรทัดฐานเชิงอัตนัยของผู้ประกอบการร้านจำหน่ายอุปกรณ์ และอาหารสัตว์เลี้ยงในการซื้อผลิตภัณฑ์นวัตกรรมการอาหารเสริมสัตว์เลี้ยง

ส่วนที่ 4 คำถามเกี่ยวกับการรับรู้การควบคุมพฤติกรรมของผู้ประกอบการร้านจำหน่ายอุปกรณ์ และอาหารสัตว์เลี้ยงในการซื้อผลิตภัณฑ์นวัตกรรมการอาหารเสริมสัตว์เลี้ยง

ส่วนที่ 5 คำถามเพิ่มเติมสำหรับผู้ประกอบการร้านจำหน่ายอุปกรณ์ และอาหารสัตว์เลี้ยงในการซื้อผลิตภัณฑ์นวัตกรรมการอาหารเสริมสัตว์เลี้ยง



APPROVED

Mahidol University
Central Institutional
Review Board (MU-CIRB)
Protocol No. 2024/151.1704

Digitally signed by Mahidol University
Central Institutional Review Board
DN: c=TH, o=Mahidol University,
ou=01, cn=Mahidol University Central
Institutional Review Board
Date: 2024.11.26 09:40:50 +07'00'

ชุดที่ 2

นิยามคำศัพท์

ทัศนคติ (Attitude) หมายถึง การประเมินผลของบุคคลที่มีต่อพฤติกรรมใดๆ ว่าดีหรือไม่ดี ตัวอย่างเช่น การออกกำลังกาย สมมติว่าคุณกำลังคิดจะเริ่มออกกำลังกาย คุณอาจประเมินว่า การออกกำลังกายนั้น ดี เพราะว่า ช่วยให้สุขภาพดี ลดความเสี่ยงต่อโรคต่างๆ

บรรทัดฐานเชิงอัตนัย (Subjective Norm) หมายถึง ความเชื่อของบุคคลว่า คนสำคัญในชีวิตของเขา เช่น ครอบครัว เพื่อน หรือ หัวหน้างาน คิดอย่างไรเกี่ยวกับพฤติกรรมนั้นๆ

ตัวอย่างเช่น การออกกำลังกาย สมมติว่าคุณกำลังคิดจะเริ่มออกกำลังกาย คุณอาจพิจารณาว่า ครอบครัวของคุณ คิดอย่างไรเกี่ยวกับการออกกำลังกาย หากคุณคิดว่า ครอบครัวของคุณ สนับสนุนการออกกำลังกาย คุณจะมีแนวโน้มที่จะเริ่มออกกำลังกายมากกว่า

การรับรู้การควบคุมพฤติกรรม (Perceived Behavioral Control) หมายถึง ความเชื่อของบุคคลที่มีต่อการแสดงพฤติกรรมใดๆ ว่าสามารถควบคุมหรือกำหนดผลลัพธ์ที่เกิดขึ้นจากพฤติกรรมนั้นได้หรือไม่

ตัวอย่างเช่น การออกกำลังกาย สมมติว่าคุณต้องการออกกำลังกายเพื่อลดน้ำหนัก แต่คุณมีความเชื่อว่า "ฉันไม่มีเวลาออกกำลังกาย" แสดงว่าคุณมีการรับรู้ความสามารถในการควบคุมพฤติกรรมที่ต่ำ คุณอาจไม่เริ่มออกกำลังกาย เพราะคุณคิดว่า คุณควบคุมพฤติกรรมนั้นไม่ได้

ชุดที่ 2

แบบคำถามสัมภาษณ์

ส่วนที่ 1: ข้อมูลทั่วไปของผู้ให้สัมภาษณ์

- ร้าน Pet shop ของคุณเปิดดำเนินการมาแล้วกี่ปี?
- กลุ่มลูกค้าหลักของคุณคือใคร? คุณมีการกำหนดกลุ่มเป้าหมายของร้านอย่างไร?
- ร้านของคุณมีการจำหน่ายสินค้าและบริการประเภทใดบ้าง?
- ผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงที่คุณรู้จัก หรือนึกถึงเป็นอันดับแรกคืออะไร? เพราะเหตุใด?
- ร้านของคุณมีจำหน่ายผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงหรือไม่?
- ผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงที่มีจำหน่ายในร้านของคุณมีอะไรบ้าง?

ส่วนที่ 2: คำถามเกี่ยวกับทัศนคติของผู้ประกอบการร้านจำหน่ายอุปกรณ์ และอาหารสัตว์เลี้ยงในการซื้อ

ผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยง

- คุณมีความคิดเห็นอย่างไรเกี่ยวกับผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงที่จะนำมาวางจำหน่ายในร้านของคุณ?
- หากคุณสามารถนำผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงมาวางจำหน่ายที่ร้านของคุณ คุณคิดว่า จะนำผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงอะไรมาจำหน่าย? เพราะเหตุใด?
- การนำผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงมาวางจำหน่ายในร้านของคุณ คุณคิดว่าคุณจะมีการพิจารณาจากอะไร หรือมีเกณฑ์การคัดเลือกอย่างไร?
- คุณคิดว่าอะไรคือข้อดีและข้อเสียของการนำเอาผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงมาวางจำหน่ายในร้านของคุณ?

ส่วนที่ 3: คำถามเกี่ยวกับบรรทัดฐานเชิงอัตนัยของผู้ประกอบการร้านจำหน่ายอุปกรณ์ และอาหารสัตว์เลี้ยงใน

การซื้อขายผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยง

- ลูกค้าของคุณมักจะให้ความคิดเห็นอย่างไรเกี่ยวกับผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงต่างๆไป?
- คุณเคยได้รับคำแนะนำจากสัตวแพทย์ ผู้เชี่ยวชาญ หรือ Connection ให้จำหน่ายผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงมาจำหน่ายที่ร้านของคุณหรือไม่? ถ้ามี มีผลอย่างไรต่อการตัดสินใจของคุณ?
- คุณคิดว่าความคิดเห็นของผู้เชี่ยวชาญ หรือกลุ่มลูกค้าประจำมีผลต่อการตัดสินใจในการสั่งซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงมาจำหน่ายที่ร้านของคุณหรือไม่? อย่างไร?
- คุณคิดว่าหาก Supplier ผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงรายใหม่ เจ้าของเป็นสัตวแพทย์ หรือผู้เชี่ยวชาญ คุณจะมีการพิจารณาผลิตภัณฑ์นั้นๆ ในการนำมาจำหน่ายในร้านของคุณอย่างไร?

ชุดที่ 2**ส่วนที่ 4: คำถามเกี่ยวกับการรับรู้การควบคุมพฤติกรรมของผู้ประกอบการร้านจำหน่ายอุปกรณ์ และอาหารสัตว์เลี้ยงในการซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยง**

- คุณคิดว่ามีความยากลำบากอะไรบ้างในการสั่งซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงจาก Supplier รายใหม่ ที่คุณจะไม่พิจารณานำมาจำหน่ายที่ร้าน?
- คุณคิดว่าราคาของผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงของ Supplier รายใหม่ มีผลต่อการซื้อเพื่อนำมาวางจำหน่ายในร้านของคุณอย่างไร?
- คุณคิดว่าการแนะนำความรู้และความเข้าใจในวิธีการใช้และประโยชน์ของผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงของ Supplier รายใหม่ มีผลต่อการซื้อเพื่อนำมาวางจำหน่ายในร้านของคุณอย่างไร?
- คุณคิดว่าโปรโมชั่นและการตลาดใดบ้าง ในการสั่งซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงจาก Supplier รายใหม่ที่คุณพิจารณาจะนำมาจำหน่ายที่ร้าน?
- คุณคิดว่าการจัดส่งและบริการหลังการขายอย่างไร จาก Supplier ผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงรายใหม่ ที่คุณพิจารณาจะนำมาจำหน่ายที่ร้าน?

ส่วนที่ 5: คำถามเพิ่มเติมสำหรับผู้ประกอบการร้านจำหน่ายอุปกรณ์ และอาหารสัตว์เลี้ยงในการซื้อผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยง

- คุณคาดหวังอะไรจาก Supplier ผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงรายใหม่ ในการที่คุณนำผลิตภัณฑ์มาขายที่ร้านของคุณ?
- ปัจจัยอะไรที่สำคัญที่สุดสำหรับคุณเมื่อเลือกสั่งซื้อผลิตภัณฑ์อาหารเสริมสัตว์เลี้ยงจาก Supplier รายใหม่?
- คุณมีคำแนะนำ หรือข้อเสนอแนะอย่างไรที่เกี่ยวกับผลิตภัณฑ์นวัตกรรมอาหารเสริมสัตว์เลี้ยงหรือบริการของ Supplier รายใหม่ ที่คุณพิจารณาในการซื้อผลิตภัณฑ์และนำมาจำหน่ายในร้านของคุณ?

Appendices G : Certificate of Ethical Approval

	COA No. MU-CIRB 2024/148.0506
Mahidol University Central Institutional Review Board <i>Certificate of Approval</i>	
Protocol No.: MU-CIRB 2024/151.1704	
Title of Project: A Study and Developing Customer Relationship Management Model for Customer Retention: A Case Study for Entrepreneur in Innovative Pet Food Supplement Business (Dog and Cat))	
Type of Review: Expedited Review	
Approval Includes:	
<ol style="list-style-type: none">1) Principal Investigator: Mr. Jirapat Chalermbongkot Affiliation: College of Management, Mahidol University Research Site: College of Management, Mahidol University2) Submission Form Version Date 15 May 20243) Protocol Version Date 23 May 20244) Self-Administered Questionnaire Participant Information Sheet 6 May 20245) Participant Information Sheet Version Date 6 May 20246) Informed Consent Form Version Date 6 May 20247) Interview Guideline Version Date 17 April 20248) Questionnaire Version Date 23 May 2024	
MU-CIRB is in Full Compliance with International Guidelines for Human Research Protection such as Declaration of Helsinki, The Belmont Report, CIOMS Guidelines and the International Conference on Harmonization in Good Clinical Practice (ICH-GCP)	
Date of Approval: 5 June 2024	
Date of Expiration: 4 June 2025	
Signature of Chairperson: 	
(Associate Professor Dr. Penchan Pradubmook Sherer) MU-CIRB Chair	
* See list of Co-Investigators at the back page	
Page 1 of 2	

List of Co – Investigators

1. Asst. Prof. Kittichai Rajchamaha, Ph.D.

All MU-CIRB Approved Investigators must comply with the Following:

1. Conduct the research according to the approved protocol.
2. Conduct the informed consent process without coercion or undue influence, and provide the potential subjects sufficient time to consider whether or not to participate.
3. Use only the Consent Form bearing the MU-CIRB Approval stamp.
4. Obtain approval of any changes in research activity before commencing and informed research participants about the changes for their consideration in pursuing the research.
5. Timely report of serious adverse events to MU-CIRB and any new information that may adversely affect the safety of the subjects or the conduct of the trial.
6. Provide MU-CIRB the progress reports at least annually or as requested.
7. Provide MU-CIRB the final reports when completed the study procedures.

MU-CIRB Address: Office of the President, Mahidol University, 4th Floor, Room Number 411

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