4. COMPETITIVE STRATEGY

4.1 SWOT analysis

4.1.1 Strengths

(1) The convenience of not closing the door. Since 7-ELEVEN's business hours are 24 hours, consumers can enter the store at any time to consume and use services just as the 7-ELEVEN slogan says "Be the nearest friend to your home."

(2) The convenience of distance. 7-ELEVEN shop covers a wide range of 7-ELEVEN convenience stores in commercial areas or residential areas.

(3) Excellent management team. Thailand's 7-ELEVEN convenience stores is operated and managed by Chia Tai Group. Chia Tai Group has ample experience in retail industry management. Thailand 7-ELEVEN has introduced the 7-ELEVEN management system and made adjustments to the system in combination with the Thai market, and regularly exchanged experiences with 7-ELEVEN management teams from all over the world.

(4) Advanced technology. The company uses the advanced Point of Sales, through which the 7-ELEVEN Thailand headquarters can obtain information of each shop in time, and make decisions in different regions to improve the operating efficiency of the 7-ELEVEN chain.

(5) Lower purchase cost. 7-ELEVEN is lower than the others in the purchase cost compared to the same convenience store or small retail store. Since 7-ELEVEN has strong ability to negotiate with suppliers in Thailand, because of the large number of stores and the large scale of purchases, they can obtain lower prices than other competitors.

(6) High-quality employees. The 7-ELEVEN convenience stores pay great attention to the staff's service, because 7-ELEVEN passed ISO9001:2000 training schools to train its employees to ensure the quality of 7-ELEVEN's employees, and made consumers feel gracious and comfortable in terms of services.

(7) A strong distribution center. Thailand 7-ELEVEN has an efficient distribution

center. The efficiency of delivering products to each shop is very high, and the product freshness is quickly guaranteed.

4.1.2 Weakness

(1) Distribution costs are relatively high. Since 7-LELELE is mostly set up in the community, it is costly to distribute in traffic-congested communities.

(2) The mobility of employees is relatively large. Thailand 7-ELEVEN's clerk is generally young, mostly between the ages of 22-32. People of this age often use 7-LELELE as an exercise before entering the workplace, so they rarely work long-term at the 7-ELEVEN convenience stores. Therefore, 7-ELEVEN employees in Thailand are relatively mobile.

(3) The types of products in the store are not complete. Because of the limited size of the shop, the number and type of goods are also limited compared to large supermarkets. Commodities mainly focus on convenience and are not suitable for large quantities of household goods.

(4) The product price is higher. Compared with those large supermarkets and wholesale stores, the price of 7-ELEVEN stores is slightly higher.

(5) Some stores lack a parking lot. In Thailand, most people choose to travel by motorbike or by car. This requires a lot of parking space. In order to facilitate people to buy goods, there is usually parking space in front of the shop. In Thailand, some 7-ELEVEN stores are located close to the road and do not have enough space for customers to stop. This will affect the traffic volume of the store.

4.1.3 Opportunity

(1) The consumer behavior of modern consumers has changed. Due to the acceleration of the pace of life, consumers pay more attention to convenience when purchasing products.

(2) The rapid development of the real estate industry in Thailand. More and more new communities have provided opportunities for 7-ELEVEN expansion.

(3) 7-ELEVEN increases the source of profits by increasing the ratio of private brand merchandise sales in stores.

(4) 7-ELEVEN can expand B2C business, use e-commerce platforms such as Internet mobile phone APP, and meet with its own physical store network to seek new business points.

(5) 7-ELEVEN's own strong brand effect. Cooperation with other industries, such as gas stations, laundries, banks, etc., to provide consumers with more diversified and comprehensive services.

4.1.4 Threats

(1) Thailand 7-ELEVEN There are many competitors in the industry. In addition to the same type of convenience store like Family Mart, there are big supermarkets such as BigC and Tesco Lotus.

(2) Most consumers' price sensitivity makes them less loyal to the 7-ELEVEN brands, and many consumers choose to purchase lower-priced products.

(3) The economic development in Thailand is uneven, and the economic level in some regions is lagging behind. Residents have different consumption habits and consumption concepts. These differences will hinder Thailand 7-ELEVEN from being hindered when the store expands.

(4) The rapid expansion of 7-ELEVEN in Thailand requires a lot of human resources, and the newly introduced law stipulates that the minimum wage is not to be less than 300 baht per day, which increases the wage cost to be paid by Thailand 7-ELEVEN.

4.2 Vision and mission of Thailand 7-ELEVEN Company

The company’s vision is the long-term development direction and goal of a company. What kind of image and positioning the company will develop in the future is a blueprint for the future development of the company. It is an abstract concept and is a prospect for the future.

Thailand 7-ELEVEN Company’s strategy is to continue to grow in operations and

profits, through efficient work and provide high-quality products for customers and society to create value-added products and services to support employees to learn to improve their capabilities. Thailand 7-ELEVEN's vision is “We bring convenience to every community”13 The Company’s mission is to achieve the corporate vision. As an operating organization, an enterprise plays an important role in the society. The enterprise has its own tasks and social responsibilities to bear. The company's mission includes many contents: including the overall goals of business development, the business scope of the company, and so on. Compared with the company's vision, the company's mission is more specific. It is the specificity of the nature and direction of the organization. For Thailand 7-ELEVEN's mission "to establish relationships with customers, product and service innovations, and strengthen relationships with the community and society."

4.3 Thailand 7-ELEVEN development goal

The corporate development strategic goal is to combine the company's strategic positioning and actual situation under the guidance of the company's vision and mission statement, set specific business development direction and target requirements and strategic planning time limit. By decomposing strategic objectives and strategic tasks, the selected strategic plan will be transformed into an implementable plan. Based on 7-ELEVEN's vision and mission, combined with the previous internal and external analysis of the actual situation of the company, based on the current knowledge and understanding of 7-ELEVEN, this study sets the overall goal of 7-ELEVEN's future development strategy: 7 -ELEVEN Thailand aims to achieve 10,000 stores in 2018 and plans to open 600 stores every year.14 The goal of 7-ELEVEN is to become a convenience food store and focus on the cleanliness, safety and innovation of food instant foods.

4.4 Basic strategy - focus on differentiation strategy

Thai 7-ELEVEN convenience store companies should adopt a differentiated competition strategy under the guidance of a centralized strategy. For convenience stores to stand out in the fierce market competition, we must get rid of the "small supermarket" positioning, and strive to play its own characteristics and advantages, pay attention to differentiation strategy. The differentiation strategy of convenience stores is mainly reflected in several aspects.

4.4.1 Differentiation of products and services

Thailand 7-ELEVEN always adheres to the idea of bringing convenience and quality service to its customers. It constantly studies changes in consumer behaviors and lifestyles and monitors changes in the population and society of each target customer group. This information is used to plan expansion stores and products and services provided in different regions to meet local consumers. The difference in price among Thailand's major retailers is very weak. Thailand 7-ELEVEN company realized that the price war strategy cannot continue to attract customers, so 7-ELEVEN emphasizes product differentiation. Through information research and expert advice, Thailand 7-ELEVEN strives to ensure that new products and services are different from its competitors. 7-ELEVEN takes the concept of FBO (First Best Only) 15 to lead other competitors in the launch of new products, select the best quality, and can only be purchased at 7-ELEVEN. Brands developed by 7-ELEVEN include 7-Fresh and 7-Select. At the same time, the company's products sold in different regions have been constantly updated.

In Thailand, people are still accustomed to buying daily necessities in large supermarkets. Therefore, Thailand 7-ELEVEN mainly supplies frozen foods for product selection, and relying on Thai Chia Tai Group. Most of the food it sells is a brand of Chai Tai University. Very famous food manufacturers, people trust the food produced by the CP Group. Compared with other Thai convenience stores, Thailand 7-ELEVEN is unique in that it provides many convenient services in addition to providing tangible goods. Such as paying utility bills, mobile phone recharge, credit card and bank loans. In addition, 88% of the 7-ELEVEN convenience stores in Thailand are equipped with automatic teller machines. 7-ELEVEN can meet people's daily life and work in all goods and services. It can be said that Thailand's 7-ELEVEN already has the function of community service and has become a gathering point for providing community services.

4.4.2 Differences in the quality of employees

Thailand 7-ELEVEN staff has a good professional quality and self-cultivation, the company also held regular staff training, "welcome to" "thank you" and other terms are the basic language of convenience stores. In order to truly understand consumers, 7-ELEVEN has specially trained staff greetings, greetings and more. The company implements full-person training and even temporary employees must receive training

and education to impress consumers with heart and sincerity.

4.4.3 Differences in address selection

Thailand 7-ELEVEN convenience store is also very elegant in terms of location. Before opening the store, Thailand's 7-ELEVEN headquarters will examine the surroundings. Thailand 7-ELEVEN put forward the slogan “Be your best neighbor”. In response to this slogan, 7-ELEVEN will set the address in the area where the customer normally activities, such as: the area close to the point of life, the way to work, the parking lot. Waiting for you, the 7-ELEVEN convenience stores in Bangkok covers almost every street, and you can usually meet 7-ELEVEN stores within 5-10 minute walking. In addition, Thailand 7-ELEVEN also cooperated with Thailand's largest oil company, PTT, and opened 7-ELEVEN stores at its gas stations.

4.4.4 Differentiation of store layout

The layout of the 7-ELEVEN stores in Thailand can clearly reflect the image of 7-ELEVEN. Although 7-ELEVEN's storefront area is not very large, the contents of the store are arranged in order and people feel very comfortable. To achieve this effect, we need to adopt a rational and scientific pattern: First, people passing by can clearly see the contents and layout of the store: The outlets and entrances of convenience stores are usually set on the left side of the storefront. Because people are walking on the right side, this will not cause crowding. Second, the use of pure white color: pure white can give people an illusion of vision development; can give people a clean and comfortable feeling. Third, the space for consumers to line up is very affluent: the distance between the cash register and the nearest shelf should not be less than 4 meters, so that consumers will not feel crowded while waiting for payment. Fourth, the design of the channel should be humane: The channels in the store should be as straight and straight as possible, which can give consumers a comfortable feeling, reduce their fatigue feeling and increase their time in the store. Fifth, pay attention to the placement of goods: The placement of goods must have a certain law, cannot be piled up in disorder, to be placed in accordance with the habits of ordinary people, to facilitate the customers to find.

4.5 Auxiliary strategy

4.5.1 Marketing strategy

The marketing strategy is centered on the realization of basic strategies, formulating marketing plans for enterprises, fully realizing marketing goals and making overall plans for marketing functions. It is a strategy for providing guidance for specific marketing work. The level of corporate marketing ability plays a crucial role in the success of strategy implementation. Companies generally market through the adjustment of five factors: target market, product, channel, promotion and price. Thailand 7-ELEVEN's marketing strategy has the following three aspects:

（1) Product Strategy: In product selection, Thailand 7-ELEVEN will provide targeted products and services by focusing on specific customer groups and different regional cultures, enriching their own products. The primary consideration for the structure of 7-ELEVEN convenience store products in Thailand is seasonal: Thailand's weather is very hot throughout the year. Therefore, Thailand's 7-ELEVEN convenience stores will focus on refreshing cool frozen foods, iced drinks, and daily necessities in the summer and these stable sales will be used as core products. At the same time, new products must be introduced for the needs of different consumer regions. These products are used as alternative products. Continuously provide a variety of convenient services, such as ATM repayment, collection of utilities, telephone bills and so on. In order to enhance and highlight the humanity of the 7-ELEVEN convenience stores, they will select the right merchandise to sell according to the local consumption level and economic basis and their spending habits, and thus have received praise for their humanized management.

(2) Customer Satisfaction Strategy: When formulating a customer satisfaction strategy, it is necessary to conduct research on the sensitivity of target market and target customers. The following factors should be considered: 1. Function: How does a consumer get satisfaction from products and services? The goods and services are not what you want? 2. Finance: How does this trade affect the customer's financial situation? ○ 3. Freedom: How to use products and services more conveniently and quickly? 4. Feelings: What do customers feel about products and services? How do customers see the impact they bring to themselves? 5. Future: How will the company improve its own product and service quality in the future? Will consumers continue to support the company? What impact does the customer have on products and services in his future life?

(3) Promotion strategy: Compared with other general supermarkets, the convenience store will have relatively high prices for the commodities it sells. In some areas, the sales of products at the convenience stores will be as high as 39% or even higher. This is related to the operating principles implemented in convenience stores. They claim that “small and sophisticated” strives for perfection. They will sell some goods that have a short life cycle and a fast turnover cycle. The purchase price will also be about 10% higher than the supermarket price. . Therefore, when setting prices in convenience stores, we must first consider how we can reduce costs as much as possible. At the same time, we must also procure a large number of commodities that are suitable for consumer groups and may urgently need them, so that we can guarantee that we can use lower prices. Sales, for the benefit of consumers; Second, the convenience store in setting the price of goods, cannot blindly imitate the large supermarket prices, and do not attempt to use price war to compete, so the convenience store price is higher than the supermarket price It can also provide consumers with convenience while making profits. Because of this, it is also necessary to carry out the necessary discount sales of goods, so that it can consolidate and increase the corresponding sales. The main purpose of the promotion is to: first increase the sales amount of convenience stores; second, expand the consumer groups of convenience stores; third, reduce the stock of goods, increase the frequency of use of funds; and enhance the image and reputation of the fourth enhanced convenience store. More customers; fifth constant innovation, Wang consumers grasp the information of goods. Sixth, improve the quality of the staff. If convenience stores and large supermarkets compete to compete for the characteristics of convenience stores, they will cause irreparable damage to convenience stores.

4.5.2 Logistics strategy

In the competition of the retail industry, the cost of purchasing goods and the distribution costs of channels account for a very large proportion. The key to the logistics strategy is to adjust the organizational structure of logistics resources and monitor the logistics system so as to match the strategic development that will ultimately be achieved, and to increase the competitiveness of the company. The use of an efficient information system to integrate the resources of suppliers, distribution centers, distributors, terminal stores, and other resources, play a role in resource integration, and create value. From the order purchase management, distribution center warehousing, distribution monitoring, store inventory management and other logistics function activities, reduce costs and create value. Considering whether the

geographical location is superior in the site selection of the store, the concentration of stores and the rapid establishment of the market scale, the advantage of centralized store opening is the establishment of a regional common distribution center, the pursuit of a centralized distribution model, the reduction of the number of delivery, and the improvement of the delivery of the delivery vehicles. Rate, save logistics distribution costs, solve the problem of logistics cannot keep up because of the expansion of the store too fast. The information system is also an indispensable part of logistics management. Therefore, it is necessary to improve the existing POS and EOS systems, strengthen centralized procurement and inventory management, reduce procurement costs and reduce waste while ensuring product quality. In addition, natural factors such as weather and temperature have a certain influence on the efficiency and quality of distribution. This is also a problem that convenience stores need to consider when formulating logistics strategies.

4.5.3 Brand strategy

The formulation of the brand strategy should focus on the core value of the brand, that is, the brand's interest to consumers, and form a company's own brand system through differentiation to improve the market competitiveness of the company. 7-ELEVEN Thailand has a strong brand advantage compared to other convenience stores in Thailand, because for consumers, they buy from 7-ELEVEN not only goods and services, but also 7-ELEVEN such as hygiene, quality, and health. The guarantee brought by this brand, therefore Thailand 7-ELEVEN should take full advantage of this advantage, maximize the brand value, and strive to seek new opportunities.

I believe that Thailand 7-ELEVEN brand strategy can be used in the following ways: First, actively cooperate with the media, promote 7-ELEVEN, through TV, Internet, and mobile APP to attract consumers. Can also hold charity events or sponsor public welfare activities to promote the company's good image; Second, in conjunction with other well-known brands to expand the brand's influence, such as 7-ELEVEN and oil companies, mobile companies, food companies, tourist attractions and other brands , strengthen brand radiation; Third, use the channel advantage to find new profit growth points, can launch its own brand of goods, such as in traffic-intensive stores, launch 7-ELEVEN brand food, beverage and other profitable Fast-moving consumer goods; Fourth, actively build marketing platforms such as the Internet and mobile phone APP to extend the 7-ELEVEN brand value chain.