

タイセブンイレブンの弁当商品開発研究

— 消費者行動を中心に —

The Product Development of 7-Eleven Lunch Box in Bangkok Area, Thailand

— Based on Consumer Behavior Analysis —

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Eating behavior of Thai consumers has been changed to be Chilled Ready-to-Eat Lunch Box as the Japanese, after 7-Eleven has placed them on shelves since 2007. The purposes of this research are to examine why lunch boxes have been manufactured and have been sold at the store. The reasons are; to utilize and to add value on primary products of the group. Besides, 7-Eleven Japan has transferred the management knowledge and technology. Next is to study factors affecting the buying decision. The data was collected from four hundred respondents in Bangkok area. The respondents stated that lunch boxes were convenient to find / purchase, and cheaper than self-cooking.

Key words: Product Development, Lunch Box, Convenience Store, Thailand

I. Introduction

The earliest records of packed lunches in Japan can be dated back to the fifth century when people went out they took food with them to eat at the workplaces (Maria 2001). They typically carried dried rice or rice balls. For the word “bento” or lunch box originated in the sixteenth-century. These lunch boxes were typically made of white rice, rice mixed with millet, or potatoes, depending on the region. During the Edo period (1603-1868), people considered bento were an essential accompaniment for outdoor excursions. In Japan, bento prepared at home is imbued with the love of the eater's family. Half of a typical bento consists of rice, and the other half consists of several side dishes made with such ingredients as vegetables, meat, fish, and eggs. With lifestyle that has been changed, more mothers have to work outside, bento are now being sold at increasing numbers in department stores, supermarkets, and convenience stores. In 1978, 7-Eleven began twice-daily deliveries of packaged meals and ready-to-eat (RTE) ¹⁾ side dishes included selling rice balls wrapped in cellophane. After that in 1981 Food processing and manufacturing companies

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(2016年8月26日受理)

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began to work with convenience stores for developing lunch box (NIPPONIA Magazine 2001).

In Thailand “Pintou” is the forms of a lunch box, which mothers made at home and put it in the aluminum box, contains 2-3 side dishes with rice. However “Pintou” cannot be left for the whole day because food will be rotten by hot temperature and humid weather in Thailand. By the time for meals, mothers or wives will cook and bring lunch box to the places where family member are working or studying.

Modern food technologies such as frozen food and processed food have been introduced for export manufacturing industry in Thailand. The first frozen RTE lunch box was manufactured in 1996; however, the volume of sales was not so significant because the Thai people always eat fresh foods rather than processed foods. Recently “Pintou” culture can be found in countryside in Thai traditional way of life or in a large religious ceremony occasion. In urban areas, convenience store’s lunch boxes have been replaced by “Pintou” in response to the activities and to save time for the busy life. The Thai eating behavior has been changed along with the expansion of the modern retail trade and fast food stores since 1990S.

Figure1. Thai’s “Pintou”



source : <http://www.bangkokbiznews.com>

Figure2. “Pintou”, dish shape



source:<http://www.thaiscooter.com/forums/showthrea>

II. Theories and Literature Review

Purchasing Behavior is the decision processes and acts of people involved in buying and using products. A consumer’s making a purchase decision will be affected by three factors. They are personal, psychological and social factors. Personal factors or demographic factors are gender, race and age while psychological factors include Maslow’s hierarchy of needs: Physiology, Safety, Love and Belonging, Esteem and Self Actualization. Consumer wants, learning, motives etc. are influenced by opinion leaders, person's family, reference groups, social class and culture, which represent social factors (Brown 2012).

According to the study of Swarna Bakshi (2012) gender had a strong impact on consumer’s purchase behavior as well as Langrehr, V. and Langrehr, F. (1986) who stressed that men seemed to be less interested in food shopping activities. Furthermore, education, financial status and family members’ number were important factors influencing purchase decision on edible fat in Poland (Flaczyk, E. and Korczak, J. 2002).

Based on Lovell R. D. (2011), age, education level and income level had positive relation with re-purchase decision on frozen RTE meals in Bangkok.

III. Research Framework

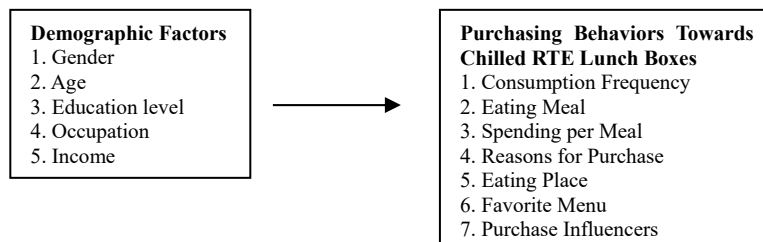
There are many studies on consumer behaviors on frozen food RTE meals in Thailand, particularly in Bangkok. Factors affecting those consumers' purchasing behaviors include convenience, taste, variety and appropriate price. According to the theories and literature review above, the researcher conducted a study based on the conceptual framework as indicated in Figure 1.

In this research, the researcher set up null and alternative hypotheses and classified them into two groups.

Group I: There is no relationship between demographic factors and the purchasing behaviors of chilled RTE lunch box from 7-Eleven convenience stores in Bangkok and Metropolitan area.

Group II: There is no difference between demographic factors and reason for purchasing chilled RTE lunch box from 7-Eleven convenience stores in Bangkok and Metropolitan area.

Figure 3. Conceptual Framework



IV. Methodology

Descriptive research is used in this study to explain the characteristics of a population. The research technique used in this study was the survey method between February and March, 2012. The target respondents were 400 respondents from 1.9 million consumers per day who have purchased chilled RTE lunch boxes from 7-Eleven convenience stores in Bangkok and metropolitan area; North-Bangkok, East-Bangkok, West Bangkok and South-Bangkok. The 4 high sale volumes of lunch boxes branches in each area (16 branches) were selected with 25 samples for each branch. The researcher used a structured questionnaire to collect the information from the target respondents. The questionnaire consisted of two parts. The first part had six questions that indicated the respondent personal information on gender, age, education levels, occupation, income per month and marital status. The second part asked about purchasing

behaviors towards chilled RTE lunch boxes. The questions included consumption frequency, eating meal, spending per meal, reasons for purchase, eating place, favorite menu and purchase influencers.

V. Findings

1. 7-Eleven Thailand

7-Eleven is the most widespread convenience store-chain in the world with approximately 54,200 stores worldwide. 7-Eleven in Thailand is the world's third largest network after Japan and the United States. It is also the first CVS that entered to Thailand from the United States with franchise type of business under the management of CPALL public limited company. The first store was opened in Bangkok, capital of Thailand on June 1, 1989. 7-Eleven is the lion's market share in Thailand with around 69 percent or more than 6,800 stores⁸⁾ that sale fresh food for 75 percent and another 25 percent is non-food products, including services of bookstores, drug store, café and bill payments such as public utilities, shopping, etc. In addition, the company has continuously invested or established companies in different businesses to support the convenience store business in Thailand. For example the companies, that provide a bill payment service business, manufacture and sell frozen food and bakery business, catalog magazine business, books and magazines selling business, information technology service business, logistics service business, educational service business (college and institute), health and beauty product selling business, and special selected products of coffee and bakery business, etc.

The growth of 7-Eleven Thailand has reflected not only business strategy but also the change of consumer behaviors. 7-Eleven Thailand continuously attempts to search and select products and services that are of high qualities, different from the competitors, able to satisfy the demands of different target groups, and in line with new trends and market changes. Since the new concept "convenience food store" was set up in 2003, the company has increased in food products and RTE meal, and focused more on RTE food, and exclusive products sold only at 7-Eleven. Result in changing the trend of food product development to be similar to Japanese lunch box, bakery, etc.

2. Development trend of lunch boxes business in Thailand

The first chilled RTE lunch box has been placed on the shelf in the 7-Eleven convenience stores in Bangkok and metropolitan area by the end of 2007 (Colliers international Thailand 2012). Charoen Pokphand group is the major producer and distributor of Agricultural product in Thailand. Charoen Pokphand Group established CPALL public limited company in 1988, for managing retail business especially convenience store in Thailand. The company has the right for holding "7-Eleven" convenience store under the trademark of the United States. 7-Eleven convenience stores had an average sales volume

of chilled RTE lunch box at 1 box/branch/day, and the sales volume of chilled RTE lunch boxes has increased dramatically. In 2009, average sales volume in the first quarter was 126 boxes/branch/day in 2007 (CPALL 2009). The company decided to develop more products from 20 menus to 30 menus. Most of Thai cuisine lunch boxes featured in the type of only one-dish and non-wet food for a reason of easily to consume. Moreover, it aimed to increase market share of Thai RTE food product from 20 percent in 2009 to 50 percent in the next 5 years. The S&P Syndicate public company, Surapon seafood and stall or food vendors were the main competitors in lunch box business but their distribution channels were different. The lunch boxes of S & P Syndicate public company were sold only in their branch stores and were set at high prices. Meanwhile, Surapon seafood's lunch boxes were sold in the supermarket. Stalls or food carts are slightly different in the price of food, which cost about 25-35 baht whilst, while convenience store lunch boxes cost 25 -55 baths. The advantages of the stall from the consumer views are good taste, cheap, fresh made and have various menus. However, it is considered to have many drawbacks, such as a serious hygiene problem or use of low-quality raw materials.

All chilled RTE lunch box selling in 7-Eleven were manufactured by several CP group subsidiaries. Charoen Pokphan Retailing and Marketing Company Limited (CPRAM) as one of CPALL public limited company, has produced chilled RTE lunch box under brand "7 fresh" with a red box's color package, frozen Dim Sum and sticky rice burger for selling in 7-eleven convenience store. The Charoen Pokphan Food Public Company Limited (CPF) has produced chilled RTE lunch box brand "Ezy choice" with a black box's color package. Though CPALL and CPF are under the group of Charoen Pokphand Company, they are independent in management process from each other. Furthermore, during the "Vegetarian Festival" in September or October each year, 7-Eleven has produced special menus by CPRAM.

3. Product developments process of chilled RTE lunch boxes

Development of 7-eleven, Thailand on selling food product was started from appetizer, light meal, burger, snack, meat product (sausage, meat ball etc.), Dim sum and Gyouza respectively. Overview about chilled RTE lunch box product was taken from an interviewed and supported of the CPRAM executive. Under the same group of the biggest food's producer in Thailand, CPRAM has decided to produce chilled RTE lunch boxes and rice burger by choosing the Japanese ways as a model for developing the product. The cooking tools for production and packaging process are Japanese machines.

Japan is prototypes of lunch box producer, as its culture. CPRAM has asked WARABEYA NICHIIYO CO., LTD. to teach know-how for lunch box production. WARABEYA is a manufacture of food items (lunch boxes and prepared foods) where 7-eleven Japan is main customer. Therefore, WARABEYA has been introducing machinery's companies for lunch boxes and sticky rice burger production to CPRAM.

But it also gave advices, teaching know-how using in the product development process, and recommending adviser/specialist whom relate to the production process. In other word, WARABEYA gave an advice about the material, shape and color of lunch box package. However, WARABEYA doesn't have any influence in development. CPRAM produced each menu with cooperation from product and marketing research team of CPALL Company.

4. Purchasing Behaviors of Chilled RTE Lunch Boxes from 7-Eleven in Bangkok Area

Based on Table1, the study shows that from 400 respondents in 2012, the largest group of respondents was female which accounted approximately 64percent. The majority of the respondents was 16-23 years of age (37percent) and followed by 24-31 years of age (28percent). Moreover, 76percent of the respondents were single. A total of 65percent held a bachelor's degree and 13percent held a master's degree. 42percent of respondents were students and 31percent were employees. The respondents with the income of less than 10,000 Thai baht per month (less than 34,000 Yen) were the largest proportion at 39percent and followed by 10,000-30,000 Thai baht of income (34,000-100,000 Yen) at 38percent.

Table1. Demographic Characteristic

Demographic		Percentage
Gender	Male	36
	Female	64
Age	Under16 years old	1
	16 - 23 years old	37
	24 - 31 years old	28
	32 - 40 years old	15
	41 - 48 years old	15
	49 - 56 years old	2
	Over 55 years old	3
Occupation	Student	42
	Employee	31
	Civil Servant/ State Enterprise	11
	Business Owner	5
	Housewife	5
	Freelance	4
	Unemployed	1
Education	High School or Lower	11
	Certificate or Diploma	11
	Bachelor's Degree	65
	Master's Degree	13
Marital Status	Single	76
	Married	21
	Divorced/ Widowed/ Separated	3
Income per Month	Less than 10,000 Baht	39
	10,001 - 30,000 Baht	38
	30,001 - 50,000 Baht	16
	50,001 - 70,000 Baht	5
	More than 70,001 Baht	2

Source: From interview and calculation

Table2 indicates purchasing behaviors of chilled RTE lunch boxes from 7-Eleven convenience stores in Bangkok and Metropolitan area. 56percent of total respondents consumed RTE lunch boxes less than once a week while 38percent consumed RTE lunch boxes between 1-3times a week Half of respondents (50percent) reported that the acceptable price per meal was about 31-40 baht or 125 Japanese Yen. Reasons for purchase are as the followings: buy for them selves (77percent), convenient to find and purchase meal (72percent), less time for food preparation (56percent), buy for eating in other meal (26percent), buy for others such as family and feel hygiene because of sealed container (19percent), varieties of menu (17percent), cheaper price compare to self-cooking (14percent), various price to choose(10percent), better taste comparing to stall shop (8percent), company reputation (5percent) by sequence.

The majority of consumers (61percent) usually eat at home. The top three favorites menus were the main menu with rice (49percent), fried rice (35percent) and noodle/spaghetti (32percent), respectively. Lastly, 90percent stated that they themselves influenced the purchasing decisions.

Table2. Purchasing Behaviors of Chilled RTE Lunch Boxes from 7–Eleven in Bangkok Area.

Purchasing Behaviors	Frequency	Percentage
Consumption (Frequency per Week)	Less than Once	56
	1-3Times	38
	4-6Times	5
	More than 6 Times	1
Consume as Breakfast (Frequency per Week)	Less than Once	80
	1-3Times	19
	3-5Times	1
	More than 5 Times	0
Consume as Lunch (Frequency per Week)	Less than Once	78
	1-3Times	20
	3-5Times	1
	More than 5 Times	1
Consume as Dinner (Frequency per Week)	Less than Once	67
	1-3Times	28
	3-5Times	4
	More than 5 Times	1
Between Meals (Frequency per Week)	Less than Once	85
	1-3Times	12
	3-5Times	2
	More than 5 Times	1
Spending per Meal	Approximately 30 Baht	14
	31-40Baht	50
	41-50Baht	21
	51-60Baht	6
	61-70Baht	3
	More than 70Baht	6

Purchasing Behaviors	Frequency	Percentage
Reasons for Purchase	Buy for themselves	77
	Convenient to find and purchase	72
	Less time for food preparation	56
	Buy for eating in other meal	26
	Buy for others to eat	19
	Feel hygiene because of sealed container	19
	Varieties of menu	17
	Cheaper price compare to self-cooking	14
	Various prices to choose	10
	Better taste compare to Stall shops	8
	Company reputation	5
Other reasons	4	
Eating Place	Home	61
	School	31
	Public place	31
	Work place	30
	Others	3
Favorite Menu	Main Menu with Rice	49
	Fried rice	35
	Noodle/Spaghetti	32
	Porridge	23
	2-3 Menus with rice	19
	Curry with rice	12
Purchase Influencers	Themselves	90
	Friends	42
	Relatives	24
	Parents	21
	Child	16
	Spouse	15
	Others	1

Source: From interview and calculation

As indicated in Table3, all of relationships between demographic factors (age, gender, occupation, education level and income) and purchasing behaviors towards chilled RTE lunch box (consumption frequency and spending per meal) were described. Analyze with asymptotic significance (2-side) value of statistical significance level 0.05. Demographics will have relation with chilled RTE lunch box's purchasing behavior on condition that asymptotic significance (2-side) ≤ 0.05 . The result shows that age, occupation and salary income has relation with amount of money spending per meal. Also occupation has relation with consumption frequency per week. These mean that different range of age, occupation and salary income affected consumer to spend money on buying chilled RTE lunch box per meal. Also difference occupation affected in frequency that consumers buy chilled RTE lunch box in convenience stores in one week.

Table3. Chi Square Test for Demographic Factors and Purchasing Behaviors towards Chilled RTE Lunch Box

Demographic factors and spending each meal	χ^2	df	Asymp.Sig. (2-side)	Result
Age	63.023	35	0.003*	Reject H0
Occupation	47.802	30	0.021*	Reject H0
Salary income	64.421	20	0.000*	Reject H0
Demographic factors and consumption frequency per week	χ^2	df	Asymp.Sig. (2-side)	Result
Occupation	32.082	18	0.022*	Reject H0

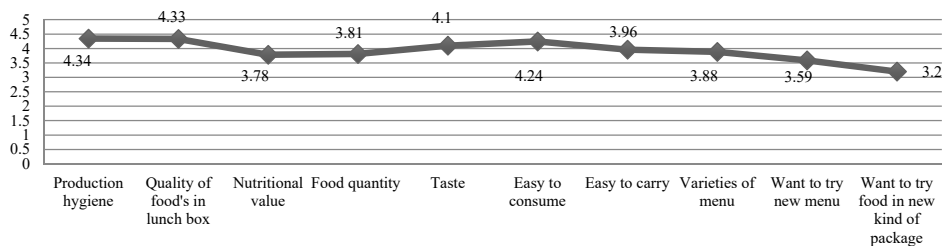
Source: From interview and calculation

5. Marketing factors that affect buying decision and attitude toward chilled RTE lunch box in 7-Eleven.

The questionnaires asked about marketing factors, production hygiene, quality of food in lunch box, nutritional value, food quantity, taste, easiness to consume, easiness for carry, varieties of menu, want to try new menu and want to try food in new kind of package, which affect consumers to make decision to purchase and attitude towards chilled RTE lunch box. The respondents have to rate important and attitude by scaling; Most important / Very good = 5, Important / good = 4, Fairly important / fair = 3, Not so important / not good = 2, and least important / bad = 1

Figure4 shows that the most important attribute that consumers use for making decision to buy chilled RTE lunch boxes in convenience stores are hygiene (4.34 point), quality of food in lunch box (4.33 point) and easy to consume's attribute (4.24 point). Follow by other 7 attributes as important value; Taste (4.10 point), easy to carry (3.96 point), have varieties of menu (3.88 point), quantity of food in a box (3.81 point), nutritional value (3.78 point) and want to try new menu (3.59 point). Attribute about want to try food in new kind of package are fairly important value at 3.20 point.

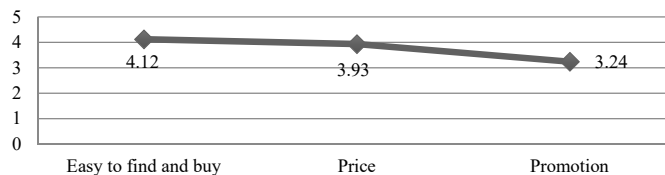
Figure4. Average Point of Attribute about Product that Consumers Use to Make Decision for Buying Chilled RTE Lunch Boxes in 7-Eleven



Source: From interview and calculation

Figure5 shows other important attributes are price and easy to buy and find at 3.93 average point and 4.12 average point. Attribute about promotion evaluate as fairly importance at 3.24 average point

Figure5. Average Point of Attribute about Price, Place and Promotion that Consumers Use to Make Decision for Buying Chilled RTE Lunch Box in 7-Eleven



Source: From interview and calculation

Look in more detail about promotion that affect consumers to make decision to buy chilled ready-to-eat lunch boxes in convenience stores in figure6, the promotion that affects consumer's decision to buy lunch boxes most is discount coupon (57percent). Follow by 51percent of buying another goods with special price at the same time, 48percent of getting discount to buy the second lunch box. Then getting premium goods and getting sample of another menu or new menu for testing, these 2 promotions get 41percent. The promotion that has the least effect is accumulation of point for member, about 39percent.

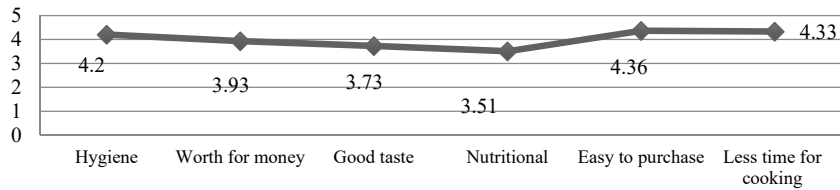
Figure6. Promotion that Affects Consumer's Decision to Buy Chilled RTE Lunch Boxes in 7-Eleven (Multiple Answer)



Source: From interview and calculation

From figure7, consumers' attitude towards chilled RTE lunch boxes in convenience stores are shown. Strongly agree with attitude towards product in easy to purchase at 4.36 point and save time for cooking at 4.33 point. Consumers agree with attitude towards product for its hygiene at 4.20 point, worth for money 3.93 point, good taste at 3.73 point and nutritional at 3.51 point.

Figure7. Average Point of Consumers' Attitude towards Chilled RTE Lunch Boxes in 7-Eleven



Source: From interview and calculation

Table4, all of relationships between demographic factors (age, gender, occupation, education level, status and income) and 10 attributes about product that consumers use to make decision for buying chilled RTE lunch boxes in convenience stores were described. Analyze with asymptotic significant (2-side) value of statistical significant level 0.05. Demographics will have relation with 10 attributes about product that consumers use to make decision for buying chilled RTE lunch boxes on condition that asymptotic significance (2-side) ≤ 0.05 . The result shows as follows;

- *Different ages and salary incomes* of consumers give inequitable importance about quality of food to make decision for buying chilled RTE lunch boxes in convenience stores.
- *Different ages and occupations* of consumers give inequitable importance about quantity of food to make decision for buying chilled RTE lunch boxes in convenience stores.
- *Different ages and status* of consumers give inequitable importance about nutrition value and easy to carry to make decision for buying chilled RTE lunch boxes in convenience stores.
- *Different occupations and education levels* of consumers give inequitable importance about various menus, taste, and want to try food in new kind of package to make decision for buying, chilled RTE lunch boxes in convenience stores.
- *Different occupations* of consumers give inequitable importance about production hygiene to make decision for buying chilled RTE lunch boxes in convenience stores.

Table4. Chi Square Test for Demographic Factors and Attributes about Product that Consumers Use to Make Decision for Buying Chilled RTE Lunch Boxes in 7-Eleven

Demographic factors and quality of food	χ^2	df	Asymp.Sig. (2-side)	Result
Age	47.521	28	0.012	Reject H0
Salary income	27.647	16	0.035	Reject H0
Demographic factors and quantity of food	χ^2	df	Asymp.Sig. (2-side)	Result
Age	58.988	28	0.001	Reject H0
Occupation	44.104	24	0.007	Reject H0

Demographic factors and Nutritional value	χ^2	df	Asymp.Sig. (2-side)	Result
Age	57.941	28	0.001	Reject H0
Status	22.558	8	0.004	Reject H0
Salary income	26.391	16	0.049	Reject H0
Demographic factors and Easy to carry (Take out)	χ^2	df	Asymp.Sig. (2-side)	Result
Age	48.175	28	0.010	Reject H0
Status	19.669	8	0.012	Reject H0
Demographic factors and Various of menu	χ^2	df	Asymp.Sig. (2-side)	Result
Occupation	37.818	24	0.036	Reject H0
Education level	34.978	16	0.004	Reject H0
Demographic factors and Production's hygiene	χ^2	df	Asymp.Sig. (2-side)	Result
Occupation	37.731	24	0.037	Reject H0
Demographic factors and Taste	χ^2	df	Asymp.Sig. (2-side)	Result
Occupation	38.721	24	0.029	Reject H0
Education level	32.499	16	0.009	Reject H0
Demographic factors and Want to try food in new kind of package	χ^2	df	Asymp.Sig. (2-side)	Result
Occupation	51.012	24	0.001	Reject H0
Education level	29.739	16	0.019	Reject H0
Salary income	37.904	16	0.002	Reject H0
Demographic factors and Want to try new menu	χ^2	df	Asymp.Sig. (2-side)	Result
Education level	27.118	16	0.040	Reject H0

Source: From interview and calculation

6. Demographics have relation with chilled RTE lunch box in 7-Eleven that people interest to have in future

Table5, all of relationships between demographic factors (age, gender, occupation, education level, status and income) and attributes about product development that consumers had suggested for chilled RTE lunch boxes in convenience stores were described. Analyze with asymptotic significant (2-side) value of statistical significant level 0.05. Demographics will have relation with chilled RTE lunch box's product development that consumers prefer to have for chilled RTE lunch boxes in convenience stores on condition that asymptotic significant (2-side) ≤ 0.05 . The result shows that occupation, education level and status have influence to consumers for interesting in type of menu and type of lunch box that may be develop in future.

Table5. Chi Square Test for Demographic Factors and Attributes about Product Development that Consumers Prefer to Have for Chilled RTE Lunch Boxes in 7-Eleven

Demographic factors and Type of menu	χ^2	df	Asymp.Sig. (2-side)	Result
Occupation	63.462	36	0.003*	Reject H0
Education level	45.431	24	0.005*	Reject H0
Status	34.463	12	0.001*	Reject H0
Demographic factors and Type of lunch box	χ^2	df	Asymp.Sig. (2-side)	Result
Occupation	66.563	36	0.001*	Reject H0
Education level	44.134	24	0.007*	Reject H0
Status	27.091	12	0.007*	Reject H0

Source: From interview and calculation

VI. Conclusion

According to the study, the targeting customers who purchased chilled RTE lunch boxes frequently were female between the ages of 16-23 years old. Therefore, their occupations were students who studying or holding a bachelor's degree and being single with the income less than 10,000 baht (34,000 Japanese yen) per month. These consumers' purchasing behaviors included a consumption of RTE lunch boxes less than once a week and spending approximately 31-40 baht per time. The reasons for purchase chilled RTE lunch boxes were mainly buying for themselves, convenient to find and purchase and less time for food preparation. The trend of social and economic changes such as a rise in the number of working women and people living alone have influenced eating habits and increased demand for chilled RTE lunch boxes that were great value, quick and easy to prepare. Most respondents consumed chilled RTE lunch box at home and the top three favorite menus were the main menu with rice, fried rice, and noodle/spaghetti, respectively. From the hypothesis testing, occupation; student, was the major variable which affected purchasing behavior towards chilled RTE lunch box, therefore, 7-Eleven convenient stores should concentrate its branch stores near an educational zone.

Thai consumers have accepted lunch box's food culture because of the following reasons; 1) Saving time of cooking 2) Convenience, easy to buy and find with 24 hours opened and plenty of branches 3) Saving money compared with self-cooking, some takeout food or food stalls and eating at restaurants. The different price of the same menu between food stalls and convenience stores is about 4-7 baht (10-15 Japanese Yen) 4) Lunch boxes in convenience stores are hygiene, the production process have followed the food safety system and the standard quality system (HACCP, GMP, ISO9001, ISO22000). 5) Convenience to take out and ready to eat anywhere.

In addition, by interviewing the executive of CP-ALL Company, the company has started the chilled RTE lunch boxes in convenience stores business because 1) CP Group has various kinds of businesses under the group. CP Group is the leader in agriculture and agro-industry business in Thailand. The group

produces many raw materials and meat product, which can support most of CP subsidiaries for processing various kind of food. Chilled RTE lunch box is a new line of product for company and is one way to expand the use of fresh products, which the group produced. 2) CPALL public limited company is one of CP Group subsidiaries, which has been established for doing convenience store business through franchise system. 7-Eleven Thailand has received many knowledge and technology for management system from 7-Eleven Japan. CP-ALL always arranges field trip and trainee exchange with 7-Eleven Japan. These may affect idea about making chilled RTE lunch boxes in Thailand. 3) According to the trend of RTE food products all over the world, frozen food market grows rapidly. There are various competitors that want to come in this business. Therefore, CPALL public limited company has to find new markets for the new product, chilled RTE lunch box, in order to become a leader in a new market share.

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- 1) According to The US Food and Drug Administration, *Ready-to-eat (RTE)* foods are foods that do not need further preparation before eating include;
- Raw animal food that is cooked according to U.S. Food and Drug Administration (FDA) guidelines (See “Handling Raw Animal Foods” fact sheet)
 - Raw fruits and vegetables that are washed (See “Handling Fresh Produce” fact sheet)

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- Fruits and vegetables that are cooked for hot-holding
 - Plant food that does not require further washing, cooking, or processing to be safe and from which rinds, peels, husks, or shells are removed, such as nuts
 - Substances derived from plants such as spices, seasonings, and sugar
 - Bakery items for which further cooking is not required such as bread, cakes, pies, or icing
 - Dry fermented sausages (dry salami or pepperoni), salt-cured meat and poultry products (prosciutto ham, country cured ham, and Parma ham), and dried meat and poultry products (jerky and beef sticks) that are produced in accordance with United States Department of Agriculture guidelines and have received lethality treatment for pathogens
 - Thermally processed low
 - Acid foods packaged in hermetically sealed containers