

A case study of Brunch time co.ltd on marketing analysis toward Diamond Grain  
product



An Independent Study Submitted in Partial Fulfillment of the Requirements  
for the Degree of Master of Arts in Business and Managerial Economics

Field of Study of Business and Managerial Economics

FACULTY OF ECONOMICS

Chulalongkorn University

Academic Year 2021

Copyright of Chulalongkorn University

กรณีศึกษาการตลาดสินค้าแบรนด์ไดมอนด์เกรนของบริษัทบรันไหมจำกัด



สารนิพนธ์นี้เป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปริญญาศิลปศาสตรมหาบัณฑิต  
สาขาวิชาเศรษฐศาสตร์ธุรกิจและการจัดการ สาขาวิชาเศรษฐศาสตร์ธุรกิจและการจัดการ  
คณะเศรษฐศาสตร์ จุฬาลงกรณ์มหาวิทยาลัย  
ปีการศึกษา 2564  
ลิขสิทธิ์ของจุฬาลงกรณ์มหาวิทยาลัย

Independent Study Title      A case study of Brunch time co.ltd on marketing  
analysis toward Diamond Grain product  
By                                      Miss Kodchakorn Trangkasan  
Field of Study                      Business and Managerial Economics  
Thesis Advisor                      Lecturer Dr. KATIKAR TIPAYALAI

---

Accepted by the FACULTY OF ECONOMICS, Chulalongkorn University in  
Partial Fulfillment of the Requirement for the Master of Arts

INDEPENDENT STUDY COMMITTEE

..... Chairman  
(Assistant Professor NIPIT WONGPUNYA)

..... Advisor  
(Lecturer Dr. KATIKAR TIPAYALAI)

..... Examiner  
(Assistant Professor SAN SAMPATTAVANIJA)

จุฬาลงกรณ์มหาวิทยาลัย  
CHULALONGKORN UNIVERSITY

กชกร ตรังคสันต์ : กรณีศึกษาการตลาดสินค้าแบรนด์ไทมอนด์เกรนของบริษัทบรันไทม์  
 จำกัด. ( A case study of Brunch time co.ltd on marketing  
 analysis toward Diamond Grain product ) อ.ที่ปรึกษาหลัก : อ. ดร.กตिका ทิพยา  
 ลัย



สาขาวิชา	เศรษฐศาสตร์ธุรกิจและการ จัดการ	ลายมือชื่อนิสิต .....
ปีการศึกษา	2564	ลายมือชื่อ อ.ที่ปรึกษาหลัก .....

# # 6484001229 : MAJOR BUSINESS AND MANAGERIAL ECONOMICS

KEYWORD:

Kodchakorn Trangkasan : A case study of Brunch time co.ltd on marketing analysis toward Diamond Grain product . Advisor: Lect. Dr. KATIKAR TIPAYALAI

Brunch time Company Limited has been in the granola products industry since 2012. The company value contributed to 167 million baht within three years, during 2014 to 2017. This paper mainly focuses on marketing analysis of Diamond Grains Granola products. It observes the decision in which Diamond Grains has made to launch ready-to-eat products in Thailand. SWOT analysis is used to analyze the company's strengths, weaknesses, opportunities, and threats. The results of the analysis explain how the company has come to this business decision. The study found that Diamond Grains has a strong and first brand in the Thai's granola market and its weaknesses lie mostly in their few fields of product. The results from findings also suggest there are several ways that the company can improve their marketing strategies. SO strategy and WO strategy is introduced to offer recommendations. Aspects that Diamond Grains can consider as opportunities include healthy lifestyle trends, increased sales of ready-to-eat products, and having their products sold more in the international market.

CHULALONGKORN UNIVERSITY

Field of Study: Business and Managerial Economics      Student's Signature .....

Academic Year: 2021      Advisor's Signature .....

## ACKNOWLEDGEMENTS

I would like to give a big thanks to my advisor, Lect. Dr. Katikar Tipatalai for giving the wonderful suggestion of my individual study project. With her advice and help, I have improved my academic writing, researching, and analyzing skills.

In addition, I would like to give thanks to Chulalongkorn university and the MABE program. It has given me the top educational resources in Thailand and provided me with kind assistance to get better progress in my studying life.

Finally, this research could not have been successful without the kind support of my family and friends who are always there and keep me going.

Kodchakorn Trangkasan



## TABLE OF CONTENTS

	Page
ABSTRACT (THAI).....	iii
ABSTRACT (ENGLISH).....	iv
ACKNOWLEDGEMENTS.....	v
TABLE OF CONTENTS.....	vi
List of tables.....	viii
List of figures.....	ix
1. Introduction.....	1
1.1 Research Background.....	1
1.2. Objective.....	2
2. Data and Methodology.....	2
3. Company overview.....	3
3.1 Company.....	3
3.2 Product.....	6
4. Marketing Analysis.....	12
4.1 Market.....	12
4.1.1 Market size.....	12
4.1.2 Market Structure.....	14
4.1.3 Market Share.....	14
4.1.4 Market competitor.....	15
4.1.5 Segmentation, Targeting and Positioning.....	18
4.2 Marketing Mix Analysis.....	21

4.2.1 Product .....	21
4.2.2 Price .....	27
4.2.3 Place .....	29
4.2.4 Promotion.....	32
4.3 SWOT.....	34
4.3.1 Strengthen .....	34
4.3.2 Weakness .....	36
4.3.3 Opportunity .....	36
4.3.4 Threaten .....	37
4.4 Future prospects .....	38
Conclusion .....	39
Recommendation .....	40
REFERENCES .....	42
VITA .....	45



## List of tables

	Page
Table 1: Types of Diamond Grains Granola Packaging .....	6
Table 2: Diamond Grains Prebiotic crunchy.....	7
Table 3: Diamond Grains Granola Overnight.....	9
Table 4: Diamond Grains Granola Two-way.....	9
Table 5: Diamond Grains Oatmeal Congee .....	10
Table 6: The kilocalories of each Diamond Grains Granola Flavors. ....	23
Table 7: The kilocalories of each Diamond Grains Granola Two-way Flavors. ....	24
Table 8: The kilocalories of each Diamond Grains Granola Prebiotic Crunchy Flavors. ....	25
Table 9: Compared between Diamond Grains Granola and Competitors. ....	26
Table 10: Price of each product .....	27
Table 11: The price of Diamond Grains Granola compared with the price of competitors. ....	28
Table 12: The store of Diamond Grains Granola compared with competitors. ....	30
Table 13: The online channel of Diamond Grains Granola compared with competitors. ....	31

## List of figures

	Page
Figure 1 The revenue of Brunch time company limited in 2014 to 2020.....	5
Figure 2 Thailand's Breakfast Cereal market size in 2013 to 2018.....	13
Figure 3: Thai Cereal Market Share in 2018.....	15
Figure 4 Perceptual Map of the Granola brand.....	20



## **1. Introduction**

### **1.1 Research Background**

Nowadays people around the world are more focused on healthy lifestyles, whether it is exercise, regular health check-up prevention of various diseases, and especially diet or healthy food. Healthy diet is the easiest thing everyone can do to have a healthy life. In recent years, there has been a healthy trend for people to have a more healthy life by selecting beneficial nutrition food and exercising. It has become a famous trend, which several customers desire to consume more of a diet or clean food than in the past. Clean food is food with beneficial nutrition, which is made of natural ingredients. This kind of food is not only for people who want to lose weight, but for everyone who wants to have a healthy diet. In Thailand, the value of healthy food and beverage is around 88,731 million baht in 2019 or 2.4% YoY. (UBM Thailand co.ltd, 2020)

There are several firms who invest in new clean foods or snacks to respond to healthy lifestyle customers. One of the healthy foods that are extremely famous in Thailand is Granola, which are crunchy grains baked. It can be eaten along with milk or yogurt or just eaten as a snack. Healthy people normally eat granola for breakfast or whenever they want, because granola contains nutrients that are beneficial to their health. It will help balance the digestive system as well as prevent constipation. It has lower cholesterol, reduces the feeling of wanting for sugar, and is good for the digestive system. It also helps prevent chronic diseases such as heart disease as well.

Diamond grains is a Granola product of Brunch time company limited. According to a healthy trend in Thailand, diamond grains have grown rapidly in the past recent year. The target of this product is for people who desire to take care of their own health and it is suitable for people who have a quick breakfast. The owner of the company claims that Diamond Grain is the first clean granola of the Thai brand. The uniqueness of this product is several flavors of granola, while other foreign brands still had no flavor at that moment. Most healthy Thai people must have heard of this product because they have a large shelf in the healthy zone in the supermarket.

## **1.2. Objective**

The purpose of this study is to analyze the marketing of Brunch time company limited toward diamond grain products, due to a rapidly increasing sale of this product and being able to maintain in the market during Covid-19 situation. The result of the analysis can provide suggestions of Diamond grains's marketing in the future.

## **2. Data and Methodology**

The case study aims to analyze marketing by using quantitative and qualitative research methods of Diamond Grains. The marketing analysis in this study includes; STP, SWOT analysis and Marketing mix analysis. STP analyzes the segmentation, targeting, and positioning. The marketing mix is to analyze the 4Ps which are price, place, product, and promotion. The SWOT

analyzes the strength, weakness, opportunity, and threat of the Diamond grain product. The secondary data are collected to analyze a marketing strategy. The main data resource was used from Diamond Grains official website, Diamond Grains official youtube, and other websites. The financial of Brunch time company limited was collected from creden data website.

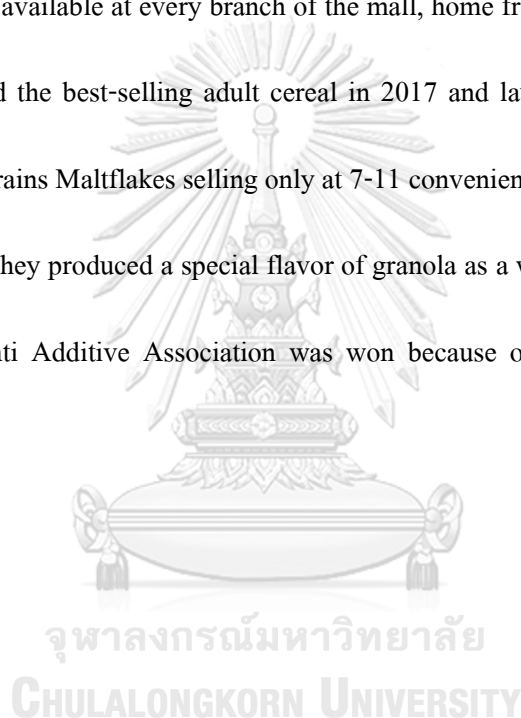
### **3. Company overview**

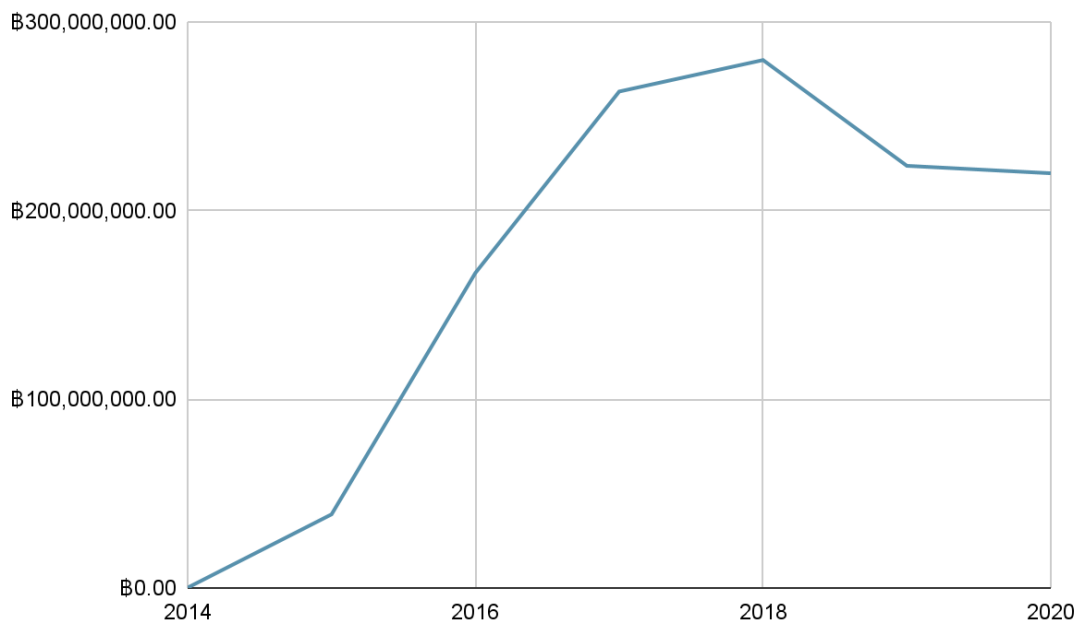
#### **3.1 Company**

Brunch time company limited is a main company that covers four brands, including Diamond grains, Molecology, Aurora's potion, and Puckchumm. The company was established in 2012 by Wuttikarn Wongdeprasit and Chanisara Thothong, CEO of Brunch time company limited. (Diamond Grains, 2022) Diamond grains is the first brand which was launched by the company. It is the first Thailand clean granola brand, and it has completely transformed the healthy food in the country. The vision of Diamond Grains family is to maintain the customer's happiness as a standard and continually create new ideas and innovation of healthy food products. The company is constantly to be a trusted healthy food product for whole world customers. In addition, Diamond grains vision is to become a leadership and expert of a healthy food which is able to easily approach.

In the first step of the diamond grains brand, owners started a business in 2012 and developed products to be acceptable in the market till 2014. It is a year of experimentation and learning to

sell products. They have changed many recipes and packaging in order to respond to customers' needs. A rapid growth of the diamond grains brand initially began in 2014. TOPS supermarket is the first well-known grocery store that is selling Diamond grains products. Just three years after 2014, diamond grains's revenue grew approximately 1000 times. In 2016, their revenue was around 167 million baht and became the best-selling adult cereal in this Thai industry. Their products are initially available at every branch of the mall, home fresh mart, and gourmet market. They still maintained the best-selling adult cereal in 2017 and launched a new special product which is Diamond Grains Maltflakes selling only at 7-11 convenience stores. During this year, the owners married and they produced a special flavor of granola as a wedding present. The AA taste awards from the Anti Additive Association was won because of a taste of Diamond Grains granola.





*Figure 1 The revenue of Brunch time company limited in 2014 to 2020*

Source: Creden Data, 2021

The revenue of Brunch time company limited showed a rapid increase in 2014 to 2017. In 2014, the company revenue was a hundred thousand baht. A revenue of 39 million baht was reached in 2015 and 167 million baht was obtained in 2016. Within only three years, the company was able to reach a thousand times the revenue, while the profit was around four hundred times. (Longtun Man, 2017) According to a fast growing of the company, Diamond Grains was able to reach a revenue of 279 million baht in 2018. The company started to drop in 2019 during the beginning of covid 19 pandemic situation.

### 3.2 Product

Under the Diamond Grains brand, there are five main products. The products are shown below;

1. Diamond Grains granola

By the word ‘Diamond Grains’, everyone will think of a granola brand which is extremely famous in Thailand. It is the first product that was officially launched by a company. Over three years after its launch, this product has become Thailand’s best-selling granola for four years. It has two packing sizes, which are cups and bags. The first launched packaging is cup size. The reason why they use a cup is to make it more convenient for working people who have short breakfast time and want to have a healthy meal. The step is very easy and fast. Firstly, open it. Then, fill in milk or yogurt. And finally, eat it. Bags with zip locks are a large size of Diamond Grains granola. Average time it takes to eat is about a month, so customers do not have to buy it frequently.

จุฬาลงกรณ์มหาวิทยาลัย  
CHULALONGKORN UNIVERSITY

Table 1: Types of Diamond Grains Granola Packaging

Type	Cups	Bags with Zip lock
Image		



<b>Weight</b>	38 g.	500 g.
---------------	-------	--------

Source: Diamond Grains Official Website

Diamond Grains Granola has several flavors, which are tropical rich, double chocolate, summer berry, matcha green tea, coffee forever, bana nana, pure honey, mocha moment and hearty nutty. Beside these flavors, diamond grains launched special flavors that are on sale in specific stores. There are choco bananas, la vie en rose, and mongkhon mango. Summer berries and Chocolate are the best-selling flavors of granola. Moreover, diamond grains create a Thai flavor for exporting abroad, including Thai tea, mango, and durian.

#### 1. Diamond Grains Prebiotic crunchy

Diamond Grains Prebiotic crunchy is a cereal and at the same time, it is a free-time snack too. Oun, the owner of the company, wants to add snack texture and add prebiotic in a product. Customers can pick up another choice, rather than Granola. Although Prebiotic crunchy is a cereal or a free-time snack, it consists of healthy nutrition. Prebiotic and high fiber help the body have more strength and increase the amount of good microorganisms.

*Table 2: Diamond Grains Prebiotic crunchy*

Type	Small pack	Big Pack
Image		
Weight	35 g.	400 g.

Source: Diamond Grains Official Website


Prebiotic crunchy has two flavors, including aurora prebiotic crunchy honey and aurora prebiotic crunchy cocoa. The company applies 100% pure honey mixed with oatmeal and heart-shaped crispy rice. Another flavor, they use rich chocolate mixed with oatmeal and heart-shaped crispy rice.

จุฬาลงกรณ์มหาวิทยาลัย  
CHULALONGKORN UNIVERSITY

#### 1. Diamond Grains granola overnight

Diamond grains granola overnight is a special granola for soaking with milk to make grains more soft. Granola overnight is one of diamond grain granola with adding-extra pattern in order to serve for elder. The overnight granola has four flavors, which include original, dark chocolate, matcha, and honey with no sugar.

*Table 3: Diamond Grains Granola Overnight*

<b>Type</b>	Small pack
<b>Image</b>	
<b>Weight</b>	38 g.



Source: Diamond Grains Official Website

1. Diamond Grains granola two-way

This product is mixed between diamond grains granola and diamond grains granola overnight.

Customers can eat two ways. First, eat it when it is crunchy and secondly also leave it in the refrigerator or eat it with milk to make it become soft. Diamond grains want customers who are older. The ingredients consist of oatmeal, cashew nuts, zia seed and malt flakes. The difference between two-way and original granola products is a softer of the two way granola. There are three flavors, which are Almond Horizontal, Midnight Chocolate and Matcha Greentea.

*Table 4: Diamond Grains Granola Two-way*

Type	Small pack	Big Pack
Image		
Weight	38 g.	500 g.


Source: Diamond Grains Official Website

#### 1. Diamond Grains oatmeal congee

The Diamond grains congee is an instant oatmeal congee. It is made of freeze-dry congee without monosodium glutamate and chemicals. The cooking process is very easy, just fill in the boiled water and wait for one minute. It is suitable for breakfast in the rush morning, lunch, or dinner. There are two flavors, which are spinach and egg with high-fiber, and tomato and egg for people who want to boost their skincare.

Table 5: Diamond Grains Oatmeal Congee

Type	Small pack

<b>Image</b>	
<b>Weight</b>	35 g.

Source: Diamond Grains Official Website

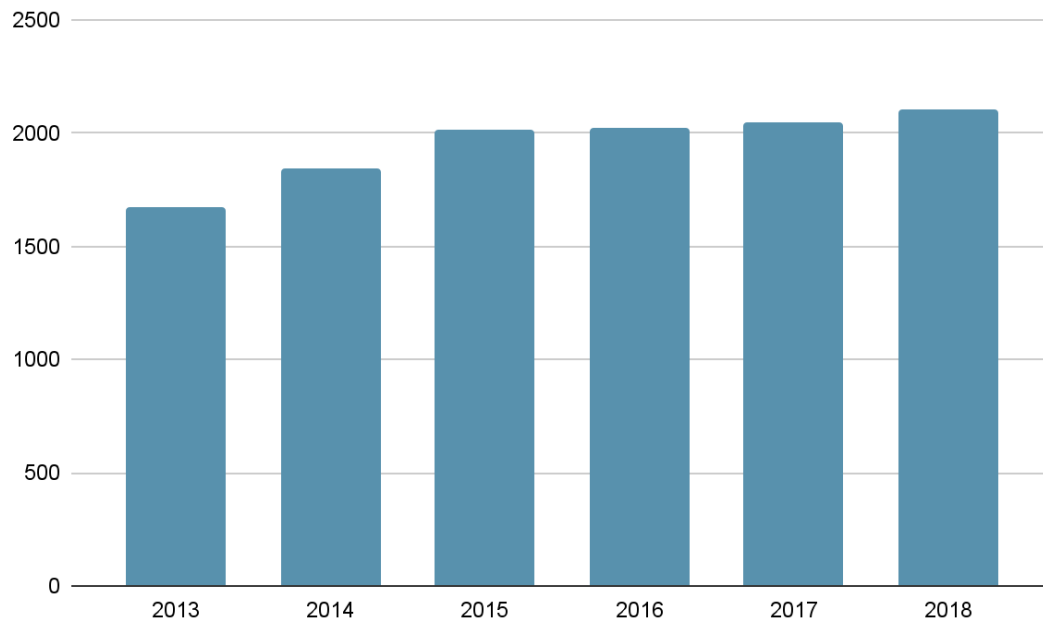
Moreover, some products are still available in the market but there are some products which have diamond grains canceled, including Diamond Grains granola overnight, Diamond Grains congee and Diamond Grains Bowl. The Diamond Grains Bowl is an offline shop that sells granola cups with yogurt/ or ice-cream (based on yogurt) and customers can choose a topping by their own desires. Yogurt or ice-cream in a bowl has non fat and several toppings are also healthy-food. It has six branches located in the department store. The reason why they decided to cancel Diamond Grains Bowl was because of covid 19.

## 4. Marketing Analysis

### 4.1 Market

#### 4.1.1 Market size

The global granola market is rapidly growing year by year along with an increasing amount of healthy trends. There are several countries that have covered the granola market; U.S., Canada and Mexico in North America, Germany, France, U.K., (U.S., Canada, Mexico, Germany, Sweden, Poland, Denmark, Italy, U.K., France, Spain, Netherland, Belgium, Switzerland, Turkey, Russia, Rest of Europe, Japan, China, India, South Korea, New Zealand, Vietnam, Australia, Singapore, Malaysia, Thailand, Indonesia, Philippines, Rest of Asia-Pacific, Brazil, Argentina, Rest of South America, UAE, Saudi Arabia, Oman, Qatar, Kuwait, South Africa, Rest of Middle East and Africa. From data bridge research, it showed that granola market value was 4.27 billion USD in 2021 and expected to reach the value of 5.75 billion USD. (Data bridge, 2022) The expectation was based on the growth of demanding health-benefits products.



*Figure 2 Thailand's Breakfast Cereal market size in 2013 to 2018*

Source: (Food intelligence center, 2016) and (Bangkok Post, 2018)

In Thailand, Granola is in the cereal market which is in the adult cereal segment. The growth of the cereal market continually increases 9.8% year by year. (Food intelligence center, 2016)

According to Euromonitor reports, they claimed that Thailand's breakfast cereal was approximately 2 billion baht, and the muesli and granola market was around 274 million baht in 2017. Muesli and granola sales increased by 20% with a compound annual growth rate of 4.7%.

The market forecasted 2018 to 2022 that muesli and granola are projected to see higher growth of 19.3% with a compound annual growth rate of 4.5%. (Bangkok post, 2018)

#### 4.1.2 Market Structure

The market structure of granola is a competitive market, because there are several firms in the industry. The granola products of each brand are quite using similar ingredients but only different in flavors, while there is relatively low barrier to entry in the granola market.

There are a large number of producers, including both domestic companies and international companies in the Thai granola market.

There are few barriers to entry in the granola industry. Any company able to enter the granola market and begin selling the granola product. As for granola ingredients, everyone can grab these ingredients easily. The international companies can access the Thai market, launching at the supermarket.

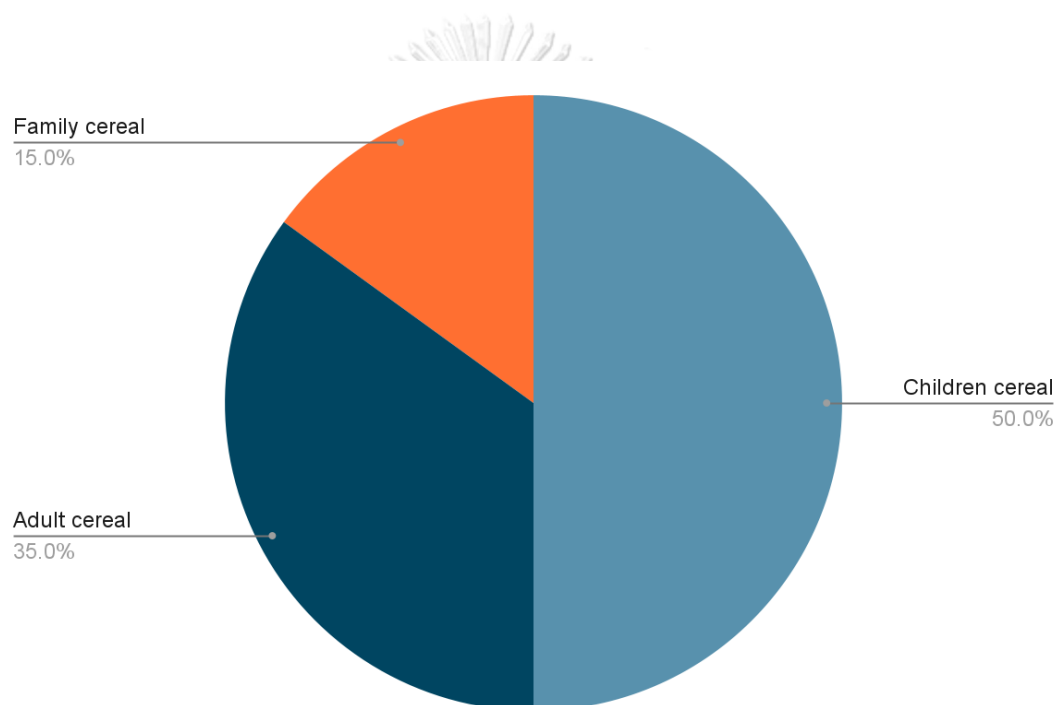
The granola product is a homogeneous product. Each brand has similar ingredients which are oatmeals, cashew nuts, and zia seeds. The flavor of each brand is quite identical, with basic flavors. Example for; Chocolate, berry, etc. Some brands provide several flavors rather than a basic one.

#### 4.1.3 Market Share

As the behavior of consumers who have more focus on health and spend a short time on a meal has increased, the Thais granola market is fast expanding. With the value of 2.1 billion baht, the cereal food market has increased at a rate of two to three percent in 2018. In Thailand, granola products are in the cereal product markets. Cereal market can be divided into three main



segments; included children, adults and family. The market share of children, adults and family are 50%, 35% and 15% sequentially. Diamond Grains is a main brand of the adult cereal market share which has the value approximately more than two hundred million baht. Nestle has the largest share of child cereal share and Kellogg is the leader of family cereal share. (Positioning, 2019)



*Figure 3: Thai Cereal Market Share in 2018*

#### **4.1.4 Market competitor**

Porter's five force analysis will be used to analyze the market competitor:

##### **1. Competition in the industry**

There are several competitors of granola companies in the Thai market. Some companies are Thais, some are imported from international brands. In Thai supermarkets, there are many granola

brands that are sold including both domestic and international companies. Nestle fitnesses, Diamond Grains, Kellogg's and Stun are the granola brands which are selected as the competitors in this analysis.

Nestle Fitness Granola is an international granola brand. The company has been established since 1867 in Switzerland which has become a global well-known company nowadays. In Thailand, Nestle breakfast cereals are extremely popular, especially for children. They also have an adults/family cereal, named Nestle Fitness Granola. There are two flavors, which are oats and honey, and oats with cranberry and pumpkin seeds. (Nestle, 2022)

Kellogg's is a well-known cereal brand from the United States of America. The granola is one of their products to respond to the needs of healthy customers. Kellogg's granola has three flavors, including super berries, deluxe nuts, and dark chocolate. And they have extra flavors which are granola mixed with cereal. There is a dry fruit flavor and an almond breakfast flavor. (Kellogg's Thailand, 2022)

Stun is a Thai brand which provides granola with specific flavors which are purple jam & raisins, matcha strawberry, mango munch, banana choco-noir, and almond cranberry. (Stunsnack, 2022)

## **2. Potential of new entrants into the industry**

The Granola market has medium potential of new entrants. It has several producers which any firm is free to enter and exit. With granola being one type of cereal, the cost of production is low. The process to manufacture granola products is not complex, every firm can produce these products. Producers can easily find an ingredient. New entrants are accessible easily in the industry. On the other hand, according to well-known granola companies along with customers' loyalty to brands, it is a difficult challenge for new entries to compete with existing brands in the market.

### **3. Power of suppliers**

Granola market has low bargaining power of suppliers. There are numerous firms in the granola market, which are highly competitive. If the firm increases the granola price, customers can choose another brand. According to several domestic and international suppliers, Thai firms can buy ingredients within a country and import granola ingredients from abroad. These are an advantage to granola companies.

### **4. Power of buyers**

The bargaining power of buyers is low/high. There are numerous brands of granola in the Thai market. The flavors of granola have many types for customers to buy. If customers are not loyal to a brand, they can pick another brand. On the other hand, some well-known granola

companies established customers' brand loyalty, with a higher response to the needs of customers than competitors.

## **5. Threat of substitute products**

There are some threats of substitute products of granola. Customers have an alternative to choose other cereal, or other health food. Hence, granola products have a high risk of substitute products.

### **4.1.5 Segmentation, Targeting and Positioning**

Segmentation, Targeting and Position analysis are used to analyze the marketing of Diamond Grains products. Segmentation determines important characteristics of the Diamond Grains Granola segment. Targeting evaluates which segment to target the granola product. Lastly, positioning helps to position granola products.

#### **1. Segmentation**

The segmentation of Granola is determined by geographic, demographic and behavior. Geographic can be defined as people who are living in the city and outside the city. Demographics can be defined as age, income and occupation. The teenage age and working age are mainly the granola customers. With the price of granola, most customers are the middle and higher level of income. Most occupations can be specified by employees, business owners, and students. Moreover, the behavior of customers who are the target are healthy people and people who have a rush in the morning. (Srikhumma, 2016)

#### **1. Targeting**

As a healthy product, mainly customers who buy these granola will be healthy people. With customers who focus on nutrients, Diamond grains targeting groups can be divided into two groups. Main target group is healthy families and people in a working age. Secondary target group is teenagers and people of working age who have a middle income. With the price of granola per cup is only 28 baht, working people who have a middle income and moreover can afford it.

Healthy people is a main target that Diamond Grains Granola are produced for, with the health-benefit ingredients. Most of the customers, who focus on health, are family and working age group. One of the cereals that family and working age people ,who are concerned about health, eat for breakfast is granola. Diamond Grains granola is one of the nutritious breakfast choices for healthy people.

According to the secondary target group, teenage and working age groups who are in their morning routine are quite rushed. Most of them spend a short breakfast in the morning, especially Bangkok working people. They desire a meal that they can easily eat and spend a brief time with. Some of them eat adult cereal, coffee and bread, grilled pork and sticky rice, chinese bun with soy milk, cereal and others. (Office Mate blog, 2020) Diamond Grains is a famous adult cereal that provides an easy method of packaging and brief time in the form of a cup. Customers can easily

find these granola at the convenience stores or supermarkets near their house. According to an easy find and packaging, it leads to the needs of customers who want a rush breakfast.

### 1. Positioning

Perceptual map is used to analyze the position of Diamond Grains products, which compares with selected competitors in the Thai market. To analyze the position of each brand, level of the price and a variety of flavors are used.

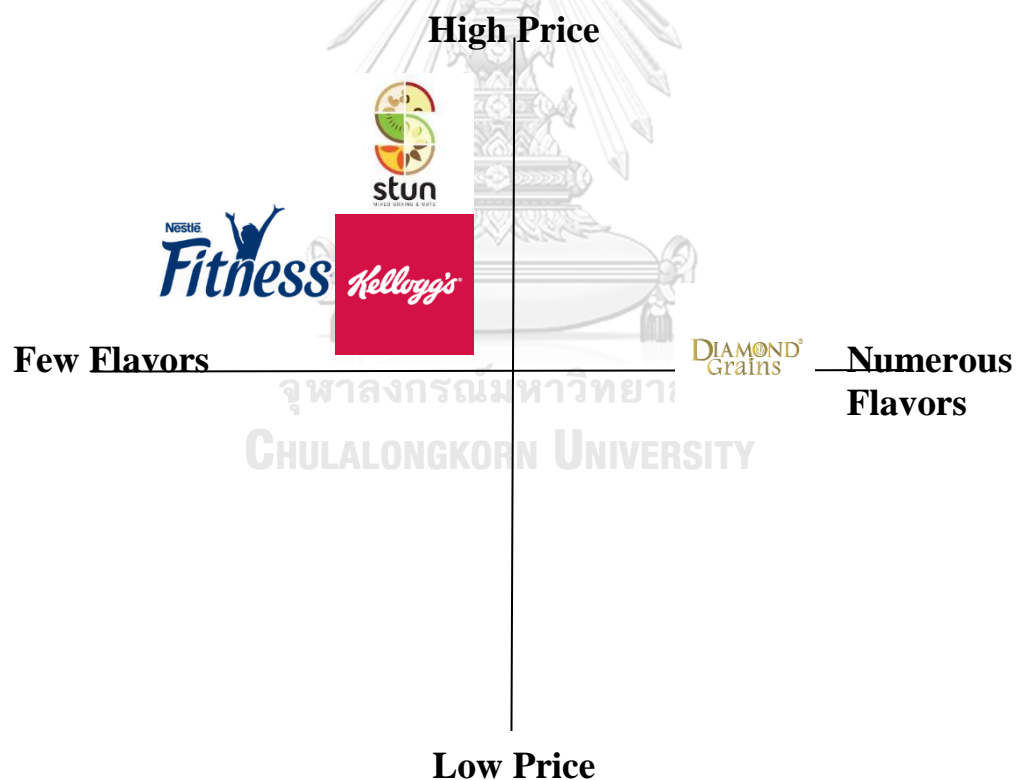


Figure 4 Perceptual Map of the Granola brand

The above graph shows that Diamond Grains have the most various flavors in the perceptual map. With numerous choices of granola flavors, customers can have several alternatives for granola products. Despite having more than ten flavors, Diamond Grains granola also provides other recipes for customers to choose including Two-way granola and Prebiotic Crunchy granola. These can add more choices for their customers to choose. Kellogg's and Stun have five choices of flavors which are in the middle rank. The least granola flavor option is nestle fitness granola, with two flavors. Compared with the price of 210 to 300 grams packaging, Diamond Grains and Kellogg's granola products (220 g.) are started at 135 baht. Nestle Fitness granola with 300 g. is 169 baht, which is higher than Diamond Grains and Kellogg's. The highest price is 175 baht of stun granola with 210 grams. Diamond Grains granola seems to sell at medium price, not too high and not too low.

#### 4.2 Marketing Mix Analysis

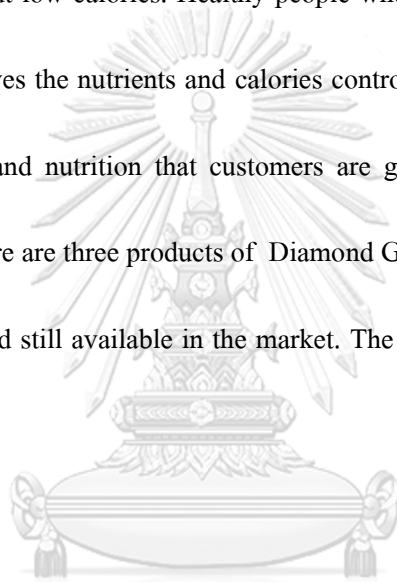
A marketing mix analysis is used to analyze Diamond Grains products, price, place and promotion, and also compare 4Ps; product, price, place, and promotion, with their competitors.

##### 4.2.1 Product

Diamond Grains granola products are the first famous brand of granola in Thailand. In 2012, there were few granola brands in Thailand's market, and these brands imported granola products from overseas. At that time, it only had an original flavor. Diamond grains saw an opportunity which other brands lacked, and no brand were Thai brands. They created granola

which is different from others, by making several delicious flavors. One of the strategies that they use, led to a best-selling granola in Thailand. The strategy of product development continually brings a different flavor to make a product more appetizing and different from competitors.

Beside Diamond Grains flavors, granola also has a benefit to healthy and diet customers, which provides a full stomach but low calories. Healthy people who are Diamond Grain customers are focused on a meal that gives the nutrients and calories control. The products of Diamond Grains granola focus on health and nutrition that customers are given. The calories are also one of customer's attention. There are three products of Diamond Grains Granola provided with several flavors in each product and still available in the market. The below tables are compared calories of each products;



The Diamond Grains Granola mainly consists of oatmeals, sesames, and cashew nuts. In each flavor, it contains different ingredients which will depend on the flavors. There are ten flavors of Diamond Grains Granola. The ingredients in Matcha Green tea flavor is matcha powder that helps the antioxidant. The 150 kilocalories of Diamond Grains Granola matcha green tea is less sweet but flavorful with matcha. Coffee forever flavor is a ground coffee with a granola, providing 150 kilocalories. Banana nana flavor (161 kcal) is a freeze dried banana and non-wheat flour. Pure Honey flavor (153 kcal) is a recipe that has no sugar and nuts, it contains 100% pure honey. Hearty nutty flavor is for customers who love nuts. This flavor has two types of nuts,



including almonds and cashew nuts. Tropical rich flavor (145 kcal) is a freeze dried papaya and freeze dried pineapple. Summer berries (148 kcal) are freeze dried cranberries that are imported from farms in Canada. Double Chocolate flavor (164 kcal) contains dark cocoa and dark chocolate chips. Mocha Moment flavor (155 kcal) consists of dark cocoa and ground coffee. And the last flavor of Diamond Grains Granola, Choco Banana is a mixture of dark cocoa and freeze dried banana.



*Table 6: The kilocalories of each Diamond Grains Granola Flavors.*

<b>Diamond Grains Granola</b>	(38 g.)	<b>Diamond Grains Granola</b>	(38 g.)
Matcha Green tea	150 kcal	Tropical Rich	145 kcal
Coffee forever	150 kcal	Summer berry	148 kcal
Banana nana	161 kcal	Double Chocolate	164 kcal
Pure Honey	153 kcal	Mocha Moment	155 kcal
Hearty nutty	167 kcal	Choco Banana	162 kcal

Source: Diamond Grains Official Website

The above table shows the kilocalories of each flavor. The kilocalories in each one is compared per 38 grams which is a cup package. The calories of this product is around 145 to 167. One of

the best-selling flavors is Double chocolate granola, which consists of higher kilocalories than other flavors. Second ranked best-selling flavor of granola is summer berry, which has lower kilocalories if compared with others. The highest kilocalorie is hearty nutty flavor which contains two types of nuts. Tropical rich flavor of granola is the lowest kilocalorie.

The Diamond Grains Granola Two-way is another recipe of granola, which is mixed with malt flake and customers can eat in two-way. The two-way granola can be eaten like a normal granola, and also eaten with milk which will make it more soft. The main ingredients are oatmeals, sasames, cashew nuts and the extra ingredients 'malt flake'. There are three flavors of two-way granola. Almond Horizon flavor (190 kcal) is consistent with almond flavor and almond slide. Midnight Chocolate flavor (180 kcal) is a 100% pure dark chocolate. Matcha Green tea (180 kcal) is 100% pure matcha powder.

จุฬาลงกรณ์มหาวิทยาลัย  
CHULALONGKORN UNIVERSITY

*Table 7: The kilocalories of each Diamond Grains Granola Two-way Flavors.*

<b>Diamond Grains Granola two way</b>	(38 g.)
Almond Horizon	190 kcal
Midnight Chocolate	180 kcal

Matcha Green tea	180 kcal
------------------	----------

Source: Diamond Grains Official Website

The calories of Diamond Grains Granola Two-way is the highest in these three products. The value is around 180 to 190 kilocalories per cup. Diamond Grains Granola almond horizon flavor is the highest kilocalories in the Two-way granola. It consists of almonds and cashew nuts that give high calories. Midnight Chocolate and Matcha Green tea are the flavors that provide 180 kilocalories.

Diamond Grains Granola Prebiotic Crunchy is the newest launched Diamond Grains product. The granola prebiotic crunchy provides a prebiotic and high dietary fiber. The ingredients consist of oatmeals, barleys, soybeans, and wheat flour from malts. It has two flavors of granola prebiotic crunchy, which is Cocoa and Honey.

จุฬาลงกรณ์มหาวิทยาลัย  
CHULALONGKORN UNIVERSITY

*Table 8: The kilocalories of each Diamond Grains Granola Prebiotic Crunchy Flavors.*

<b>Diamond Grains Prebiotic Crunchy</b>	(35 g.)
Prebiotic Cocoa	150 kcal
Prebiotic Honey	150 kcal

Source: Diamond Grains Official Website

The Diamond Grains Granola Prebiotic crunchy provides 150 kilocalories per 35 grams, which 35 grams is a small bag pack. It provides the lowest kilocalories of the Diamond Grains product.

The granola product can be found on the cereal shelf in the supermarket. These four brands are Diamond Grains, Daily Bite, Kellogg's and Stun. They are granola which customers can shop in Thai supermarkets or an online store.

*Table 9: Compared between Diamond Grains Granola and Competitors.*

<b>Granola</b>	<b>Diamond Grains</b>	<b>Nestle Fitness</b>	<b>Kellogg's</b>	<b>Stun</b>
<b>Package</b>	Cup and Bag	Bag	Bag	Box
<b>Flavors</b>	More than 10	2	5	5
<b>Weight</b>	38 g.	45 g.	40 g.	30 g.
<b>Kcal</b>	150 - 167	190	191	145

Source: Diamond Grains Official Website, Nestle Official Website, Kellogg's Official Website, and Stun Official Website

The package of Diamond Grains has two types, which is a cup with 38 grams and a bag with 500 grams. A cup provides customers one meal and a 500 grams bag can eat approximately 12 meals.

Nestle Fitness Granola has a 45 grams bag for one meal. Kellogg's granola has a 220 grams bag which customers can have approximately 5 meals. Stun granola provides two sizes of box, including 70 grams of small size box and 210 grams of large size box. Diamond Grains Granola has the most types of flavors if compared with these competitors. Nestle Fitness Granola has the least types of taste, which has only two basic flavors which are Nestle Fitness Granola Honey and Nestle Fitness Granola Cranberry & Seeds. Kellogg's provides three flavors of granola and two flavors of granola mixed with cereal. Stun granola has a number of flavors the same as Kellogg's granola.

#### 4.2.2 Price

For a price of a diamond grain's product, it discriminates between a price that sells in the store and on an online platform. Diamond grains sell the diamond grains granola in the stores higher than the online platform. On the online stores, diamond grains sell granola cups and granola packs in a box set of six pieces. In the stores, customers are able to buy in a cup or a bag.

*Table 10: Price of each product*

	Store		Online Platform	
	Small size	Large size	Small size	Large size

Diamond Grains granola	28 baht	290 baht	150.-/ 6 cups (25 baht)	1680.-/6 packs (280 baht)
Diamond Grains prebiotic crunchy (set)	25 baht	259 baht	299.-/ 12 packs (24 baht)	259 baht

Source: Diamond Grains Official Website

Diamond grains determine the price of their products by considering competitors, and emphasizing superior quality at an affordable price that is not too expensive than competitors in the new market. The price of granola brands in the Thai supermarket are not much different. The table below is the price of diamond grains granola compared with their competitors.

Table 11: The price of Diamond Grains Granola compared with the price of competitors.

Granola	Small size		Large size	
	Price	Weight	Price	Weight
Diamond Grains granola	28 baht	38 g.	135 baht	220 g.
Nestle Fitness Granola	-	-	169 baht	300 g.
Kellog's Granola	-	-	135 - 200 baht	220 g.

Stun Granola	49 baht	70 g.	175 baht	210 g.
--------------	---------	-------	----------	--------

Source: Diamond Grains Official Website, Nestle Official Website, Kellogg's Official Website, and Stun Official Website

According to the granola market, there are several packages including cups, bags and boxes. The beginning price depends on the packaging. For instance, Diamond Grains granola cup is 28 baht with 38 grams, Stun Granola small box with 70 grams is 49 baht. The price of the small size of Diamond Grains and Stuns seems similar to each other. Comparing the large size, Diamond Grains and Kellogg's have the same price which started at 135 baht. It seems to provide a lower price than others. Nestle Fitness granola with 300 grams, is slightly higher than Diamond Grains and Kellogg's. Stun granola with 210 grams seems to sell the highest price in these selected brands.



#### 4.2.3 Place

At the initial stage of the company, diamond grains started selling their products on an online platform via official website and group in facebook. They promoted a product via people who love healthy food groups on a facebook website. They tried to have an offline channel by selling their products at clean food stores, but are not successful. At that time, granola wasn't as popular as nowadays and the Diamond Grains brand was still unknown.

After the Diamond grains are known and health trends are coming, they have both online and offline channels. They are extremely successful with their granola becoming well-known. Offline selling channels of Diamond grains products are available at several famous supermarkets in Thailand, such as Big C, Lotus, TOPS, the mall, and etc. Diamond grains also launch at 7-11 convenience stores, with a special flavor that is on sale only at 7-11 stores. Moreover, diamond grains also have many channels of online stores for customers. Customers are able to shop their products via diamond grains official website, lazada, shopee mall, and also line officials of diamond grains.

Diamond Grains exported their product to other countries, including China, Malaysia, Singapore, United of emirate, Philippines, and Taiwan. They created a strong brand in a country, after that they connected with the international partner to launch their products in the international market.

(Longtun Man, 2022)



*Table 12: The store of Diamond Grains Granola compared with competitors.*

Store	Diamond Grains	Nestle Fitness	Kellogg's	Stun
7-11	✓	✓	✓	
TOPS	✓	✓	✓	
Gourmet	✓	✓	✓	



<b>Lotus</b>	✓	✓	✓	
<b>Big C</b>	✓	✓	✓	
<b>Foodland</b>		✓	✓	✓

Source: Diamond Grains Official Website, Nestle Official Website, Kellogg's Official Website, and Stun Official Website

In the market, there are several brands of granola besides the Diamond Grains brand. A researcher surveyed various famous places with randomly 1 branch in Bangkok and also surveyed from these website stores, including 7-11 convenience stores, TOPS supermarket, Gourmet supermarket at the mall, Tesco Lotus, Big C, and Foodland supermarket. Nestle Fitness Granola and Kellogg's Granola which are available at every famous supermarket in Thailand. All supermarkets and convenience stores have Diamond Grains Granola, excepting Foodland supermarket. Stun granola is a Thai brand granola that is only available at Foodland supermarkets.

*Table 13: The online channel of Diamond Grains Granola compared with competitors.*

<b>Online Platform</b>	<b>Diamond Grains</b>	<b>Nestle Fitness</b>	<b>Kellogg's</b>	<b>Stun</b>
<b>Official website</b>	✓	✓		✓

<b>Lazada</b>	✓		✓	
<b>Shopee</b>	✓	✓	✓	✓

Source: Source: Diamond Grains Official Website, Nestle Official Website, Kellogg's Official Website, Stun Official Website, Lazada, and Shopee

Nowadays, online stores are an extremely important channel to sell products to customers, especially during pandemic situations. 94% of Thai customers claimed that online shopping has become more helpful in these situations. (Teij Thai, 2021) According to lockdown policy, e-commerce grew 81% which shows that people are shopping more via online channels. (Post Family, 2021) In this analysis are chosen offline channels including the brand's official website, Lazada, and Shopee. Lazada and Shopee are Thai famous online shopping platforms. Diamond Grains Granola sells their products via all these selected channels. The products are sold in a set box, which customers can buy only in larger amounts than offline stores. Nestle Fitness Granola are available at Thai Nestle official website and Shopee. Kellogg's sell their granola at Lazada and Shopee but they don't have an official website. Lastly, customers can order stun granola at stunsnack's official website and Shopee.

#### 4.2.4 Promotion

There are many different ways Diamond Grains use to promote their brand. The company created an awareness to customers with a tasting of granola. To catch the customer's awareness, Diamond Grains encourages exhibiting booths for customers to taste their products. They also promote sales through sale promotion, organizing events and exhibiting booths to encourage trial tasting of granola and to increase sales of big packs. Moreover, Diamond Grains also promote new flavors to attract new customers. According to the festival, there will be advertisements through the official website, various booths, TV advertising and social media.

However, Diamond Grains have another way to increase customer awareness and brand's loyalty by creating a channel to communicate with their customers and choose how to talk with. It is another important factor in the online market. The social media channels, such as Facebook, instagram, tiktok and youtube, are used for storytelling with a simple, sincere and point to identity their business.

During covid 19, Aun, the owner of the company, became a tiktok in thailand with 1.5 million followers and 105.4 millions likes on tiktok. (Diamond Grains tik tok, 2022) She used a name channel as 'Diamond Grains' by posting her lifestyle, her tik tok dance, and along with promoting the company products to the tik tok audiences. The content of tik tok videos has various, and give a detail of products along with the benefit. It is a good opportunity for Ms. Aun

to promote their product widely. By the tik tok application, Diamond Grains products have increased the brand visibility. The interesting content that Ms. Aun showed in the tik tok video is that she comes up with the problems and then shows the benefit of their products. In the comment, people seem to be interested in Diamond Grains products.

The newest channel diamond grains use to promote their brand visibility along with interesting content in society is Youtube Channel. The channel started for many years but it became famous in 2021. To attract youtube's audiences, Diamond Grains create video contents about their products alternate with contents that their audiences are interested in.

### **4.3 SWOT**

#### **4.3.1 Strengthen**

Diamond grains companies have several strengths. It is the first Thai brand and leader of granola in Thailand. When saying 'Diamond grains', people will think of granola. Their brand is recognized as healthy cereal and it is one of the most well-known granola in Thailand. The cup package design makes it recognizable and easy to eat for customers. It has a high quality of ingredients that provides a lot of benefits. The nutritional value, taste, and quality make Diamond grains become famous granola. The production process is certified to the standards. The taste is supported by food and drug administration which customers will have more trust in the taste of

diamond grains granola. The extra ingredients in granola use a high quality which many of their ingredients are imported from abroad. The imported ingredients include oatmeal, almond, chocolate and other toppings. Example for, raspberries which they import from a farm in Canada. They are selecting the best raw ingredient for the best quality.

The selling point of the diamond granola is that granola has many famous flavors with low calories. With several flavors of Diamond grains, customers have many choices to choose for a taste. In the beginning of the granola industry in Thailand, they still had only the original flavor. Diamond grains see an opportunity to provide a flavor in a granola and it was successful. The best-selling flavor is double chocolate and summer berry. They also have a special flavor in some seasons or some channels. Exporting to international countries, they sell a special flavor which is durian which is not available in Thailand. Compared with competitors, flavors of Diamond Grains Granola have more than other competitors. On the supermarket shelf, granola customers have several choices of Diamond Grains flavors.

Due to a huge company in the market, diamond grains have a bargaining power for suppliers to receive a low price of ingredients. With large amounts of production, they have to buy huge amounts of ingredients from the supplier. These lead to a low price of ingredients because they buy in a massive amount from the farm without touching a middleman.

The CEO of Diamond Grains showed the clarity of the company's mission, vision and the growth. A mission of the company is to create healthy products that will give a healthy benefit to customers. The taste is also a main mission of their products that customers will receive a healthy diet along with a good taste. The engagement and customer's feedback will continually improve their products in the future. With mission and vision of health concerning, it seems to be responding to the coming up trend of customer's needs. They create trust in their customers by showing a sincere attitude and awards that the company has won.

Beside being the CEO, Ms.Aun is also an influencer in Thailand with a millions followers on tik tok and a half millions followers on instagram and youtube. She can create her own customer acquisition. She shows a strong and sincere attitude to her followers. With her characteristics, it leads to a brand loyalty to their customers who are her fanclubs.



#### **4.3.2 Weakness**

Diamond grains have few fields of products which leads to a small target group of customers. The product will be consumed by people who want to eat healthy food and customers that have a rush breakfast. People who don't like granola will not consume Diamond Grains. The company's product doesn't have another product except granola.

### 4.3.3 Opportunity

Nowadays, people are more focused on a healthy life. Healthy trend is being in flavor more and more. Amount of customers who desire healthy food increased year by year. Healthy food has become a mainstream of Thai people, along with world trends. According to the new trend, it is a good opportunity for Diamond Grains to have more customers. The growth of the granola market is continually increasing year by year. As the company's products are consistent with granola ingredients, it leads to an increase in customers in the market. In recent years, Diamond Grains has done marketing on TikTok. The starting point for using the TikTok platform is that the owner came across a market analysis that TikTok is a hot platform, in order to expand opportunities for brand communication on new platforms

### 4.3.4 Threaten

On the other hand, the pandemic not only gave an opportunity but also affected the threat to Diamond Grains. Due to a coronavirus pandemic, most businesses were impacted from this situation whether big or small companies. Diamond grains also affected on a covid 19. During lockdown situations in Thailand, diamond grains had to close all branches of the diamond grains bowl, to save the loss of the company. It was affected by having many additional expenses and didn't receive any remedy from the government. Factory management has been much more difficult since the pandemic. They have to disinfect the tools and area in the factory. The slow down of the supplier's system has affected. Generally, diamond grains fly to see their ingredients

aboard but now it is harder and slower. Some imported ingredients were postponed and export products were stuck at the port. Coordinating meets and offline meetings has an obstacle from lock-down. Online meetings were not enough for efficient results. They had to create an extra video clip explaining product detail, in order for the staff team to understand the detail clearly before selling to customers. The new arrival products are waiting to be released but increasing new products will add more risk. Therefore, they invested in only products that can solve a problem and meet customer's needs. It seems to reduce the risk, rather than relying on only a single kind of product.

Moreover, the food industry has very high competition and high bargaining power of buyers. There are several substitute products and have a lower price. So, it is hard for a firm in the food industry to bargain a price. The increasing number of new entries come along with the increasing number of people who are becoming focused on a healthy diet.

#### **4.4 Future prospects**

Diamond Grains become well-known granola brands in Thailand nowadays. With only granola products in the Diamond Grains brand, there is a limitation of targeting groups of their customers. It is an opportunity for the company to increase their targeting of customers. They are able to create other products rather than granola to expand more groups of customers in the



future. According to the mission of the company, they engage to discover, develop, import and export health products to help solve customers' health problems. New products

Furthermore, the expansion of the market is a good opportunity for expanding into the international market. Although they are successful in a domestic country and also exporting to neighboring countries including China, Singapore, Malaysia, United State of Emirate, Philippines and Taiwan, they can access international countries to expand the market in the future.

## **Conclusion**

According to an increase in the healthy trend, Diamond Grains became a successful Thai granola brand in the country, with a rapid growth in a few years. Diamond Grains Granola is a leader and the first thai brand in the field of granola market in Thailand. The individual study used marketing analysis toward Diamond Grains product under Brunch time company limited. The granola market has increased year by year and the market forecast shows the annual growth rate of 4.5% in Thailand. (Bangkok post, 2018) The target customers of Diamond Grains granola can be defined into two groups. The majority target group is customers who love a healthy or organ diet without any chemicals. The minority target group is customers who have a brief time and want an easy method for breakfast. The marketing mix and SWOT are used for marketing analysis. Products of Diamond Grains granola are clean food and it is ready to eat with a cup packaging. It also provides several flavors for customers to have many choices to choose. The

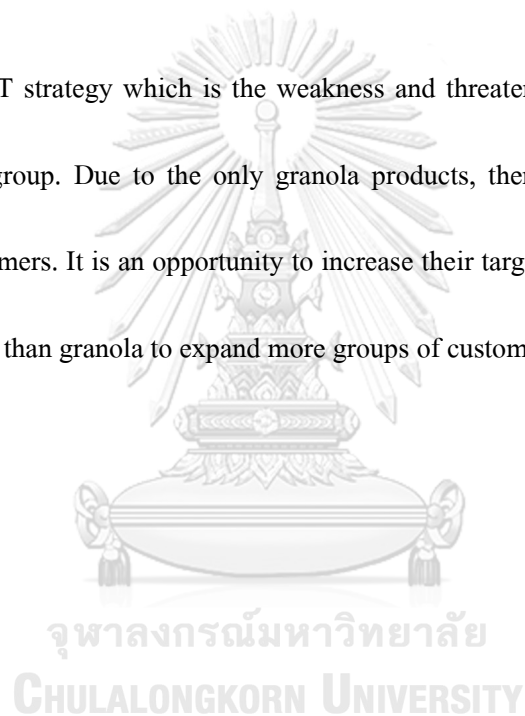
price is tangible. They emphasize superior quality at a reasonable price, not too expensive than competitors. There are many channels for selling the products in Thailand, including supermarkets, convenience stores, and online platforms. They also export to China, Singapore, Malaysia, United State of Emirate, Philippines and Taiwan. For promotion, the company tries to create brand awareness by advertisements through the official website, various booths, TV advertising and social media. Past few years, Ms. Aun became an influencer on tiktok and youtube with a large amount of followers and viewers, which is another way to create brand awareness. Diamond grains show strength with a company becoming a leader and the first granola brand in Thailand. With various flavors, it is the selling point of their products compared to competitors. The only one field of product is the weakness of Diamond Grains. The opportunity is the trend of healthy food is upcoming, which has more people who eat a healthy diet. According to a pademics, the company faced a threatened effect because they had to close all branches of Diamond Grains Bowl. However, To expand the Diamond Grains's target group, they should have more fields of the product rather than granola.

### **Recommendation**

As the analysis in the individual study, the recommendation can be shown from SWOT analysis. The product of Diamond Grains granola can improve and expand from strength, weakness, opportunities, and threat.

According to the SO strategy which is strength and opportunities, it can be considered by a strategy of expanding the market into international countries. Although they are successful in a domestic country and also exporting to neighboring countries including China, Singapore, Malaysia, United State of Emirate, Philippines and Taiwan, they can access international countries to expand the market in the future.

With the WT strategy which is the weakness and threaten, it can help the company to increase the target group. Due to the only granola products, there is a limitation of targeting groups of their customers. It is an opportunity to increase their targeting of customers by creating other products rather than granola to expand more groups of customers in the future.



## REFERENCES



จุฬาลงกรณ์มหาวิทยาลัย  
**CHULALONGKORN UNIVERSITY**

- Data Bridge Marketing Research. (2022). *Global Granola Bars Market – Industry Trends and Forecast to 2029*. Available at:  
<https://www.databridgemarketresearch.com/reports/global-granola-bars-market>
- TCIJ Thai. (2021). *Survey reveals that Thai people have the highest online shopping rate in the world during COVID-19*. Available at:  
<https://www.tcijthai.com/news/2021/19/scoop/11763>
- Post Family (2021). *Survey results show that 'lockdown' makes Thai people use 'online shopping'*. Available at: <https://postfamily.thailandpost.com/e-commerce-insights/ช้อปปี้งออนไลน์-สื่อกลาง/>
- Positioning (2019). "Kelloggs" enters the cereal market, pulls "Bella" as a presenter penetrating women Solving the problem. Available at:  
<https://positioningmag.com/1208820>
- Food intelligence center (2016). *Cereal Market in Thailand*. Available at:  
<http://fic.nfi.or.th/MarketOverviewDomesticDetail.php?id=85>
- Bangkok Post (2018). *Diamond Grains set to shine*. Available at:  
<https://www.bangkokpost.com/business/1491954/diamond-grains-set-to-shine>
- Grand View Research (2020). *Breakfast cereal market*. Available at:  
<https://www.grandviewresearch.com/industry-analysis/breakfast-cereals-market>
- Longtun Man (2022). *Summary strategies reaching the international market*. Available at: <https://www.longtunman.com/35968>
- Longtun Man (2017). *Diamond Grains*. Available at:  
<https://www.longtunman.com/3488>
- Diamond Grains (2022). *About us*. Available at:  
<https://www.diamondgrains.com/th/about-us>
- Creden Data (2021). *Revenue, Profit, and Asset of Brunch time company limited*. Available at:  
<https://data.creden.co/company/general/0105556019958>
- Nestle (2022). *Nestle Fitness*. Available at:  
[https://www.nestle.co.th/th/brands/breakfast\\_cereal/fitness](https://www.nestle.co.th/th/brands/breakfast_cereal/fitness)
- Stun Snack (2022). *Stun Granola*. Available at:  
<https://www.stunsnack.com>
- Digital Journal (2022). *Granola Market: Segmentation, Region wise outlook, Dynamics & Players Competition -2022-2027*. Available at:

<https://www.digitaljournal.com/pr/granola-market-segmentation-region-wise-outlook-dynamics-players-competition-2022-2027>

Srikhumma Chulasini (2016). *Cereal Snack Product from Kantawan snack.*



## VITA

NAME	Kodchakorn Trangkasan
DATE OF BIRTH	14 September 1998
PLACE OF BIRTH	Bangkok



จุฬาลงกรณ์มหาวิทยาลัย  
**CHULALONGKORN UNIVERSITY**