



Analysis Export Plan for Tempe Chips from Indonesia to Bangkok, Thailand Using Market Opportunity Canvas

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Abstract - This study aims to identify prospective product export strategies from Indonesia to Thailand by utilizing the Market Opportunity Canvas (MOC) technique. A qualitative approach was used to explore potential product export opportunities, focusing on the case of tempe chips. Data were collected through direct observation conducted over three days (July 18–20, 2023) at several markets in Bangkok, including ICON SIAM, PARAGON SIAM (TriUP Fair 2023), KU Premium, and Royal Project. The observations focused on examining product innovations, understanding consumer behavior, identifying competitors, and discovering product opportunities suitable for export from Indonesia. The export plan was structured using the twelve components of the Market Opportunity Canvas framework, which include identifying consumer needs and wants, defining product and value propositions, and analyzing market feasibility in terms of cost and revenue. Supporting tools such as Persona, Empathy Map, Value Proposition Canvas, 6W+1H, Customer Journey Mapping, and Advanced Tools (Google Search Insight and ChatGPT by OpenAI) were also employed. The findings indicate that tempe chips possess a promising opportunity to enter the Thai market; however, further financial analysis is required to ensure long-term viability and competitiveness.

Keywords - Market Opportunity Canvas, Export Strategy, Tempe Chips, Market Analysis

1. Introduction

Thailand is renowned as the "kitchen of the world" due to its significant impact in the global food industry, alongside its abundance in natural resources, labor force, and overall power. A current food industry trend in Thailand for 2021 is the emphasis on plant-based foods, while the post-pandemic "New Normal" food consumption lifestyle prioritizes health, immunity, hygiene practices, and digitalization for transactions [1].

The market for health products in Thailand is on the rise, especially in the central region, following positive consumer behavior trends that emerged after the pandemic. This shift in consumer attitudes towards health consciousness has resulted in a preference for healthy food products, and a growing avoidance of those produced using synthetic chemicals due to their potential to cause human disease. The younger generation shows a growing interest in health, which is not limited to the elderly demographic. They regularly purchase healthy food products, including fruits, vegetables, and rice [2]. One food that has high potential to be developed and is highly nutritious is soybean.

Soybeans are a commonly used food ingredient in Thailand, often prepared using traditional Chinese methods to create tofu, pasta, and sauces. Additionally, modern soybean industries have been established to process edible oil and animal feed [3]. Reidy [4] Reidy pointed out that demand for soybeans for animal



feed and edible oil substitution will continue to grow, but production is limited because farmers do not have enough incentive to expand soybean acreage and the returns are not attractive compared to other field crops such as corn and cassava. Considering trends, actual events in the field, and the diversity of the food market in Thailand, there is promising potential for Indonesia to be an export destination for processed soybean products. To comprehensively evaluate market opportunities and create an effective export plan, the Market Opportunity Canvas approach will be utilized in this assignment.

Market Opportunity is an approach that can be used to determine the feasibility of network operations in a particular market for goods or services [5]. This approach will offer a comprehensive overview of market dynamics, consumer requirements, and product positioning within the Bangkok market [6]. Therefore, this assignment aims to identify prospective product export strategies from Indonesia to Thailand by utilizing the Market Opportunity Canvas technique.

2. Methods

This study uses qualitative methods to investigate product export planning from Indonesia to Thailand. Specifically, it employs the Market Opportunity Canvas method and starts by identifying potential market opportunities using the Finding Gaps in the Marketplace approach. Direct product observations were conducted for three days from July 18-20, 2023, at various markets including ICON SIAM, PARAGON SIAM (with a focus on the TriUP Fair 2023), KU Premium, and Royal Project. The purpose of the observation is to see existing product innovations, study consumer behavior, identify competitors, and plan products that have the potential to be exported from Indonesia. Then a product export plan was developed using the Market Opportunity Canvas (MOC). There are twelve components that make up the MOC, namely: 1) Identify Need and Want, 2) Product/Service, 3) Value, 4) Value for Whom?, 5) Way of Life, 6) Things to do (What/When/Where/Why/How), 7) Milestone, 8) Task we can do, 9) Things we need to develop?, 10) Task we need help and from who?, 11) Cost, and 12) Revenue. During the preparation phase, various tools were utilized including Persona, Empathy Map, Value Proposition Canvas, 6W+1H, Customer Journey Mapping dan Advanced Tools (Insight by Search Engine Google and ChatGPT by OpenAI).

3. Results and Discussion

3.1. Product Observation Results at Bangkok Market, Thailand

Through observations made on Paragom Siam, it was discovered that numerous innovative products in the food and beverage industry were developed by various groups including industries, SMEs, and students. These products include a range of processed rice offerings such as rice milk, brown rice porridge, rice crackers and chips, as well as pasteurized sugarcane, ginger cookies, and cereal snacks. Furthermore, non-food items, including aromatherapy oils, and various products made from plastic waste, used sacks, and patchwork are available. These items are utilized to manufacture electrical cables, decorative clothing, and bags.

Observations conducted at Icon Siam revealed a variety of local and international brands including Uniqlo, Adidas, and Delsey, among others. Additionally, foreign food and beverage items were available from Japanese and Korean sources, such as sushi and kimchi, and from Thai origins, including Tom Yum, Mango Sticky Rice, and Thai Tea, among others. Freeze-dried fruit products, such as strawberries, durian, and mango, were also found. Processed fresh fruit and vegetable products, including packaged juices, freeze-dried products, fresh bananas, and packaged rice (both organic and analog) were observed at KU Premium and Royal Project. Additionally, snack products such as potato chips, corn chips, and others were also identified.

3.2 Components of the Market Opportunity Canvas

Identify Need and Want

Based on the literature review, it is evident that there is a Snack Craze Sweeping Thailand trend. Mintel [7] reports that up to 77% of Thai internet users aged 18 and over, who have consumed salty snacks in the six months leading up to January 2022, indulge in salty snacks. Among those aged 25-34, this percentage increases to 81%. Salty snacks encompass snacks crafted from beans, cassava, root vegetables, corn, potatoes, rice, vegetables, oats, grains, popcorn, nuts, and snack mixes. According to a study carried out by NationThailand [8] up to 26% of Thai consumers substitute dinner with snacks. Furthermore, 45% of these consumers prioritize the nutritional value of the snacks they consume.

Based on observations of consumer behavior and market trends, it is evident that initially, consumers preferred sweet and spicy products. However, after the COVID-19 pandemic, there has been a shift towards salty snacks. Despite this trend, the salty snack products available in the market still fail to address the need for balanced nutrition. Examples of such snacks include cassava chips, purple sweet potato onde-onde (Kanom nga tod), and fried purple sweet potatoes. There is a gap in the market for salty snacks that prioritize taste over nutrition, according to consumer preferences. This presents an excellent opportunity to introduce tasty and flavorful salty snacks that also cater to consumer health and nutritional needs. Developing nutritionally balanced salty snack products in response to changing consumer preferences can effectively expand market share and cater to the needs of health-conscious consumers.

The "Wants" particle described in the preceding statement refers to customers seeking the convenience and ease of consuming the product, diverse options of nutritious snacks, and habitual snack consumption. The "Needs" particle refers to a healthy snack with a salty and nutritious taste that serves as an energy reserve for busy activities.

Product/Service

Based on these observations, it is possible to conclude that there are ongoing innovation dynamics. Furthermore, consumers are increasingly aware of their health and sustainability products. Additionally, there is a product gap in the market regarding soy-based products, which are abundant in Indonesia due to the high nutritional content in protein. Therefore, we decided to develop a processed soy-based product called Healthy Tempeh Chips. Additionally, the development of Healthy Tempeh Chips aligns with our goal of providing healthy and convenient food choices for consumers. This new product provides several advantages, such as being available in a ready-to-eat format, offering a variety of flavors, and serving as a highly nutritious and delicious food option. The product offers practicality and satiety, acting as a plant-based protein source, curbing unhealthy snack consumption, fulfilling fiber requirements, and providing a healthy snack option. The product boasts admirable features such as top-quality tempeh, eco-friendly packaging, and a crunchy texture. Additionally, it is cholesterol-free, contains no artificial preservatives, and rich in plant-based protein.

Value and Value for Whom?

The product's core values prioritize healthful enjoyment, nutritious deliciousness, natural goodness (free from GMOs), and ethical sourcing tactics. These values center the product towards busy individuals, students, and teenagers.

Way of Life

Based on observations and analysis conducted by ChatGPT by OpenAI, it is known that the Way of Life for Thai consumers, particularly in Bangkok, includes family activities and culinary experiences. Typically, individuals start their day with family gatherings, prayers, and breakfast. Throughout the day, they partake in traditional cuisine and various side dishes, particularly snacks, in the midst of their busy schedules or when resting at home. At night, individuals typically visit night markets or entertainment establishments such as restaurants, bars, or clubs to unwind and spend time with friends. It is a common leisure activity enjoyed by many.

Things to Do

Based on Thai Way of Life, it is known that Thai people have a unique tendency to enjoy food with their relatives, both at home and in dining places. Therefore, several activities have been formulated, including:

- 1) Market Research and Testing, both using Trends, Social Media, AI, and Surveys. Regarding Market Testing, relying on several things such as feedback and reviews from consumers such as sentiment analysis;
- 2) Product Certification and Regulation, compiling several things related to relevant certifications such as ISO, HACCP and halal certification. because they also do not want Muslim consumers to be hesitant about the product;
- 3) International Trade Collaboration, establishing relationships with relevant parties in Thailand, including importers, distributors, and retail stores. Collaborating with local partners can expand the product's reach and market access;
- 4) Marketing and Distribution Handling, ensuring timely and safe delivery of products from Indonesia to Thailand, thus enabling smooth distribution and availability in the market. as it does not want the products to lose the trust of customers and end users;
- 5) Monitoring and Evaluation, monitoring marketing strategies and product offerings based on feedback from consumers and market trends.

Milestone, Task We Can Do, and Things We Need to Develop?

Referring to the "Things to Do" milestone, the Milestone roadmap comprises the following stages: gathering and analyzing Thai consumer preferences and feedback for snacks and healthy products; obtaining regulatory approval in Thailand; signing MoU/Agent Contracts; ensuring product availability; and product adjustment and improvement. Additionally, we have defined the tasks we can perform, such as conducting market research (survey), product sales, promotions, and monitoring and evaluation. Meanwhile, "Things We Need to Develop?" includes Law Regulations, Knowledge about Business and Thai Culture, International Newworkings, and Product Innovations.

Task We Need Help and From Who?

Exporting Tempeh Chips from Indonesia to Thailand requires careful consideration. Transport services must be reliable to ensure efficient and safe delivery of products. Cooperation with shipping companies can help optimize conditions for reaching the destination market. Legal and regulatory aspects require careful attention, with crucial support from Legal Aid. Understanding export and import regulations between Indonesia and Thailand is essential to avoiding legal issues. Consulting a legal institution knowledgeable about regulatory aspects is advisable. Promotion and marketing of products are crucial for entering foreign markets. Working with a marketing agency that understands the Thai market can offer a competitive edge. A well-executed marketing campaign through digital and traditional channels will enhance consumer

awareness and generate interest in Tempe Chips. Networking with local industry professionals and potential partners will broaden business opportunities and promote sustainable product development in the global market.

Cost and Revenue

When exporting Tempeh Chips from Indonesia to Thailand, it is crucial to consider costs and revenues to guarantee a successful business venture. Important expenses to consider are export fees, legal assistance for regulatory and tax-related matters, entry taxes in the destination market, daily operational costs, and costs associated with product returns and warranty. These expenses must be taken into account when determining the product's price to establish a realistic profit margin.

Export costs encompass vital expenses such as licenses, permits, legal fees, and taxes that must be taken into account during the export planning phase. To achieve sustainable operations, understanding day-to-day operational expenses, including marketing and promotion costs, is imperative. One must consider digital channels like YouTube and TikTok in order to craft marketing strategies that include subscription fees and media content creation.

Revenue will be generated from the profit margin of the selling price, and the number of units sold. Additional revenue streams can be obtained by collaborating with social media platforms through subscriptions and paid content. In order to ensure business sustainability and success in international markets, a comprehensive export plan can be developed by carefully considering these costs and revenues.

Market Opportunity Canvas

Based on the components that make up the Market Opportunity described above, the Market Opportunity can be wrapped up in a canvas. The Market Opportunity Canvas is presented in Figure 1.

IDENTIFY NEED AND WANT Needs: Salty Snacks, Healthy Food, Energy Reserves from Food. Wants: Convenient to consume, Product variations, diversification of protein snack products, habits.		PRODUCT/SERVICE Name of Product: Keripik Tempe (Healthy Tempeh Chips) Functions: Practical and Satisfy Hunger, Plant-Based Protein Source, Reducing Consumption of Unhealthy Snacks, Meeting Fiber Needs, and Healthy Snack Choice. Benefit: Ready-to-Eat, Many flavors, Healthy foods, Delicious and highly nutritious Property: High-Quality Tempeh, Sustainable Packaging, Rich in Plant-Based Protein, Cholesterol-Free, No artificial preservatives, Crispy Texture.	
VALUE Healthy indulgence, Nutritious delight, Natural goodness (non GMO), and Ethical Sourcing.	VALUE FOR WHOM? Students, Busy People, Teenagers.	WAY OF LIFE ▪ Morning: gather with family, pray, and enjoy breakfast; ▪ During the day: enjoy traditional culinary delights and side dishes such as snacks between busy and free time or time to rest at home; ▪ Evenings: Go to night markets or entertainment venues such as restaurants, bars or clubs to relax and enjoy time with friends.	
THINGS TO DO Market Research and Testing; Product Certification and Regulations; International Trade Collaborations; Marketing and Distribution Handling; Monitoring and Evaluation		MILESTONE Thai consumer preferences and Feedback/Review for snacks and healthy products; Approval the Regulations from Thailand; MoU/Sign Contract Agents; Product Availability; Adjustment and Improvement Product	
TASK WE CAN DO Market Research (Survey); Sell the Product; Promotions; Monitoring and Evaluation	THINGS WE NEED TO DEVELOP? Law Regulations; Knowledge about Bussiness and Thai Cultures; International Networkings; and Product Innovations	TASK WE NEED HELP AND FROM WHO? Delivery Services; Legal Aid Institute (The Regulatory Aspect); Promotions and Marketing; and Networking.	
COST Export Fees; Legal Aid Services; Entrance Tax; Operating Costs; Return and Warranty; Promotion; and Marketing		REVENUE Profit Margins from selling price; Number of Units Sold; and Subscription and Content Media (Youtube and TikTok)	

Figure 1. Market opportunity canvas

4. CONCLUSION

The conclusion of the Market Opportunity Canvas task is that there is an opportunity to export tempeh chips to Thailand, but the financial aspects need more analysis.

Conflicts of Interest

The authors declare no conflict of interest

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