



**CUSTOMER DEMAND ANALYSIS OF INTEGRATED COOKER BASED ON  
KANO MODEL: A STUDY OF ENTIVE IN THAILAND**



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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT  
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KANO MODEL: A STUDY OF ENTIVE IN THAILAND**

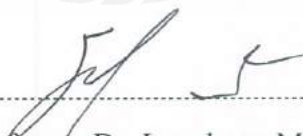
**Thematic Certificate**

**To**

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This Independent Study has been approved as a Partial Fulfillment of the Requirement of International Master of Business Administration in International Business Management

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## Abstract

Title: Customer Demand Analysis of Integrated Cooker Based on KANO  
Model: A Study of Entire in Thailand

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As the kitchen appliance product pioneered by China, the integrated cooker product has experienced so long and tortuous development course for its Research and Development, production and promotion. Later on the growth of integrated cooker industry has shown the amazing speed, rising even faster than that of other general gas cooker in the market, the integrated cooker has also caused a great deal of reaction in Chinese kitchen appliance market, there are more and more customer of kitchen appliance products have transferred their consumption from traditional kitchen appliance market into new kitchen appliance market slowly, and the quantity of customer who used the integrated cooker product has also been just increased sharply. In recent years, the scope of sales of integrated cooker has also expanded from the original Chinese market to overseas markets such as Britain, Germany, the United States, Australia, India, Iran, Brazil, Chile, Peru, Thailand, Malaysia, etc. However in contrast there are also many problems existed in the product and development of integrated cooker, for example the enterprise did ignore the characteristic of customer demand and cannot accurately collect the real demand of those customers who want to use the integrated cooker product, businesses can not make changes based on the habits and cultural differences in different regions, this enabled the product failing to get the approval from the customer and finally being eliminated by the market accordingly.

In order to precisely achieve the demand characteristics of integrated cooker customer, help the manufacturers of integrated cooker and relative agents find out the starting point for improving customer satisfaction, to enter the Thai kitchen electric market to lay the foundation. In the paper, it takes the demand of Entive integrated cooker customers as the example, to discuss the demand characteristics of integrated cooker customer based on KANO model, and establish the KANO model of priority satisfaction order model for the demand of integrated cooker customer based on the analysis of KANO model and the priority index of KANO model, to improve and give the suggestions on the customer demand of Entive integrated cooker product while understanding the customer satisfaction of Entive integrated cooker product. In order to ensure Entive integration cooker quickly into the kitchen market in Thailand, meet the needs of people at the same time continue to introduce new.

**Keywords: KANO Model, Customer Demand Priority Satisfaction, Integrated Cooker, Entive Electrical Appliances**



## 摘要

题目: 基于 KANO 模型的集成灶顾客需求分析: 以在泰国的亿田为例  
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集成灶作为中国首创的厨电产品, 从研发到生产再到推广, 其路程非常漫长且曲折. 此后中国集成灶产业发展表现出了惊人的速度, 销售量远远超过了市场上普通燃气灶的增长速度, 集成灶在中国厨电市场掀起了巨大的反响, 厨电产品的顾客也从传统厨电市场慢慢转入新型厨电市场, 一时间集成灶顾客的数量急剧增加, 近几年来, 集成灶的销售范围也从原来的中国市场拓展到海外市场, 如英国、德国、美国、澳大利亚、印度、伊朗、巴西、智利、秘鲁、泰国、马来西亚等国. 但相对于集成灶顾客真正的需求却被企业所忽视, 企业无法根据不同地区的习惯和文化差异做出改变, 企业无法准确获悉集成灶顾客的真正需求, 即便是做出再高端的产品也得不到顾客的认可, 最终的结果只能是被市场所淘汰.

为了精确获取集成灶顾客的需求特征, 帮助集成灶生产企业及相关代理商找出提高顾客满意度的切入点, 为进入泰国厨电市场打下基础. 本文将以太田集成灶的顾客需求为例, 探讨基于 KANO 模型的集成灶顾客的需求特征, 再通过顾客的需求特征来完善集成灶功能和服务. 在 KANO 模型分析和 KANO 模型优先指数的基础上建立 KANO 模型的集成灶顾客需求的优先满意度顺序模型, 在了解森歌集成灶客户满意度的同时, 对亿田集成灶在顾客需求方面进行改进和建议, 保证亿田集成灶快速进入泰国厨电市场, 在满足泰国人们需求的同时不断推陈出新.

**关键词:** KANO 模型 顾客需求的优先满意度 集成灶 亿田电器

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# CHAPTER 1

## INTRODUCTION

Lian (2010) said that as one kind of consumer durable, the kitchen appliance is also the principal consumption good of the family. Based on its use, the consumption group of kitchen appliances shall also be fixed relative. However, due to the difference in customer's consumption capacity, aesthetics and preference, there's also the substitute of kitchen appliance product in the market. Currently, as the new product in the Chinese market, the integrated cooker product has also made the obvious achievement through the development for past the 14 years, its ideas such as open kitchen, environmental-protection kitchen life etc., did also enter into people's consciousness subtly. The kitchen appliance, especially the environmental-protection kitchen appliance was just emerged under the grand background of China's increasingly increased economic strength, along with the gradually improved national living standard, the customers did also pay more and more attention to their own health in the kitchen.

Based on the analysis from the perspective of integrated cooker customer, theoretically the more rich quality characteristics of the products provided by those integrated cooker manufacturers, the higher increment it may have in customer demand on integrated cooker, and the higher customer satisfaction it also may have accordingly. However based on the analysis from the sales perspective of the integrated cooker manufacturers and agents, only precisely grasping the characteristics of customer's consumption demand, it then can help the integrated cooker manufactures and agents find out the starting point for improving customer satisfaction and provide the strategical support for the marketing, it then can really improve customer satisfaction and drive the sales volume of the integrated cooker product.

By analyzing the development of kitchen electricity market in Thailand, it takes the customers who have bought and used the integrated cooker products of Zhejiang Entive Electric Co., Ltd - the pioneer manufacturer of integrated cooker product as the example, to analyze the features of integrated cooker product based on

the characteristics of customer demand. By using KANO analysis model to analyze the demand characteristics of the customer of Entive integrated cooker, it gives the corresponding suggestions on Entive integrated cooker in Thai market , Increase the number and usage of integrated appliances in Thailand, at the same time increase entive integrated kitchen appliance market in Thailand's market share.

## **1.1 The Background of the Research**

### **1.1.1 The Meaning of Integrated Cooker**

The integrated cooker was also named as environmental-protection cooker or integrated environmental-protection cooker in the industry, by integrating the multiple functions such as range hood, cooker, disinfection cabinet and storage cabinet etc., the integrated cooker has the characteristics of high oil purifying rate, energy-saving and environmental-protection, super silence and visual display etc., to save the space, expense and manual operation procedures. Generally the oil adsorption rate of integrated cooker can reach 95%, the higher oil purifying rate the integrated cooker did have, the better quality it may have then, and the oil purifying rate of the integrated cooker in some brands even reached the limit index- 99.95%. Lian (2011) said that as the world first kitchen appliances in new generation that Chinese did own its independent intellectual property, the integrated cooker was such a product emerged from the basis of fulfilling the daily life habits of Chinese consumer, it did integrate the realistic demand of Chinese kitchen in function, through the development for almost 10 years and by making continuous progress, the integrated cooker product has already become such a new breed that the smoke cooker industry must pay more and more attention to accordingly.

### **1.1.2 The History of Integrated Cooker**

The integrated cooker was appeared in the market, as such a new product as earlier as in 2003 and really emerged in 2008, and the birth of integrated cooker in 2011 then opened the smoke-free ear of the healthy kitchen. As for the scale and strength of the manufacturers, there are more and more excellent enterprises have emerged gradually during the process of industrial upgrading, currently there are almost 100 integrated cooker manufacturers in China, but the vast majority of them

did not have their own core technology, only adopted the production methods of imitation, OEM etc., according to the statistical data, in 2008 the domestic market capacity of integrated environmental protection cooker was about 100000 sets with approximate 5% market share, and the market retail price of those integrated environmental protection cooker manufactured by the mainstream enterprises in 2008 mainly concentrated in the range of RMB 5000- 9000. As estimated, in coming 5 years the market capacity may be enlarged several times, because in the coming 5 years there shall be the market capacity of 90 billion kitchens for decoration, this shall inevitably drive the sales of integrated environmental protection cooker accordingly. With the continuous understanding of China's integrated kitchen abroad, the demand for integrated kitchen will also be more and more.

### **1.1.3 The Background of Integrated Cooker**

The emergence of integrated cooker product will be both the requirements of the time and the embodiment of the customer's expectation on improved quality of life. The kitchen shall be the place where the kitchen appliances were used most frequently in residential, and the decoration in the kitchen then do also focus on the two major factors of function and aesthetics, for the function aspect, it needs to solve the functions of range hood, cooker and disinfection cabinet and reduce the damage the oil, smoke and noise have had on human health. For the aesthetic aspect, it required to solve the purpose of simplicity, practicality and fashion, and increase the utilization on kitchen space. It's really hard to solve those basic problems with the consideration on both utilization and beauty of kitchen, energy-saving and environmental-protection by using traditional products. So that the emergence of integrated cooker product just follows the development trend of the market, and also plays the vital role in improving the standard of Chinese residents living.

As the integrated product, the integrated cooker has had the characteristics of low space occupancy and abundant functions etc., and gained wide attention of people once it has been pushed into the market. And "Energy Saving and Environmental Protection" are always the main melody of integrated cooker industry. Along with the gradually improved living standard and accelerated pace of life, people then unknowingly asked for even higher requirement on kitchen supplies.

They started to pay more attention to the frequently occurred hazy weather and various environmental pollution. However, the majority of people may not know exactly that the haze did not occur outdoor, but also occur indoor, and the primary pollution origin shall be the oil and smoke of family cooking. Depending on the studies, the peak-value of PM 2.5 generated in the kitchen can be 58 times higher than that of standard limit and it can also pollute the atmospheric environment accordingly. For this reason, integrated cooker manufacturers did also continuously make the scientific research and innovation, making the efforts to take the leading role of industrial energy saving and environment protection.

#### **1.1.4 Sino-Thailand Trade Background**

More than 90% of the goods of China and ASEAN have “zero tariff”, the two sides trade is quite convenient. Thailand, in strategic position of the ASEAN economic free trade zone center, is the gateway to Asia and the Mekong River region, and also the Southeast Asia’s economic, financial center and aviation hub. According to the relevant data, in 2013, Thailand's trade deficit hit a new record of \$10.488 billion. In January 2014, Thailand's total imports from China grew by 3.4%. Recently, Chinese enterprises speed up the pace to develop market in Thailand and the Chinese home appliance manufacturing giant built a production base in Thailand to enter the Thailand market firstly. Thailand has become the target market for many Chinese exported enterprises to grab. With the continuous development of integrated range products in China, the market share of integrated range units in China continues to grow, and the kitchen appliance market gradually shifts from traditional range hoods to integrate ones. All enterprises also look beyond their markets. Be compared to Europe and the United States, Southeast Asia's habits more easily be mastered, and Thailand has many similarities with China in the kitchen habits. As the second largest economy in Southeast Asia, Thailand has the ability to trade. Although some enterprises have invested in Southeast Asia in recent years, still use the Chinese marketing model because enterprises do not even think the local kitchen habits. However, product sales are facing challenges. Therefore, the article will analyze the customer satisfaction technology of integrated kitchen and only understand the customers.

### **1.1.5 The Function of Integrated Cooker**

Cui (2010) said that the Research and Development and production of integrated cooker did greatly fulfill the development demand of current kitchen utensil market, the integrated the functions of range hood, cooker, disinfection cabinet and storage cabinet etc., possessed the new functions of integrated innovation and design, super high oil adsorption rate, low noise, modernized operation system, spatial resource saving, health and pollution free, high safety performance, green and environmental protection etc., it can also fulfill the cooking habits of Chinese family simultaneously, during the practical application process, the user can enjoy the characteristics of integrated environmental-protection cooker in smoke free and pollution free, this shall have the important innovative significance accordingly. The integrated cooker is the new product with Chinese independent intellectual property, also the revolutionary innovation. Through the main comparison with the traditional three-piece set (range hood, cooker and disinfection cabinet), by using the integrated cooker, the oil smoke shall not pass through user's face, in case of their no problem in quality and installation, its oil and smoke adsorption rate can basically reach above 95%, to save the kitchen space, avoid the head hits and without oil drop and leakage.

### **1.2 The Origin of Integrated Cooker**

According to Shao and Zheng (2015), the main origin of integrated cooker production can be mainly classified into three industrial clusters: Shengzhou in Zhejiang, Haining in Zhejiang and Shunde Town of Zhongshan in Guangdong. For Shengzhou in Zhejiang with the leading role in the market for the development of kitchen utensil industry, it depended on the already formed industrial advantages in recent years, to ensure that the efforts for acquiring the integrated cooker products. At present, this city has become China's largest Research and Development and manufacturing base of integrated cooker products, and gradually established the cluster brand image of "Integrated cooker made in Shengzhou" in the market. The integrated cooker industry has already become the pillar industry of Shengzhou city, depending on its powerful innovation capability, manufacturing capacity and the advantages in both the industrial chain, supply chain and value chain, it has achieved the leading position in Chinese market accordingly. Now there are more than 100



manufacturing and supporting enterprises of integrated cooker in Shengzhou, accounted for more than 60% of total output in China, especially the sales volume of the side-adsorption and drop-type integrated cooker has occupied for more than 90% of total output in China, there are also emerged a bunch of leading enterprises such as ENTIVE, SANFER, SENG with high technology content, stronger Research and Development capability, emphasized image construction, and their products have also gotten approved by more and more consumers accordingly.

### **1.3 Current Market Environment of Integrated Cooker Industry**

According to Zhang and Cai (2010), the government did always emphasize the environmental-protection work, actively facilitated the development route with the people-oriented idea and persistence on fully-coordinated and sustainable progress. This shall not be out in the requirement of the increasingly developed social economy, but also the competitive advantage for corporate development. Especially to dock enterprise's production with the resource-saving and environment-friendly concept shall be even responded to the national policy requirements of "low carbon emission and environmental protection." The integrated cooker shall be a favorite product among most of the Chinese consumer, there are so many families and residents have selected it as the main cooking set in the kitchen, its innovative integration and automation have brought so many conveniences for people's life. Along with the raised level of people's income, people do also improve their focus on their own living standards they give more and more strict requirement on their kitchens, under such strong attention the high-quality kitchen appliance then entered into people's life even faster to fulfill their demand accordingly. According to the information and data of the market investigation and public-opinion poll, the owning rate of integrated kitchen in China is very low and it also has had a great gap in comparison with the western countries. Among more than 340 households in China, there are totally about 100 million urban families, but the owning rate of the integrated kitchen among those urban families were only 7%, but in western countries such figure is so far higher than 70%, from this it can be seen that there's still extreme great market space can be developed and exploited in both Chinese integrated kitchen appliance market and the integrated kitchen market. In the Southeast Asian region, which is adjacent to China,

the status of integrated cooker in the southeast Asian kitchen market is slowly rising because of the proximity to Chinese people's habits.

#### **1.4 Overseas Development of Entive Integrated Cooker**

In response to the "the Belt and Road", Entive launched the global brand strategy in 2015, in line with the international kitchen electric market standards, with integrated kitchen products as the breakthrough point, combined with the needs of different countries to upgrade the product, so that Entive integrated cooker can really go out of the country to adapt to the global kitchen electricity market, to bring consumers a new kitchen experience.

According to Hu (2016), from November 25th to 27th, 16th Perfect Living Home Show was held in Shah Alam, the state capital of Selangor, Malaysia. Mr. Elin, Head of Pacific Team, Malaysia, is much more blunt. The Pacific team is poised integrated field cooker into tens of thousands of households, making it a new growth point for the kitchen appliance market.

In the past ten years, Entive overseas market has been controlled by the traditional three-piece suit and has exported to nearly 60 countries. The overseas markets mainly cover the United Kingdom, Germany, the United States, Australia, India, Iran, Brazil, Chile and Peru. According to the export statistics of kitchenware products, Entive ranked No. 1 in sales volume of Shengzhou overseas market and won the honor of "Zhejiang Famous Brand for Exporting Products".

Aiken home appliances Network (2015), since the implementation of the development strategy of the "entive dream, brand road", the brand globalization strategy has been carried out simultaneously. In 2016, according to the overseas market plans to open 100 Entive brand stores, will not be only to strengthen the traditional kitchen electric business, stability of Asia and the Americas market, Australian market and African market power. It will also promote the overseas development of the trademark. With the integration of the local products at the breakthrough point, the products are upgraded and upgraded with the local market demand, so that the integrated kitchen can truly go abroad and bring a new kitchen experience.

Recently, the Entive brand integrated cooker has been unveiled in the massive building materials appliance store in DO HOME, which has attracted a lot of Thai consumer experience. It marks the start of the overseas strategy of Entive integrated cooking range, and the Zhejiang products with "Zhejiang manufacturing" certification began to display "world quality" in the international kitchen stage.

Liu (2016) reported that the company has taken a strategic partnership agreement with DO HOME, a well-known Thai conglomerate, and has successfully entered all of its fat stores. It takes the lead in sell high quality and high - tech products overseas, and to showcase Chinese high-end manufacturing products in the Thai kitchen market, and to share the quality of China with Thai consumers. Since Entive to implement the strategy of brand globalization, Entive integration cooker has been successful docking kitchen electric overseas markets such as Thailand, Malaysia, Indonesia, is well poised to enter the world stage. At the end of 2016 China brand commodities fair and Canton Fair, the Entive integration range has been favored by overseas merchants, laying a solid foundation for overseas strategies.

### **1.5 Objectives of the Study**

Although the integrated cooker has made a lot of the market in China, but put the same pattern in southeast Asia, even the world, the development of integrated kitchen has also been a lot of difficulties. Despite the fact that today's integrated cooker has possessed so many attractive function and can solve so many problems people have had to face in the kitchen, the integrated cooker product was still recognized by a small number of people. For most of the people it was still strange and cannot be recognized accordingly, The root cause is not only the product does not understand, but also the manufacturers and agents did not really understand the characteristics of customer demand, to promote their products by aiming to different group and demands, they both took it as granted that the customer may only need the same product, and only the products with more expensive price and novel functions can be approved by the customer, such incorrect idea did also cause the obstructed development of integrated cooker. For this reason, in the paper it will also start from such point, to find out the real characteristics of customer demand, helping the enterprise comprehensively and deeply understand the customer of integrated cooker.

While learning about Chinese customers, the researcher also understand the demand characteristics of customers with different living habits in different regions and countries. With the success of the integrated cooker in the Chinese market, all countries responded to the "the Belt and Road" while developing in China, bringing great advantages to the export of integrated cooker, especially in Southeast Asia. Whether from the traffic, logistics, trade or cultural exchange, have a unique advantage. Thailand as a typical Southeast Asian countries, as long as into Thai kitchen electric industry, can help enterprises to understand and grasp the Thai kitchen habits, lay a solid foundation for integration into the oven.

### **1.6 Significance of the Study**

Through the comprehensive understanding on the characteristics of integrated cooker customer demand in Thailand, it can help the enterprises and agents find out the purchasing point of the customer on integrated cooker product with expectation, so that to perfect and complete the corresponding products based on the demand characteristics, so as to fulfill the different product features expected by difference customers. Only the enterprises and agents have understood the demanding point of the customer, they can prepare the matched strategies, to make adjustment by aiming to customer demand while continuously perfecting the integrated cooker products, meanwhile to better understand customers and the market while following customer demand in Thailand, for the integrated kitchen enterprises to open overseas markets, by studying the conclusion of Thai integrated local customers, it can be used as a reference in analyzing the customer satisfaction in Southeast Asia, to lay down the solid foundation for occupying Southeast Asia even the world market of kitchen appliance.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 The Introduction of Relative Theories**

##### **2.1.1 The Origin of KANO Model - the Two-factor Theory**

According to Rui (2009), the two-factor theory is also named as “ hygiene-motivational factors. ” it’s one of the representatives of motivation theory that proposed by American psychologist Herzberg in 1959. The theory that people cause motivation to work there are two main factors: first, incentives, and second, health factors. Only incentive factors can give people a sense of satisfaction, and health factors can only eliminate people's dissatisfaction, but will do not have satisfaction. Qing (2006) said that in terms of health care, the opposite of "dissatisfied" should be "no dissatisfaction". Delete the incentive factor: "satisfaction" of the opposite should be "not satisfied." Herzberg reasoned that because the factors causing satisfaction are different from those causing dissatisfaction. The two feelings cannot simply be treated as opposites of one another. The opposite of satisfaction is not dissatisfaction, but rather, no satisfaction. Similarly, the opposite of dissatisfaction is no dissatisfaction. According to Zhou, Liang, and He (2015), whether the customer is satisfied shall not be quite separate, that is to say, once the function of a certain good is available or has been risen up, it shall improve customer satisfaction on it accordingly, but once the function of a certain good is not available or its attribute hasn’t been risen up, the customer may not be unsatisfied with it; similarly, once a certain good did not have such function or attribute then caused the customer unsatisfied with it, even adding such function or attribute to the good shall also not improve customer satisfaction on it.

##### **2.1.2 KANO Model**

KANO model is such a dual-dimension cognitive model combining the fulfillment of product’s quality characteristic and customer satisfaction that created by Japanese famous quality management expert- Noriaki Kano in 1984 with the inspiration of Herzberg’s two-factor theory. (Kano N et al., 1984). It’s a useful tool to

classify and set the priority ordering for user demand, by taking the analysis on the influence of user demand on user satisfaction as the basis, to represent the non-linear relation between product performance and user satisfaction. Depending on the relation between the quality characteristics in different types and customer satisfaction, Professor Kano had classified the quality characteristics of product service into five types: the basic demand, expected demand, charisma demand, indifference demand and adverse demand.

Basic demand, also named as necessary demand and deserved demand, it's customer's basic requirements on the product or service factors provided by enterprise, also the attribute or function that the customers think the products "must have".

The expected demand refers to the demand that the customers' satisfaction has the direct proportion relation with the fulfillment degree of their demand, if such demand was fulfilled quite well or has had quite good performance, the customer satisfaction will be increased significantly, the higher degree the enterprise has provided the product and service level beyond customer's expectation, the better customer satisfaction it may have.

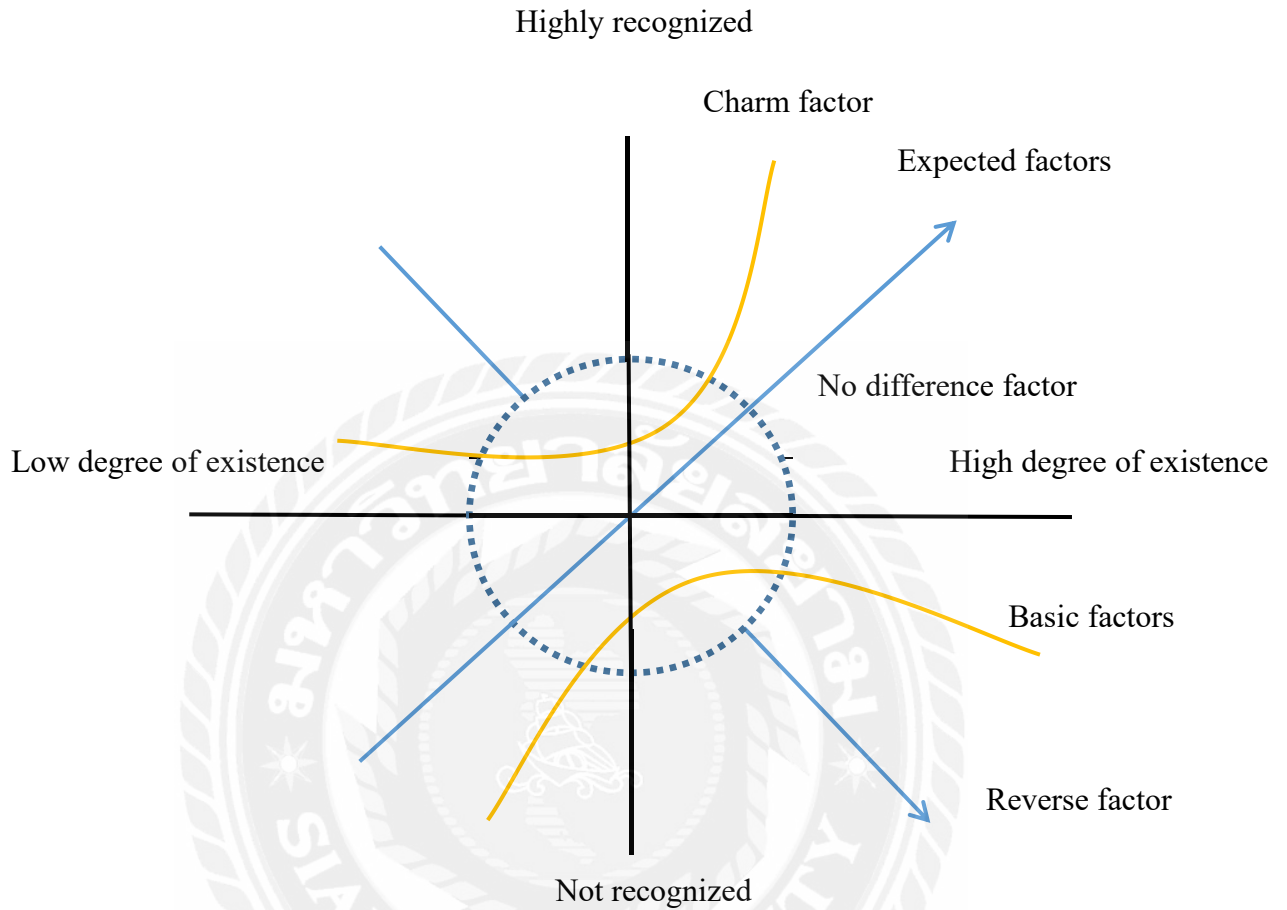
Charisma demands refer to such demand that the customer shall not expect too much. For charisma demand, along with the increased fulfillment degree on customer expectation, the customer satisfaction will also rise up sharply, but once it was fulfilled, even the performance was not so perfect, the customer may also show quite higher satisfaction degree then. On the contrary, even the expectation was not fulfilled, the customer may also not show the obvious unsatisfactory condition accordingly.

Indifference demands: it shall not influence user experience whatever it's available or not, it's the aspect of the quality that is neither good nor bad, it won't cause either the customer satisfaction or customer dissatisfaction.

Adverse demand is also named as converse demand, it refers to such quality characteristics that can cause great dissatisfaction and the satisfaction in lower level, because not all the consumers have had the similar preference. So many users may have no such demand at all, once such demand is provided, the user satisfaction may be decreased adversely, and the fulfillment degree shall have the inverse relation with user satisfaction. (Wei, 2006)



Figure 2.1 KANO Model Diagram



It may depend on the KANO investigation form, KANO evaluation form and KANO result form to explore the quality in those five types. Meng, Zou, and Chen (2009) have thoughts that in KANO model the judgment on charisma quality and basic quality are highly personalized, they shall be the implicit knowledge of the user, through the three tools in KANO model it then can explore the above mentioned quality factors in five types, so as to turn user's implicit knowledge into explicit. Duan and Huang (2008) did think that the design and production of product shall take user demand as the purpose, thus the fulfillment of quality characteristics of the product can be regarded as the fulfillment degree of user demand, therefore it directly reflected the KANO model diagram into the customer satisfaction- demand diagram, to carry out customer demand analysis. The aim of KANO model is to help enterprise to find out the starting point for improving enterprise's customer satisfaction through

the separation treatment on different customer demands. Usually KANO model is taken as the supplementary research model in the earlier stage of satisfaction appraisal work, to assist the enterprise find out the starting point for improving enterprise's customer satisfaction, In actual operation, the enterprise should first make all the efforts to fulfill the basic demand of customer, assure that the problems proposed by the customer can be solved carefully, focus on the things the customer did think the enterprise shall have the obligation to do, to provide the convenience for the customer as much as possible. Yin and Gu (2005) suggested that enterprise should make all efforts to fulfill the unilateral demand of customer, to provide the extra service or product function the customer may like, enabling its own product service even better than other competitors and making the difference, to guide the customer to enhance the better image on the enterprise, so that to achieve the customer satisfaction.

### 2.1.3 The Satisfaction Index and Priority Index of KANO Model

#### 2.1.3.1 The Satisfaction Index

Matzler and Hinterhuber (1998) have pointed out that, one convenient path to combine the KANO model with quantitative research is to set the value for customer satisfaction or dissatisfaction accordingly. KANO model shall be the useful tool to classify and score the importance of customer demand, for the traditional KANO model can only be used for qualitative analysis, so in the paper it proposed the KANO index, to combine the quantitative analysis on customer satisfaction, introduce the priority index for sorting the priority order of customer demand improvement.

Table 2.2 KANO Questionnaire and Satisfaction Score Assignment

Positive problem A: what would you felt if the XX product provided the XX functionality?	1.Very satisfied (1) 2.Satisfied (0.5) 3.General (0) 4.Dissatisfied (-0.5) 5.Very dissatisfied (-1)
Negative problem A: what would you felt if the XX product did not provide XX functionality?	1.Very satisfied (-1) 2.Satisfied (-0.5) 3.General (0) 4.Dissatisfied (0.5) 5.Very dissatisfied (1)

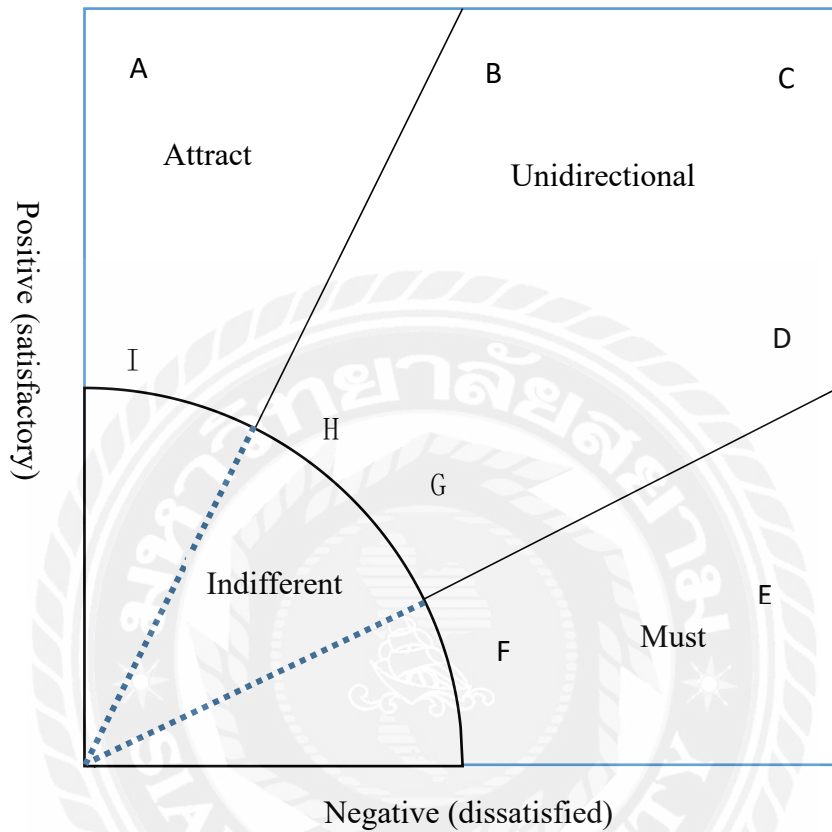
To define customer satisfaction coefficient as the satisfaction degree the customers can feel when their demands were fulfilled; the customer dissatisfaction coefficient then present the opposite side. During the investigation process, the customer was required to evaluate the importance of each demand  $X_y$  respectively, their value range is between 0.1 and 1, 0.1 represents it's not important and 1 represents it's very important. For each demand  $(f)$ , the average level of customer satisfaction on negative problem is defined as  $\bar{X}_t$ , the average level of customer satisfaction on positive problem is defined as  $\bar{Y}_t$ , the number of total investigated customers is, to represent the evaluation of each customer on  $f_i (1, 2, \dots, I)$  as  $e_y = (X_y, Y_y, W_y)$ , that

$$\bar{X}_t = \frac{1}{J} \sum_{j=1}^J W_{y_1} X_{y_j}, \bar{Y}_t = \frac{1}{J} \sum_{j=1}^J W_{y_2} Y_{y_j} \quad W_{y_1} = \sqrt{2}, \quad W_{y_2} = \frac{\pi}{2}$$

Through customer's perception, the characteristic of each demand  $t$  can be described as a vector, that is  $f_i - r = (r, a)$ , there  $r = |\vec{r}| = \sqrt{\bar{X}_t^2 + \bar{Y}_t^2}$ , the vector's size  $r$  is named as importance index, the angle  $a$  is named as satisfaction index,  $(0 \leq r \leq \sqrt{2})$  and  $a (0 \leq a \leq \frac{\pi}{2})$  are both named as KANO index, in the figure it marks the negative (dissatisfaction) as  $\bar{X}_t$ , and positive (satisfaction) as  $\bar{Y}_t$ , the value of  $(\bar{X}_t, \bar{Y}_t)$  can be described in two-dimensional graph, there into the horizontal ordinate is the dissatisfaction score, the vertical ordinate is satisfaction score. The value of most  $(\bar{X}_t, \bar{Y}_t)$  should vary within the range of 0-1. The negative value shall be the doubted result and cannot be included in the average value. Then it can define the classification of customer demands according to the ordinates location.

### 2.1.3.2 KANO Classification and Classification Index

Figure 2.3 KANO Classification and Classification Index



### 2.1.3.3 Priority Index

The decision making based on KANO classification index shall inevitably meet the discontinuity problem, that the data points may be classified into different types while they're located near the border of two adjacent areas. In order to reduce the occurrence of such problem, in this study it proposed the finite index (p) to refer the priority order of each customer when the customer satisfaction was fulfilled, to provide better support on the decision making of product improvement.

$$p = \frac{2\sqrt{2}}{3} \left( 1 - \frac{a}{\Pi} \right) r_t$$

While  $a$  is constant, the priority index  $P$  has the proportional relation with the important index  $r_i$ ; this is in consistence with the opinion that the demand for larger influence on customer satisfaction or dissatisfaction shall be improved as a priority. At the same time, while  $r$  is constant,  $p$  value will be decreased along with the increased satisfaction index  $a$ , this then reflects the decreased priority right has the same order with the necessary attribute, single attribute and attractive attribute. (Liang, Zhang, & Han, 2009)

#### **2.1.4 Customer Demand**

Customer demand refers to customer target, need, aspiration and expectation. American psychologist Maslow have thought that, human demand can be divided into 7 hierarchies from bottom to top, they are the physiological need, security need, friendship and social need, esteem need, knowledge need, aesthetic need and self-fulfillment need respectively, such hierarchical rule inspired the sales people to promote product's different use value and difference advantage to different customers. (Liang, 2005). According to the asymmetric characteristic of customer demand, customer demand can be divided into three categories as necessary demand, unilateral demand and attractive demand.

The necessary demand shall be the basic demand of customer on the product or service factor provided by the enterprise, it's the promised benefit the enterprise provided for the customer. If those requirements were not fulfilled, the customer shall be very dissatisfied. On the contrary, if those requirements were fulfilled, the customer shall not generate even higher satisfaction accordingly.

The unilateral demand refers to those demands that customer's satisfaction condition has the proportional relation to the fulfillment degree of the demands, it's the changeable benefit the enterprise provided for the customer, such as the price discount. The higher level the enterprise provided the product or service level beyond customer expectation, the better customer satisfaction it may have, versa.

The attractive demand refers to the demand that can neither be expressed by the customer clearly, nor be expected by the customer too much, it's the non-promised benefit the enterprise provided for the customer. However the attractive demand has very strong positive influence on customer satisfaction, once the product or service

factor with such kinds of demand characteristic was fulfilled, it may improve customer's satisfaction in excess proportion; on the contrary, even such kinds of customer demand was not fulfilled, the customer satisfaction will also not be declined obviously. (Li, 2007)

### **2.1.5 Customer Satisfaction**

The theoretical literature that had first put the customer satisfaction concept forward can be traced to an Experimental Study of Customer Effort, Expectation, and Satisfaction published by Cardozo in 1965. In the early stage, the researches on the aspect of satisfaction was mainly concentrated in product aspect, and Cardozo (1965) did think that, to improve customer satisfaction may enable the customer generating the repeated purchasing behavior and not changing their opinion on other products.

In order to set up a group of scientific evaluation indexes on customer satisfaction, it first needs to study the structure of customer demand. Through plenty of investigations and analysis on the customers, the basic structure of customer demand approximately contains following several aspects: Demand on quality - including the performance, applicability, service life, reliability, safety, economy and aesthetics (appearance) etc; Demand on function - including the dominant function, supplementary function and compatible function etc; Extended demand - including demand on service and demand on psychology and culture etc; Demand on price - including the price level, price-quality ratio and price elasticity.

### **2.1.6 Customer Satisfaction Index**

Customer satisfaction refers to such pleasant or disappointed feeling states the customer may form after comparing the sensible effect (or result) of a certain product with the expectation value. In early stage, the researches on satisfactory aspect was mainly concentrated in product aspect, and Cardozo did think that, to improve customer satisfaction may enable the customer generating the repeated purchasing behavior and not changing their opinion on other products.

In order to evaluate customer satisfaction, it shall establish a group of product satisfaction items that are related to the product or service and can reflect customer satisfaction on product or service. According to customer demand structure



and the characteristics of product or service, the enterprise should select those items that can comprehensively reflect customer satisfaction and also can be taken as the representative as the evaluation index for customer satisfaction. The comprehensiveness refers to that the setting of evaluation items should include both the core items of the product and the intangible and extended product items. Otherwise the enterprise cannot comprehensively understand customer satisfaction, and this shall also be adverse to improve customer satisfaction level. In addition, for there are so many influencing factors on customer satisfaction or dissatisfaction, the enterprise shall not take all of them as the measurement indexes, but select those major factors with representative as evaluation items accordingly.

## **2.2 The Introduction of Relative Theories**

In the “discussion on the marketing strategy of kitchen appliance enterprise”, Zhao (2009) took Zhongshan Huadian ignition co., LTD for case analysis, by summarizing the current status, features and challenges of Chinese kitchen appliance market, Mr. Zhao analyzed the deficiencies inside Zhongshan Vatti Appliance Holding Ltd, meanwhile studied the current status, development trend and competition situation of Vatti in kitchen appliance market, by using SWOT analysis method he further analyzed the competition situation of Vatti in kitchen appliance market. With such basis, by segmenting Vatti’s kitchen appliance market and brands, adjusting product and price strategies, expanding marketing channels, and implementing the promoting work even better etc., he did give the scientific prediction on Vatti’s potential in the kitchen appliance market, proposed to continue maintaining or enlarging market advantage, to adopt the matching countermeasure in the marketing strategies. By analyzing the market status of Vatti company and the reason of its rapid development, he further studied the problems existed in the marketing activities of Vatti’s kitchen appliance, and provided the solution from the aspects of product service, pricing strategy and promotion etc., finally established the customer satisfaction model, to propose the feasible marketing strategies for Vattin company.

In the study on marketing strategy of JD company in integrated environmental-protection cooker, Liu (2014) thought that along with the rapidly developed demand on the integrated cooker product in recent years, its growth rate

was much higher than that of traditional range hood and cooker product markets, but for the market share in the kitchen appliance market, its market share was much lower than that of traditional kitchen appliance products, with only quite small part. In general, accompanied with the developments in many aspects such as socio-economic environment etc., more and more enterprises have entered in this market. In future, Chinese integrated cooker industry may face the unprecedented fierce competition. Thus, integrated cooker manufacturers should adjust their marketing strategies, actively explore new channels to change their current situation. For this reason, based on the theoretical foundation based on customer value, by utilizing the basic principles and analysis methods of marketing, Liu Min made the comprehensive analysis on both the development environment, industrial competition environment of the integrated cooker industry, the national “low carbon emission” policies, competitors and consumption demand trend etc, with the specific and deepened analysis on the marketing status of JD company and based on customer value principle, to redraw the STP marketing strategy, make the market segmentation for the products of JD company, select the target market, for market positioning, and stipulate the corresponding brand strategy, product strategy, channel strategy and marketing strategy for JD company, those strategies and measures then can more effectively assure the implementation of marketing strategies portfolio.

According to Beijing Zhong Shang Economic Research Institute (2016), in the analysis report for the development status and prospect of Chinese integrated cooker market 2016-2021, it fully analyzed and predicted the market scale of the integrated cooker from 2016 to 2021, based on the market shares, there are the East, Central, South, North, Northeast, Southwest and Northwest areas in China respectively in descending order; according to the statistical data of Chinese integrated cooker product output from 2011 to 2015, the growth rate of the annual output value in such industry from 2012 to 2015 are respectively 9.09%, 8.33%, 7.69%, 7.14%, the growth rate was decreased year by year gradually; according to the statistical data of Chinese integrated cooker product’s price from 2011 to 2015, its average price value maintained around RMB 6700 then. In the investigation and consultant report for the market prospect of Chinese integrated cooker industry 2016-2021 issued.

According to China Merchants Industry Research Institute (2016), it mainly described the features of integrated cooker industry and the domestic and foreign market environments, through the detailed analysis on both the upstream and downstream industrial chain, market supply-demand situation and competition pattern in such industry, it analyzed the market scale of integrated cooker, the product supply-demand status of integrated cooker products, the competition situation of integrated cooker products and the operating situations of main manufacturers of integrated cooker, the market share of the main manufacturers of integrated cooker, meanwhile made the scientific prediction on the future development of integrated cooker, with the listed several major enterprises and the analysis on their relative financial data. According to the market survey and analysis, the price of their integrated cooker products did not have obvious influence on consumer's purchasing demand, more than 50% investigated consumers did think that, they shall not give up the purchasing plan due to too expensive price of integrated cooker product, and also shall not make the blind decision to purchase the integrated cooker product due to its too cheap price, from this it then can result in the conclusion that, the consumer did think the quality of integrated cooker shall be the influencing factor on purchasing the product, and the customers are more willing to buy the integrated cooker products with high quality. For consumer, their influencing factors to buy the integrated cooker just depend on the multiple factors like the strength, brand and all kinds of services of the manufacturers in a whole, they might not only consider a single aspect, today's consumers are more tending to the rational consumption.

## **CHAPTER 3**

### **RESEARCH METHOD**

The study in the paper totally contains five core chapters. Chapter 1 is the introduction of the whole paper, to concentrated in introducing the research background, problem, motivation and purpose, significance and product characteristics of integrated cooker and the industrial background of such product; analyze the scale and main advantages of the integrated cooker market in Thailand. Chapter 2 is the literature review, to review the relative research status of studied problem, the theoretical summary of KANO analysis model and the market enterprise analysis model. Basic theoretical foundation of marketing strategy, the proposed thesis study hypothesis and the main contents of studied topic and the research methods used in this study etc. Chapter 3 is the analysis on the market demand of integrated cooker industry and development characteristics in Thailand, also the relative introduction on the key study object of the paper - Entive integrated cooker product, through the questionnaire investigation and analysis on customer demand of Entive integrated cooker product based on KANO model, it then results the corresponding conclusion. In Chapter 4, based on initial conclusion through the investigation in Chapter 3, and according to the relative theoretical basis, by combining the practical experience, it proposes corresponding solution and suggestion for Entive integrated cooker product based on the problem of Thai customer demand. Chapter 5 is the summary on the satisfaction order of Entive integrated cooker customer demand and the prospect of integrated cooker industry and the importance of integrated cooker in Thailand.

#### **3.1 The Method Design of the Study**

The study design method in the paper is mainly the KANO model, questionnaire form, literature analysis method, and a quantitative analysis, combining with market survey in small range etc.

KANO model shall not be a model to measure customer satisfaction, but just the classification for customer demand or performance index, it is usually used as

supplementary study model in the earlier stage of satisfaction evaluation work, the aim of KANO model is to help enterprise find out the starting point for improving enterprise's customer satisfaction through the separation treatment on different customer demands. KANO model is such a typical qualitative analysis model, usually it is not directly used for measuring customer satisfaction, it can be often used for classification on performance index, helping the enterprise understand customer demands in different levels, to find out the contact point between the customer and enterprise, identify the vital factors that can fulfill customer satisfaction. Through further innovation on KANO model to enable it making the quantitative analysis, it then can determine KANO classification index and priority index. Finally to establish the priority satisfaction order model of integrated cooker customer demand based on KANO model.

Questionnaire forms. Through designing a questionnaire related to integrated cooker industry to collect some opinions and suggestions of the customer on integrated cooker, so as to master the first-hand information for data analysis.

Literature analysis methods. In the study of the paper, it directly and indirectly collected plenty of domestic and foreign literature and relative reports, government policies that related to the topic through the channel of internet and periodicals, to master the domestic and foreign research and development trends, with the basis of fully absorbing previous research results, to further discuss the marketing problem of integrated cooker accordingly.

### **3.2 Research Hypothesis**

There's positive relation between the functional diversification of integrated cooker product and integrated cooker customer demand;

There's positive relation between the service diversification of integrated cooker product and integrated cooker customer demand.

### **3.3 Analysis of Market Development of Home Appliance Industry**

Along with the accelerated urbanization construction procedure and gradually improved residential living standard in Thailand, the kitchen appliance industry has ushered in a new opportunity for development. Market competition was

also becoming more fierce. And the development of kitchen appliance industry in the world did show following several characteristics.

The development of kitchen appliance integration shall be the development direction of the kitchen appliance industry. Along with the improved living standard, people did also raise their requirements on enjoyment and improvement in the quality of life increasingly. In China the attention rate on integrated kitchen was also increased continuously, there's already the increasingly enhanced trend for the organic coordination of kitchen appliance, kitchen utensil and the overall kitchen cabinet in integration, and the kitchen appliance integration will also become the inevitable trend for the development of overall kitchen in the future.

The personalized kitchen appliance products will become as the mainstream. As time goes by, the consumer's eyesight was no longer limited by the product's performance, but more willing to try novel and new things bravely, chasing the fashion and personality shall have quite deep influence on kitchen appliance market. The pronouns of fashion, personality etc then reflected the demand of consumer. The personalized kitchen appliance shall be the theme of future development. Under such trend, whatever the treatment on details or the application of colors in most products both emphasized to cater to the realistic demand for this part of consumer.

The idea of low carbon emission and environmental protection has been deeply rooted in the hearts of the people. The tide of low carbon emission and environmental protection is becoming more and more stronger and wider. It has become one of the major factors for the consumer selecting kitchen appliance. From raw material to the application, such product did always focus on health, safety, environment protection and energy saving. While maintaining their own good corporate image, the kitchen appliance enterprises should also pay attention to the same industry and take care of social environment security problem, then the idea of low carbon emission and environment protection can be deeply rooted in the hearts of the people accordingly.

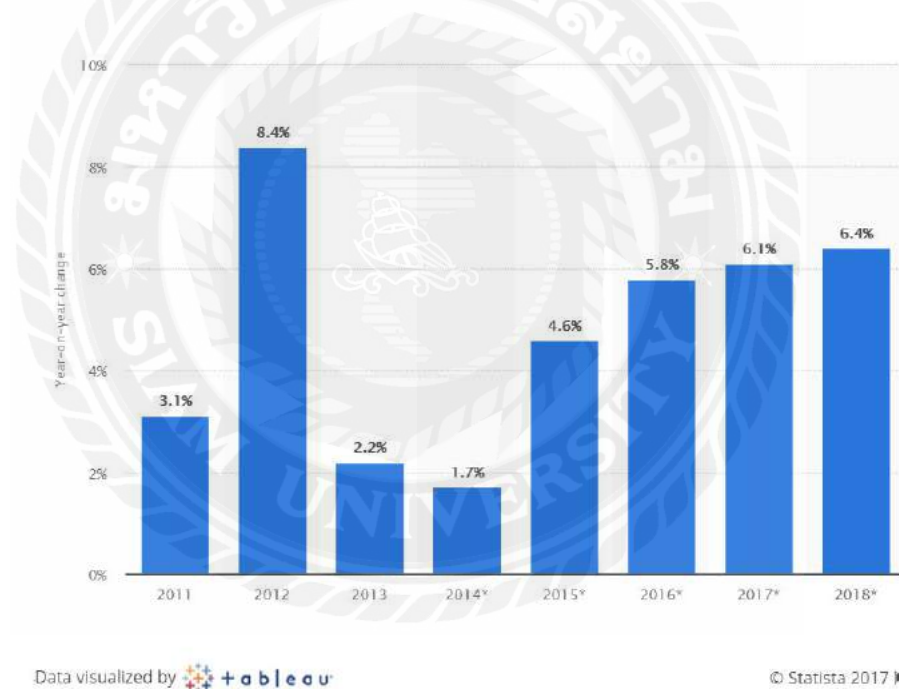
From 2017 to the future, the safety, low carbon emission, brand, innovation will become the key points for industrial development, also the eternal theme, only keeping continuous innovation, the kitchen appliance enterprises than can make the progress and breakthrough accordingly. But to meet consumer demand and cope with

global environmental problem, form the perfect brand and create energy-saving and low carbon-emission product shall be the target for constant development of the enterprises.

### 3.3.1 Market Demand Growth of Housewares in Thailand

According to Statista (2017), the graph displays the market demand growth of electric household appliances and housewares in Thailand from 2011 to 2013, with a forecast up to 2018. In 2013, market demand for electric household appliances in Thailand had increased by approximately 2.2 percent.

Figure 3.1 Market Growth of Housewares in Thailand from 2011 to 2018



According to News Center (2014), depending on Thai sources, the domestic appliance market in Thailand posted sales of over 60 billion baht last year, in which the market share of Chinese electrical products has increased by about 20-30%. Have economic research personage points out, China's electrical appliances, mainly by the "China brand" original installation import and neutral product brand in Thailand, and cheaper than Japanese, Korean goods forty to thirty percent of the price advantage to compete. Moreover, Thailand, which is actively opening up free trade, has gradually



reduced import duties on products, including electrical appliances, and increased competition in the market. The concern is that China has become the world's third-largest producer and exporter of electronics and electronics after the United States and Japan.

Due to the impact of political turmoil in the domestic market in Thailand, sales of home appliances had the first decline in five years for the first time: sales fell by 8%. Nevertheless, many home appliance brands still keep optimistic attitude toward sales this year. Thus, despite the impact of political turmoil, demand for home appliances from upper-level consumers isn't affected a lot. In the home appliance market in Thailand, Chinese home appliance products account for about 30%, showing an upward trend. In the promotion of China's favorable policies, China's home appliance products will occupy a greater market share in Thailand. From 1 to July this year, China's export to Thailand has increased by 16.3%.

The industry expects the country's domestic appliance market to reach 70 billion baht this year, while China's electronic products will take over 30 percent of the Thai market in the next two to three years.

### **3.3.2 The Analysis on Market Demand of Integrated Cooker Industry**

Although the market prospect of integrated cooker was quite broad in recent years with increasingly increased sales volume year by year, actually due to its expensive price, for ordinary consumers they even hope to buy the product with relatively lower price, so that their demand for partially substituting the cooking utensils with integrated cooker was; larger than the demand for complete substitution with the full set of integrated cooker product. According to statistics, in 2014 the total output of integrated cooker industry was more than 400000 sets with the total output value more than RMB1.5 billion, the retail volume scale of integrated cooker industry was more than RMB3.5 billion with the increase of 16.7% accordingly. Being influenced by the raised price of integrated cooker products in 2014, the increase amplitude of the retail amount of the industry was much higher than that of the retail volume. But even under such situation, it was still higher than the growth rate of traditional range hood and cooker industry. However in comparison with the whole grand kitchen appliance industry, the integrated cooker only occupied about 5%

proportion, its market share was still very small. (China Report Hall, 2015). That is to say, in kitchen appliance market the integrated cooker industry was still the niche brand, whatever in the aspects of quantity, scale or the brand awareness, its foundation was still relatively weak, but along with the continuous development of integrated cooker products, the demand volume in integrated cooker market must have the immeasurable increase in the future.

According to initial statistics by Integrated Kitchen Portal (2016), in 2015 the overall output of integrated cooker industry was about 450000 sets, and the total output value of the enterprises in integrated cooker industry was about RMB 1.9 billion, with the increase of 25%. In the past 2015, while the whole home appliance industry talked about the impact brought by the economic “New Normal”, the kitchen appliance industry did also fall into such pattern with slow-down increase. In 2015, the sales amount of those enterprises in the cooker and range hood industry was only RMB 20.2 billion, with the increase not more than 3% in comparison with 2014. For the Shengzhou plate, SANFER has went ahead steadily and sold more than 50000 sets of such products, and Entive - which suddenly emerged since 2014 - still maintained the rapid and strong development trend, also with sales volume close to 50000 sets, another one integrated cooker enterprise with established brand - Entive has also sold its products more than 40000 sets after it invited the pop star Deng Chao as the product spokesperson. The area where there has had higher attention rate on integrate cooker is mainly concentrated in Zhejiang, Guangdong, Hunan and Jiangsu province, such as Zhejiang (18.72%), Guangdong (18.59%), Hunan (7.29%), Jiangsu (5.69 %), Henan (5.65%), and other provinces ( 44.06%).

According to Chile Consulting Group (2017), in 2016 the growth rate of integrated cooker industry has achieved the historical highest record, and the three major industrial bases have also gradually formed accordingly. The total output of the integrated cooker industry has exceeded 700000 sets with the sales scale in about RMB 3 billion and the increase of 36% at all, currently there are more than 200 integrated cooker manufacturers, but the proportion of integrated cooker product to the overall cooker and range hood market was only about 5%, it's not enough to shake the mainstream position of the split-type kitchen appliance, the 3-tier cities in China will become the main battlefield for the competition between integrated cooker and

split-type cooker. Compared to China, the integration of the kitchen market, integrated kitchen products to enter Thailand's Kitchen electric market in recent years, the Thai people understanding of integrated kitchen is relatively single, in the Thai market full of competition and challenge.

### **3.3.3 The Development Characteristics of Integrated Cooker Industry Market**

#### **3.3.3.1 The Market Size is Growing up Rapidly, but still Instability in Industry**

Since the formal production of integrated cooker in 2003, it has generated the tremendous impact on domestic traditional kitchen appliance products, the demand on such product did increase quickly, and the development speed of such product was also higher than that of traditional kitchen appliance products so much. Wu (2013) thought that since it's been listed in the market in 2003, there's emerged such a market fluctuation like the Roller Coaster in integrated cooker industry: from 2003 to 2008, it has got the rapid development with the annual growth rate more than 80%, and the number of manufacturers has also been expanded quickly from the initial 10 to more than 300. But since 2011, the market fell down rapidly with an annual growth rate only around 8%, in 2012 the growth rate even comes to a halt, the number of manufacturers was also reduced to about 200.

#### **3.3.3.2 Enterprise Development is Unstable and Non-standard**

Due to the increasingly expanded market scale, better market prospect and higher profits, it then attracted so many other enterprises to transfer their business to the production of integrated cooker, but because they even didn't possess the matched technology, their products then showed the large quality gap with each other, this damaged the market environment accordingly. Those enterprises carried out the non-standard production under the situation of unsteady market, ignored the national standards, so that the consumer can be easily misled and it then resulted in the situation that most of consumers did only keep watching, it directly influenced the whole integrated cooker industry, enabled the integrated cooker brand leaving the unsteady factors inside the mind of consumer.

### **3.3.3.3 The Fluctuation in the Annual Growth Rate of Integrated Cooker**

Yu (2011) thought if the close-adsorption range hood that emerged suddenly in the kitchen appliance market has got the general recognition in the industry, then till the end of 2010 the integrated environmental-protection cooker integrating the range hood, cooker/ electromagnetic cooker/ disinfection cabinet and kitchen cabinet seems to face the awkward situation accordingly. Those “standstill” major enterprises, the “rushing” small enterprises, the innovative combination form, the security accident occurred in the beginning of 2010, the increase in market sales, all these have make it becoming more harder to predict the future of integrated cooker industry. According to latest data by Chen (2014), in 2013 the integrated cooker market was recovered with the annual growth rate of 35% once again. This then induced the discussion in the new round of whether the integrated cooker shall be the development trend of kitchen appliance in the industry. Depending on the latest data released by the third party investigation institutes, in 2013 the total output of integrated cooker industry was more than 380000 sets, with the increase of 35% in comparison with 2013. Although the integrated cooker product has only developed in China for more than 10 years, it actually has had the annual market growth rate in great fluctuation, in the earliest 5 years, the market has developed in high speed with annual growth rate as higher as 80%, from 2009 to 2010 the growth rate fell down to 50%, finally during 2011 to 2012 it met the market trough, in 2012 its market growth rate remained stagnant and the number of manufacturers has been reduced almost one third of original quantity.

### **3.3.3.4 Uncertainty in the Future Development of Integrated Cooker Industry**

Due to the lack of an integrated kitchen audience, this particular kitchen environment in China can develop rapidly, but for other regions, the kitchen environment in other countries is different from that in China and marketing in the Chinese mode is impossible. Actually along with the increasingly expanded domestic integrated cooker market, the quality and brand of integrated cooker products did also show the obvious polarization respectively, the high and middle-end products did chase for the brand construction, with higher and higher brand concentration accordingly, and the price war among those low-end products has become more and

more fierce. Along with the increased refined decoration housing rate, the proportion of project channel has also been enlarged accordingly, the marketing strategies of branch office system and distributor/ agent system have combined and penetrated with each other, the frequent promotion even the frozen sales without promotion has become the new normal. Marketing cost of integrated cooker industry was risen up continuously, the building material market was too intensive and excessive. Due to the pale development of building material supermarket, it's still hard to make the substantial breakthrough in the e-commerce of integrated cooker industry.

### **3.4 The Analysis on the Environment of ENTIVE Appliance Co., Ltd**

#### **3.4.1 Integrated Kitchen Market Competition is Extremely Fierce**

Along with the increasingly enlarged integrated cooker market, there are more and more manufactures joined this market and along with increase in the number of production and sales enterprises it also enabled the competition becoming more and more fierce, and there are also quite large differences among different products, their prices are also quite different, this may also result in the situation that the consumer kept watching continuously and constitute the threat to the market. There shall be so long a distance for integrated cooker “getting successful”, and it's also very hard for it to make a breakthrough within a short time. According to Household Appliance (2013), in 2012 the output volume of integrating cooker was about 350000 sets, the higher price shall inevitably determine that the integrated cooker can be hardly accepted and recognized widely in the market. And due to its defects in more or less quantity, it cannot be completely to burden the market test, and do not have the condition to achieve the explosive growth within a short time.

#### **3.4.2 The Competitive Environment and Obstructed by Traditional Range Hood**

Although the integrated cooker product has the powerful function with the characteristics of low carbon emission and environment protection, actually as such a high-tech new product, its price cannot compete with traditional range hood completely, for those people who have no strong consciousness on the environment protection, the traditional range hood with inexpensive price shall still have the great advantage in the market. And the traditions range hood has stood firmly in the market,

general consumer may have more knowledge on the traditional range hood than the integrated cooker, whatever in the aspects of price, quality, brand and durability, the traditional range hood did still have certain advantages. For this reason, it may not only need the continuous efforts made by those integrated cooker manufacturers, but also need the mutual coordination and collaboration effect between the government and kitchen appliance market, such process may not only last too long a time, but also have quite hard difficulty.

### **3.4.3 Uneven Distribution in Resources and Environment**

According to Li (2010), along with the raised living standard, the consumers may also improve their requirement on health. As such a new kitchen utensil, integrated cooker can also be approved by people under the magnificent environment. But it may spend quite long time to be accepted by the consumer, the experience and process may also be quite tortuous, the consumer may spend so long a time to make the trial application of innovative products. Although there are so many enterprises have released such products, according to the investigation there are still few people bought it then. The price of integrated cooker is relatively expensive, this shall force many consumers to give up their will to buy it, for example, the price of integrated cooker integrating range hood, gas cooker and disinfection cabinet is about RMB 7000-8000 per a set, if the consumer buy the kitchen appliances separately, it may cost only about RMB 4000-5000. For the integrated cooker enterprises did put their market strategical core in those 1,2-tier cities, there's still not such a relatively complete concept on the integrated cooker product in the 3,4 -tire cities and urban and rural areas, never mind to buy such product else, the uneven resource distribution then caused the cognition of people that only the rich people can buy such kinds of kitchen appliance product like integrates cooker product, and there's also no such a proper price can enable the consumer accepting it happily.

### **3.5 Introduce the Customer Survey of Entive Customers in Thailand**

A survey of the integrated cooker brands for the Entive, The researcher need to find the Entive of the integration cooker products franchise stores to cooperate in Thailand, to understand the customers who bought Entive or need to buy Entive, and

conduct the questionnaire survey of demand characteristics.

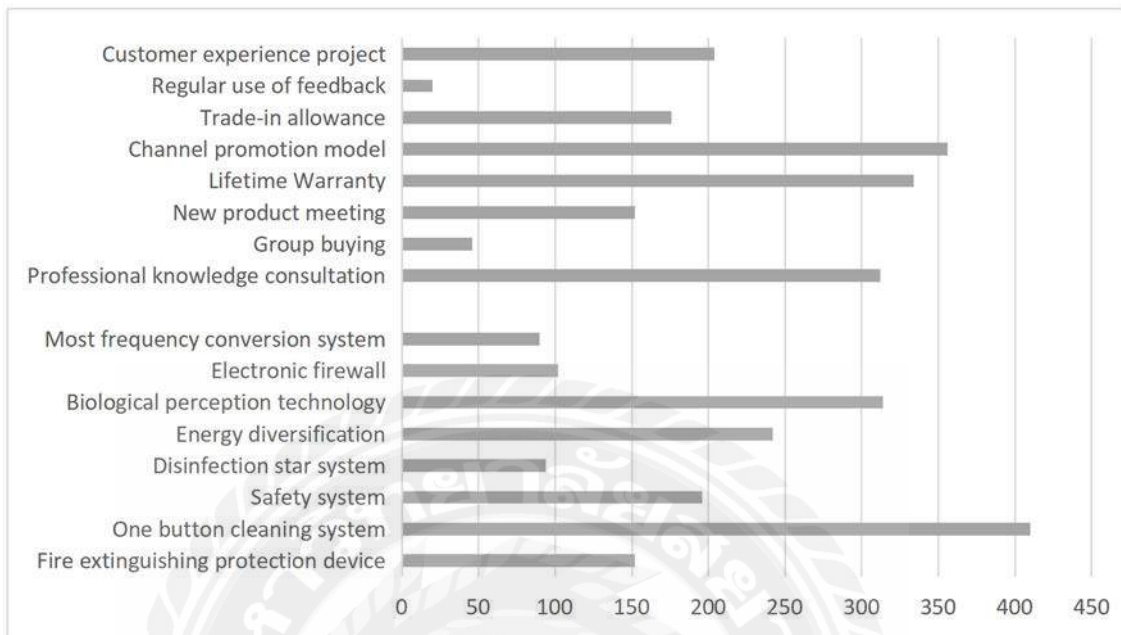
Because it is not possible to objectively determine which factors will make the customer-interest, in order to more intuitive understanding of the customer is interested in what is the focus of the integrated cooker, then determine the needs of customers, for this purpose, this article lists 16 customer-interest factors of customer selection and data aggregation, summarizes 10 factors which the most interesting to customers and analyzes the subjects. (due to the wide range of factors such as the price, quality and shape of the integrated cooker, there have been investigations by the investigating agencies in China, so several factors are not within the scope of reference) From the customers that have intend to purchase, from the function and service, respectively, select the five integrated cooker customers most interested in the project for the next step in the study, with the appendix to the questionnaire survey (1) of the integrated cooker customers to investigate.

A total of 410 questionnaires issued, the actual recovery questionnaire 400, so the total number of 400 people in surveys, the actual survey recovery rate of 98%. Each customer in the function and service in the 16 items was selected five items, and write a total of 1600 functional category data and a total of 1600 service category data.

Table 3.2 Customer is Interested in the Function or Service

Function (1600)	Fire extinguishing protection device (152)	One button cleaning system (410)	Safety system (196)	Disinfection star system (94)
	Energy diversification (242)	Biological perception technology (314)	Electronic firewall (102)	Most frequency conversion system (90)
Service (1600)	Professional knowledge consultation (312)	Group buying (46)	New product meeting (152)	Lifetime Warranty (334)
	Channel promotion model (356)	Trade-in allowance (176)	Regular use of feedback (20)	Customer experience project (204)

Figure 3.3 Customer is Most Interested in the Function or Service



From "Customer is most interested in the function or service" column using the EXCEL system, as showed in Figure 3.3. Investigate the 400 customers, who have designed to purchase. From function and service, the researcher chooses five items, which the most interesting to consumers, the data were gathered and analyzed. The customer is most interested in the integration of the function and service on Top 5, including:

Function: One button cleaning system, Biological perception technology, Safety system, Energy diversification, Fire extinguishing protection device

Service: Channel promotion model, Professional knowledge consultation, Lifetime Warranty, Customer experience project, Trade-in allowance

Top five items of function and service in column chart are selected as the survey sample of questionnaire survey (2), such as table 3.4.



Table 3.4 Customer is Most Interested in the Function or Service

Function	One button cleaning system	Biological perception technology	Safety system	Energy diversification	Fire extinguishing protection device
Service	Channel promotion model	Professional knowledge consultation	Lifetime Warranty	Customer experience project	Trade-in allowance

The survey should be based on the Original design questionnaire to investigate, but in order to ensure the rationality of the survey, the researcher should make the data forecast first, conduct a small-scale questionnaire to verify the rationality of the questionnaire, and then conduct a wide range of questionnaires to obtain specific data, then the researcher can follow up the detailed analysis. In order to eliminate the fuzziness of customer survey, the quality factors of different functions were established by using structural questionnaire. The researcher need in order to fill in three forms: KANO survey questionnaire, KANO evaluation form and KANO survey results table. By using three kinds of tools, access to survey data onto the customer, to be able to dig out the Basic quality factor, Performance Quality factor, Excitement Quality factor, Indifferent Quality factors and Reverse Quality factor, so as to realize the dominance of customer's implicit perception.

### 3.6 Design of KANO Questionnaire

First of all, determine the relevant functions and services questionnaire for Entire integrated cooker. The questionnaire survey includes: One button cleaning system, Biological perception technology, Safety system, Energy diversification, Fire extinguishing protection device, Channel promotion model, Professional knowledge consultation, Lifetime Warranty, Customer experience project, Trade-in allowance.

The KANO model questionnaire survey is built on whether the applicable functions and services are provided. In order to be able to distinguish quality characteristics from basic requirements, expectation type requirements and charismatic requirements, each quality characteristic in the KANO questionnaire is composed of

positive and negative problems, measure the response from the customer to the presence or absence of a quality characteristic. The answers to the questions on the questionnaire generally include five levels of options, including: "Very satisfied," "Satisfied," "General," "Dissatisfied," "Very dissatisfied."

Table 3.5 KANO Model Questionnaire

Question 1	Very satisfied	Satisfied	General	Dissatisfied	Very dissatisfied
1.Entive provide One button cleaning system, how do you evaluate?					
1.Entive does not provide One button cleaning system, how do you evaluate?					
.....					

Details of the questionnaire on the questionnaire survey in the appendix (2)

## CHAPTER 4

### STUDY FINDINGS, ANALYSIS AND DISCUSSIONS

#### 4.1 Questionnaire Survey, Design Method, Data Prediction

Whether the 10 questions about the questionnaire need to be in conformity with the design requirements of the paper, the data prediction should be carried out before the questionnaires are collected. Therefore, design data onto 60 customers should be randomly selected to predict the design data, then calculate the reliability and validity. Then to verify whether the data obtained by this questionnaire are reliable and compare the simple correlation coefficient and partial correlation coefficient between variables in the questionnaire survey. Only when the predicted value is up to the standard can be the questionnaire survey design was reasonable, so that a wide range of questionnaires can be preformed.

Through the random questionnaire survey of 60, the corresponding data were obtained, and the reliability and validity analysis of 60 customer questionnaire survey data was carried out using SPSS software to draw a more objective conclusion. The reliability index of a questionnaire survey is shown in table 4.1.

Table 4.1 The Reliability Statistics Scale of Questionnaire Survey

Cronbach's Alpha	Cronbach's Alpha based on standardized items	Number of items
.810	.834	20

As can be seen from table 10, the values of the two systems are greater than 0.7 and close to 0.9, indicating that the scale has a higher internal consistency and more reliable data.

Table 4.2 Questionnaire Surveyed by KMO and Bartlett Checklist

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.719
Bartlett's Test of Sphericity	Approx. Chi-Square	2323.453
	df	190
	Sig	.000

Table 4.2 can be seen from the KMO value was 0.719, more than 0.7,

according to the KMO standard, KMO value suitable for factor analysis. To sum up, the data on the questionnaire survey show that the questionnaire is reasonable, and can extend the scope of the questionnaire survey.

#### 4.2 Questionnaire Data Arrangement

For the small-scale survey of the questionnaire, the questionnaire survey design is accessible, and a wide range of questionnaires, in accordance with the equidistant sampling of the random sampling of the Entire customers questionnaire survey, then gets the corresponding experimental data. In total, 210 copies of the questionnaire were sent, with a total of 203 samples taken from the data samples. The actual number of visitors was 203. The final effective sample was 203 and the recovery rate was 97%, which lasted four weeks.

Using EXCEL, support the cross table of the two aspects of the relevant function or service projected. As the table shows, take the "Lifetime Warranty" as an example, when Entive integrated kitchen provides the Lifetime Warranty, customers think "Very satisfied," when Entive integrated a cooker does not provide the Lifetime Warranty, customers think "Very dissatisfied". The results of these two answers are shown in table 4.3. The method can be utilized to organize all functions and services.

Table 4.3 With or without "Lifetime Warranty" Cross-group Table

Trade-in allowance		Not provide				
		Very satisfied	Satisfied	General	Dissatisfied	Very dissatisfied
Provide	Very satisfied	0	18	14	27	34
	Satisfied	1	2	5	10	33
	General	0	1	7	4	18
	Dissatisfied	1	3	2	1	16
	Very dissatisfied	0	1	2	2	1

### 4.3 Data Analysis of Questionnaire Survey

KANO models data analysis methods have two kinds of Analysis Method, the following: two-dimensional attribute classification and Better-Worse coefficient analysis.

#### 4.3.1 Two-dimensional Attribute Classification

All the functions or services according to KANO evaluation results classification table, the frequency of different attributes of the classification statistics, and then observe each function or service frequency. Where the largest attribute is owned by the project, the classification of the possible combinations answer is defined, Table 4.4 is the KANO evaluation consequences classification table.

Table 4.4 KANO Evaluation Structure Classification Comparison Table

Functional or service requirements		The function is not provided by the product				
		Very satisfied	Satisfied	General	Dissatisfied	Very dissatisfied
The function is provided by the product	Very satisfied	Q	A	A	A	O
	Satisfied	R	I	I	I	M
	General	R	I	I	I	M
	Dissatisfied	R	I	I	I	M
	Very dissatisfied	R	R	R	R	Q

R means that customers do not need this quality, I mean there is no difference demand, the customer is indifferent to this factor, Q means the results of doubt, the customer's answer generally does not appear this result, unless the question is unreasonable, or the customer doesn't understand the problem well, or the customer is wrong to fill in the answers. (A - glamour attribute O - expectation attribute M - basic attribute I - no differential attribute R - inverse attribute Q - suspicious result)

Each item in a function or service has a score of each of the six dimensions, the sum of the frequencies of the same dimension is obtained, and the sum of the frequencies of the respective attribute dimensions is obtained suspiciously. The attribute dimension of the sum is the attribute attribution of the function. As showed in table 4.5.

Table 4.5 "Whether or not lifetime warranty" KANO Evaluation Table

Functional or service requirements		The function is not provided by the product				
		Very satisfied	Satisfied	General	Dissatisfied	Very dissatisfied
The function is provided by the product	Very satisfied	0	18	14	27	34
	Satisfied	1	2	5	10	33
	General	0	1	7	4	18
	Dissatisfied	1	3	2	1	16
	Very dissatisfied	0	1	2	2	1
Attributes		Code			Frequency	
Charm attribute		A			59	
Expected attribute		O			34	
Basic attribute		M			67	
No difference attribute		I			35	
Reverse attribute		R			7	
Suspicious results		Q			1	

The following is a questionnaire to select the 10 functions or services of the two-dimensional attribute quantitative form, according to the actual survey samples in the Entive electrical customers 203 survey results, each customer's survey data summary, made of two-dimensional attribute quantification in Table 4.6.

Table 4.6 Functional or Service two-dimensional Attribute Quantification

Functional or service requirements		1.Entive does not provide One button cleaning system, how do you evaluate?				
		Very satisfied	Satisfied	General	Dissatisfied	Very dissatisfied
1.Entive provides One button cleaning system, how do you evaluate?	Very satisfied	0	0	10	17	40
	Satisfied	9	2	5	7	52
	General	4	3	29	8	3
	Dissatisfied	2	2	3	2	1
	Very dissatisfied	0	0	3	1	0
Attributes		Code			Frequency	
Charm attribute		A			27	
Expected attribute		O			40	
Basic attribute		M			56	
No difference attribute		I			61	
Reverse attribute		R			19	
Suspicious results		Q			0	

Functional or service requirements		2.Entive does not provide Safety system, how do you evaluate?				
		Very satisfied	Satisfied	General	Dissatisfied	Very dissatisfied
2.Entive provides Safety system, how do you evaluate?	Very satisfied	1	3	30	16	45
	Satisfied	4	1	21	5	14
	General	4	0	11	0	26
	Dissatisfied	2	1	1	3	7
	Very dissatisfied	1	0	4	2	2
Attributes		Code			Frequency	
Charm attribute		A			49	
Expected attribute		O			45	
Basic attribute		M			47	
No difference attribute		I			43	
Reverse attribute		R			17	
Suspicious results		Q			2	

Functional or service requirements		3.Entive does not provide Energy diversification, how do you evaluate?				
		Very satisfied	Satisfied	General	Dissatisfied	Very dissatisfied
3.Entive provides Energy diversification, how do you evaluate?	Very satisfied	2	2	32	21	14
	Satisfied	1	1	7	33	7
	General	3	2	54	4	2
	Dissatisfied	0	5	2	2	4
	Very dissatisfied	1	3	0	1	0
Attributes		Code			Frequency	
Charm attribute		A			55	
Expected attribute		O			14	
Basic attribute		M			13	
No difference attribute		I			110	
Reverse attribute		R			9	
Suspicious results		Q			2	
Functional or service requirements		4.Entive does not provide Biological perception technology, how do you evaluate?				
		Very satisfied	Satisfied	General	Dissatisfied	Very dissatisfied
4.Entive provides Biological perception technology, how do you evaluate?	Very satisfied	3	0	21	17	3
	Satisfied	9	1	3	6	9
	General	28	5	13	9	10
	Dissatisfied	2	3	1	4	2
	Very dissatisfied	0	2	27	24	1
Attributes		Code			Frequency	
Charm attribute		A			38	
Expected attribute		O			3	
Basic attribute		M			21	
No difference attribute		I			45	
Reverse attribute		R			92	
Suspicious results		Q			4	



Functional or service requirements		5.Entive does not provide Fire extinguishing protection device, how do you evaluate?				
		Very satisfied	Satisfied	General	Dissatisfied	Very dissatisfied
5.Entive provides Fire extinguishing protection device, how do you evaluate?	Very satisfied	0	3	13	11	7
	Satisfied	0	3	12	6	26
	General	3	8	31	9	18
	Dissatisfied	0	3	10	11	17
	Very dissatisfied	0	4	3	5	0
Attributes		Code			Frequency	
Charm attribute		A			27	
Expected attribute		O			7	
Basic attribute		M			61	
No difference attribute		I			93	
Reverse attribute		R			15	
Suspicious results		Q			0	
Functional or service requirements		6.Entive does not provide Professional knowledge consulting, how do you evaluate?				
		Very satisfied	Satisfied	General	Dissatisfied	Very dissatisfied
6.Entive provides Professional knowledge consulting, how do you evaluate?	Very satisfied	0	15	13	21	63
	Satisfied	1	3	7	11	20
	General	3	1	3	8	18
	Dissatisfied	2	1	2	6	1
	Very dissatisfied	0	1	1	2	0
Attributes		Code			Frequency	
Charm attribute		A			49	
Expected attribute		O			63	
Basic attribute		M			39	
No difference attribute		I			42	
Reverse attribute		R			10	
Suspicious results		Q			0	

Functional or service requirements		7.Entive does not provide Channel promotion model, how do you evaluate?				
		Very satisfied	Satisfied	General	Dissatisfied	Very dissatisfied
7.Entive provides Channel promotion model, how do you evaluate?	Very satisfied	2	8	21	12	55
	Satisfied	3	4	3	2	17
	General	0	2	29	3	20
	Dissatisfied	2	1	2	1	11
	Very dissatisfied	1	0	0	3	1
Attributes		Code			Frequency	
Charm attribute		A			41	
Expected attribute		O			55	
Basic attribute		M			48	
No difference attribute		I			47	
Reverse attribute		R			9	
Suspicious results		Q			3	
Functional or service requirements		8.Entive does not provide Customer experience project, how do you evaluate?				
		Very satisfied	Satisfied	General	Dissatisfied	Very dissatisfied
8.Entive provides Customer experience project, how do you evaluate?	Very satisfied	2	8	21	12	55
	Satisfied	3	4	3	2	17
	General	0	2	29	3	20
	Dissatisfied	2	1	2	1	11
	Very dissatisfied	1	0	0	3	1
Attributes		Code			Frequency	
Charm attribute		A			41	
Expected attribute		O			55	
Basic attribute		M			48	
No difference attribute		I			47	
Reverse attribute		R			9	
Suspicious results		Q			3	

Functional or service requirements		9.Entive does not provide Trade-in allowance, how do you evaluate?				
		Very satisfied	Satisfied	General	Dissatisfied	Very dissatisfied
9.Entive provides Trade-in allowance, how do you evaluate?	Very satisfied	0	1	6	7	20
	Satisfied	1	3	14	12	43
	General	0	4	36	5	21
	Dissatisfied	0	5	4	2	11
	Very dissatisfied	0	2	3	3	0
Attributes		Code			Frequency	
Charm attribute		A			14	
Expected attribute		O			20	
Basic attribute		M			75	
No difference attribute		I			85	
Reverse attribute		R			9	
Suspicious results		Q			0	

#### 4.3.2 Reliability and Validity of the Questionnaire Survey Data

Table 4.7 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha based on standardized items	Number of items
.877	.879	20

It is necessary to consider the reliability and validity of the questionnaire. Validity of the test is mainly on structural validity indicator; in factor analysis, the author adopts factor analysis of construct validity questionnaire; through KMO and Bartlett's test of spheroids, indicating construct validity of the questionnaire is relatively high. In the paper, 203 reliability analyses on customer survey data onto the reliability statistics, Cronbach's Alpha based on standardized items is greater than 0.7, and close to 0.9 indicates that the scale has high internal consistency, reliable and strong.

Table 4.8 KMO and Bartlett Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.734
Bartlett's Test of Sphericity	Approx. Chi-Square	7173.460
	df	190
	Sig.	.000

KMO test is used to check the partial correlation between variables, ranging from 0 to 1. KMO statistic gets closer to 1. The correlation between variables is stronger and the effect is better. Kaiser sets the criteria for KMO: more than 0.9 indicate very appropriate; 0.8 represents a suitable; 0.7 represents general; 0.6 represents inappropriate and 0.5 indicates an inappropriate. The KMO statistic is between 0 and 1. When the simple correlation coefficient between the variables and the square all are far greater than the partial correlation coefficient square, KMO values close to the 1. KMO value is on the brink of 1, means that the correlation between variables is stronger in the paper for the 203 customer questionnaire data into statistical analysis, the KMO was 0.734, higher than 0.7, so with real data, suitable for factor analysis.

According to the questionnaire survey, the data were collected and analyzed by EXCEL. As showed in table 4.9.

Table 4.9 Function of Entive on KANO Attribute Classification Table

Function	Charm	Expected	Basic	No difference	Reverse	Suspicious results	Final
1.One button cleaning system	27	40	56	61	19	0	No difference
2.Safety system	49	45	47	43	17	2	Charm
3.Energy diversification	55	14	13	110	9	2	No difference
4.Biological perception technology	38	3	21	45	92	4	Reverse
5.Fire extinguishing protection device	27	7	61	93	15	0	No difference

Table 4.10 Service of Entive on KANO Attribute Classification Table

Service	Charm	Expected	Basic	No difference	Reverse	Suspicious results	Final
6. Professional knowledge consultation	49	63	39	42	10	0	Expected
7. Channel promotion model	63	65	41	28	6	0	Expected
8. Customer experience project	41	55	48	47	9	3	Expected
9. Trade-in allowance	14	20	75	85	9	0	No difference
10. Lifetime Warranty	59	34	67	35	7	1	Basic

#### 4.3.3 Better-worse Coefficient Analysis

In addition to qualitative analysis of the KANO attribute attribution, the Better-Worse coefficient can also be calculated, to demonstrate the degree of achievement of this factor attributes to increase satisfaction or eliminate dissatisfaction with the degree of impact. The value of Better is usually positive, indicating that if the product provides a function or service. The user's satisfaction will be enhanced. The greater the positive value, on behalf of the user satisfaction to enhance the effect will be stronger, the satisfaction will rise fast, the value of Worse is usually negative, indicating that if the product does not provide a function or service, the user's satisfaction will be reduced. The greater the negative value, on behalf of the user satisfaction to enhance the effect will be larger, the satisfaction will reduce fast. Therefore, according to the Better-Worse coefficient, the project with higher absolute coefficient score should be a top priority.

Complete the requirement classification of quality characteristics and then perform KANO model analysis. KANO model analysis is based on the quality of satisfied with the analysis of the influence and are not satisfied, to judge the customers for the quality level of the sensitive degree of change, and then to improve the quality characteristics of sensitivity is high, more conducive to improve customer satisfaction of the key factors. First, the calculation of the two aspects of satisfaction influences (SI) and unsatisfactory influence (DSI) is calculated as follows:

$$SI=(A+O)/(A+O+M+I) \quad / \quad DSI=(-1)\times(O+M)/(A+O+M+I)$$

According to the above formula, Worse coefficients of Better in addition to each function or service item are calculated as showed in table 16, calculate the Better value and Worse value according to the calculation formula above,

Table 4.11 Better-Worse Table base on KANO model

Function or service	Better Worth	Worse Worth
1.One button cleaning system	0.36	0.52
2.Safety system	0.51	-0.50
3.Energy diversification	0.36	-0.14
4.Biological perception technology	0.38	-0.22
5.Fire extinguishing protection device	0.18	-0.36
6.Professional knowledge consultation	0.58	-0.53
7.Channel promotion model	0.48	-0.52
8.Customer experience project	0.65	-0.54
9.Trade-in allowance	0.50	-0.54
10.Lifetime Warranty	0.18	-0.49

Divide the scatter plot against four quadrants based on better values and worse values of 10 functions or services,

First quadrant representation: values of the Better coefficient are high and the absolute value of the Worse are also high. Fall into this quadrant factor, called the Expected Quality, fall into this quadrant that means the product provides this function, customer satisfaction will increase, when the product does not provide this feature, customer satisfaction will be reduced. The index of this area is important to the client, customer satisfaction is also prohibitive, so these indicators are the advantages of competition and industry indicators.

Second quadrant representation: The value of the Better coefficient is high and the absolute value of the Worse is low. Collapse into this quadrant factor, called the Charm Quality, fall into this quadrant that means the product does not provide this feature, customer satisfaction will not be decreased, but when the product provides

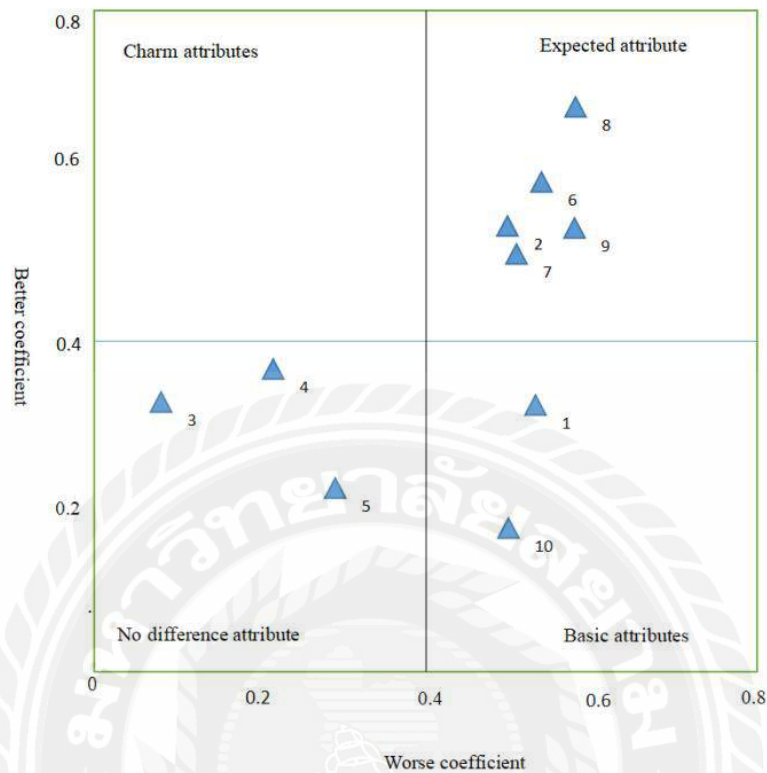
this feature, the user satisfaction will be greatly improved. The index of this area is of high importance of customers and low customer satisfaction, so it is important to improve their satisfaction.

Third quadrant representation: The value of the Better coefficient is low and the absolute value of the Worse is also low. The factors that fall into this quadrant are called No different Quality, fall into this quadrant that means that these functions are provided or not provided, user satisfaction will not change, these features that users don't care about. For customers, these indicators are less important, less satisfied, can be temporarily ignored.

Fourth quadrant representation: The value of the Better coefficient is low and the Worse coefficient is high. Fall into this quadrant factor, called the Basic Quality, that means the product provides this feature, the user satisfaction will not improve, when this feature is not available, user satisfaction will be significantly reduced. Note that the function that falls into this quadrant is the most basic function, for customers with higher satisfaction, but less important for customers, can remain unchanged.

In practice, the researcher must go all out to meet the user's most elementary needs firstly. Therefore, the fourth quadrant is the necessary factors. These requirements that the researcher is under an obligation to do. After achieving the most basic needs, I should try our best to meet the expectations of the user, the Performance Quality factor of the first quadrant, which is a competitive factor in quality. Provide users with additional services or product features, so that their products and services better than competitors and different, to guide users to enhance the moral impression of the product. Finally, The researcher strives to realize the user's attractive demand, which is the charm factor of the second quadrant, then increases the user's loyalty.

Figure 4.12 Better - Worse Coefficient Diagram



From the Better - Worse coefficient can be seen in Chart 4.12 , The first quadrant is the expected attribute include: 2 Safety system, 6 Professional knowledge consultation, 7 Channel promotion model, 8 Customer experience project channel , 9 Customer experience project; No projects fall into the second quadrant is charm attributes ; Fall into the third quadrant and no difference properties include:3 Energy diversification, 4 Biological perception technology, 5 Fire extinguishing protection device. Fall into the fourth quadrant is basic properties includes:1 One button cleaning system, 10 Trade-in allowances.

According to Entive integrated cooker customers, who are more inclined to integrate cooker products related services. The customer's requirements for the integration range function are kept in the undifferentiated attributes and basic attributes. Whether or not these features are provided, there is no changes in user satisfaction. The users do not give a damn these features. When the product offers this feature, user satisfaction will not be provided, but the user satisfaction will be greatly reduced when this feature is not available, the function that falls into this quadrant is the most basic function. Although customer satisfaction is higher, the customer



importance is low. This may maintain the present situation. It showed that the demand for Entive integrated cooker consumers will not increase because of the functional diversity of the integrated range. On the contrary, the form and kind of service items for the Entive integrated range will affect the customer demand.

#### 4.3.4 KANO Index and Priority Index Analysis Data

Refer to above - mentioned KANO index, functions and services of Entive integrated kitchen customer needs each four of demand important evaluation, draw relevant data, then draw the Entive integrated cooker customer demand analysis model:

Depending on table 16, the method of KANO model is improved analytical. Corresponding to the positive question "Very satisfied," "Satisfied," "General," "Dissatisfied," "Very dissatisfied" the number of people, the corresponding scores are "1," "0.5," "0," "-0.5" and "-1" respectively. Corresponding to the negative question "Very satisfied," "Satisfied," "General," "Dissatisfied," "Very dissatisfied" the number of people, the corresponding scores are "-1," "-0.5," "0," "0.5" and "1" respectively. Get the KANO model satisfaction scores, the relative calculation of the score is shown in table 4.13.

Table 4.13 KANO Model Satisfaction Scores (1)

Negative	Very satisfied	Satisfied	General	Dissatisfied	Very dissatisfied
Positive					
Very satisfied	0	0.5	1	1.5	2
Satisfied	-0.5	0	0.5	1	1.5
General	-1	-0.5	0	0.5	1
Dissatisfied	-0.5	0	0.5	1	1.5
Very dissatisfied	-2	-1.5	-1	-0.5	0
Charm	Expected	Basic	No difference	Reverse	Suspicious results
3	2	4	3	-7	0

According to the exponential formula of KANO model, the absolute values of  $\bar{X}_i, \bar{Y}_i$  are calculated, as shown in table 4.14.

$$\text{Calculation formula: } \bar{X}_i = \left| \frac{1}{nJ} W_{y_1} m \right|, \bar{Y}_i = \left| \frac{1}{nJ} W_{y_2} m \right| W_{y_1} = \sqrt{2}, W_{y_2} = \frac{\Pi}{2}$$

(J=203,n=Number of functions and services )

Table 4.14 KANO Model Satisfaction Scores (2)

Function or service	Charm	Expected	Basic	No difference	Reverse	Suspicious results	Total M
1.One button cleaning system	81	80	224	183	-133	0	435
2.Safety system	147	90	188	129	-119	0	435
3.Energy diversification	165	28	52	330	-63	0	512
4.Biological perception technology	114	6	84	135	-644	0	-305
5.Fire extinguishing protection device	81	14	244	279	-105	0	513
6.Professional knowledge consultation	147	126	156	126	-70	0	485
7.Channel promotion model	189	130	164	84	-42	0	525
8.Customer experience project	123	110	192	141	-63	0	503
9.Trade-in allowance	42	40	300	255	-63	0	574
10.Lifetime Warranty	177	68	268	105	-49	0	569

Table 4.15 Entire Integrated Cooker Customer Demand KANO Model Index

Functions and services	$\bar{X}_i$	$\bar{Y}_i$
1.One button cleaning system	0.31	0.34
2.Safety system	0.30	0.33
3.Energy diversification	0.36	0.40
4.Biological perception technology	-0.21	-0.24
5.Fire extinguishing protection device	0.36	0.40
6.Professional knowledge consultation	0.34	0.38
7.Channel promotion model	0.36	0.41
8.Customer experience project	0.35	0.39
9.Trade-in allowance	0.40	0.44
10.Lifetime Warranty	0.40	0.44

According to the absolute value of X and Y, the priority index of the KANO model is calculated, and the formula of the priority index of the KANO model is calculated:

$$Y = \frac{2\sqrt{2}}{3} \sqrt{X_i^2 + Y_i^2}$$

Table 4.16 Priority Index Y of Customer Demand KANO Model for Entire

Function	Priority index Y
1.One button cleaning system	0.43
2.Safety system	0.42
3.Energy diversification	0.50
4.Biological perception technology	0.30
5.Fire extinguishing protection device	0.50
6.Professional knowledge consultation	0.47
7.Channel promotion model	0.51
8.Customer experience project	0.49
9.Trade-in allowance	0.56
10.Lifetime Warranty	0.56

According to the priority index, the importance of customer demand is as follows:

Functional ranking: 3 Energy diversification=5 Fire extinguishing protection device >1 One button cleaning system >2 Safety system >4 Biological perception technology;

Service ranking: 10 Lifetime Warranty =9 Trade-in allowance>7 Channel promotion

model >8 Customer experience project >6 Professional knowledge consultation;  
 Function and service ranking: 10 Lifetime Warranty =9 Trade-in allowance >7  
 Channel promotion model >3 Energy diversification =5 Fire extinguishing protection  
 device >8 Customer experience project >6 Professional knowledge consultation >1  
 One button cleaning system >2 Safety system >4 Biological perception technology

As can be seen from the above data, the service class priority index values are basically greater than the functional class priority index. Entire integrated kitchen customers compared to the function of the integrated kitchen, more attention to the service of integrated kitchen.

Analyze the Table Entire integrated oven product function and service item KANO attribute classification table and Table KANO model satisfaction score and get the total score for each final attribute of the function or service then calculate the X value in the model. The formula for the average X :

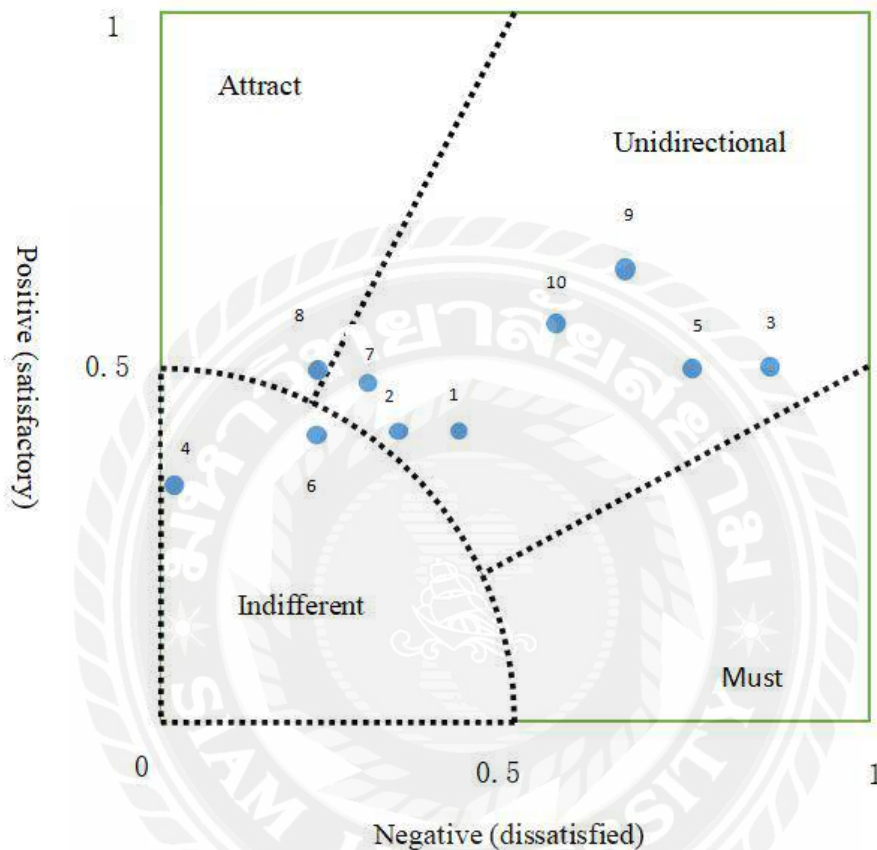
$$X = \frac{m}{2 J}$$

Table 4.17 The Final Attribute Scores for each Function and Service Class

Functions and services	Attributes	Total score m	Average X
1.One button cleaning system	No difference attribute	183	0.45
2.Safety system	Charm attribute	144	0.35
3.Energy diversification	No difference attribute	330	0.81
4.Biological perception technology	Reverse attribute	-644	-1.59
5.Fire extinguishing protection device	No difference attribute	279	0.69
6.Professional knowledge consultation	Expected attribute	126	0.31
7.Channel promotion model	Expected attribute	130	0.32
8.Customer experience project	Expected attribute	110	0.27
9.Trade-in	No difference attribute	255	0.63
10.Lifetime Warranty	Basic attribute	268	0.66

Calculate the absolute value of the X and Y, and make a KANO classification map of the customer requirements with the Entive integrated cooker.

Figure 4.18 Analytical Model of Customer Demand for Entive



The results from the above picture show that One-way factors include: 2 Safety system, 10 Lifetime Warranty, 7 Channel promotion model, 1 One button cleaning system, 3 Energy diversification, 5 Fire extinguishing protection device, 9 Trade-in allowance, Indifferent factors include: 4 Biological perception technology, 6 Professional knowledge consultation, Attractive factors include: 8 Customer experience project. The researcher can find that, 10 integrated cooker function and service projects, most projects fall in one-way factor, and the linear relationship of customer satisfaction, customer and less strict to the requirement of integrated kitchen products, on the contrary, the more the better the service function, can quickly improve customer satisfaction.

#### 4.3.5 Customer Priority Satisfaction Model based on KANO Model

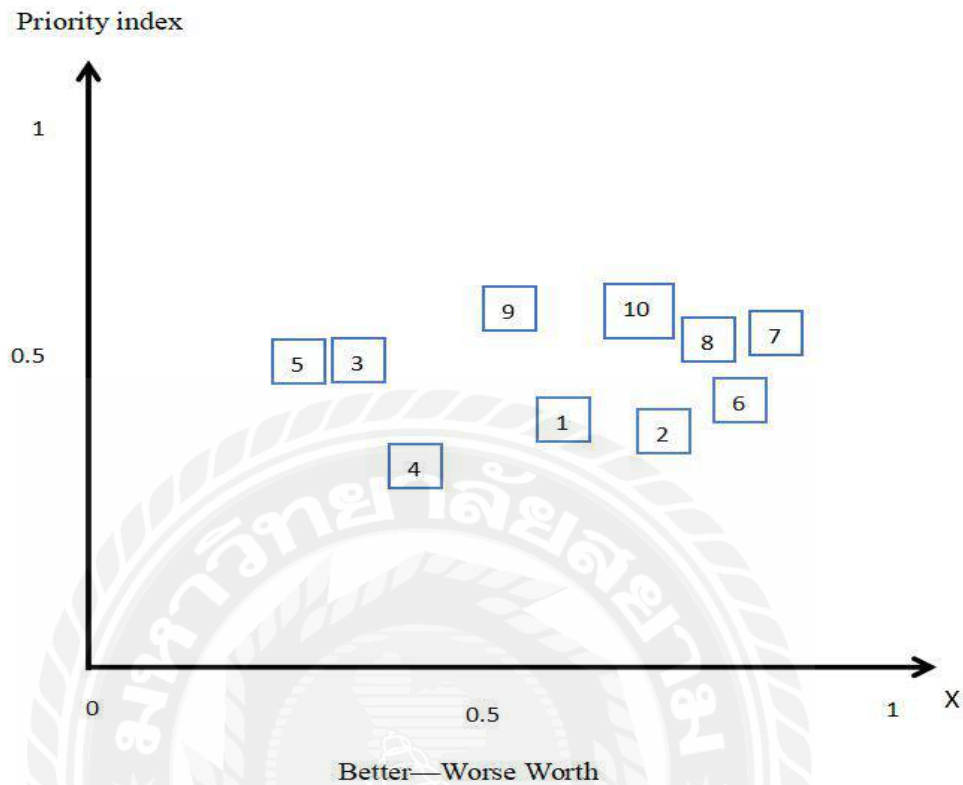
Analyze the customer demand type of Entive integrated cooker, includes: One button cleaning system, Safety system, Energy diversification, Energy diversification, Biological perception technology, Fire extinguishing protection device, Professional knowledge consultation, Channel promotion model, Customer experience project, Trade-in allowance, Lifetime Warranty about 10 functions and services are analyzed. Better - Worse data onto KANO project obtained from above is combined with the priority index of KANO model, which gives a sequence of priority satisfaction order model based on KANO model.

Table 4.19 Priority Satisfaction Order for Customer Demand

Functions and services	Better—Worse Worth	Priority index
1.One button cleaning system	0.64	0.43
2.Safety system	0.71	0.42
3.Energy diversification	0.39	0.50
4.Biological perception technology	0.44	0.30
5.Fire extinguishing protection device	0.40	0.50
6.Professional knowledge consultation	0.78	0.47
7.Channel promotion model	0.84	0.51
8.Customer experience project	0.74	0.49
9.Trade-in allowance	0.52	0.56
10.Lifetime Warranty	0.70	0.56

Using the Better - Worse value as the numerical value of the X axis and the priority indexes as the value of the Y axis, set up a sequence of priority satisfaction orders model based on KANO model. In order to analyze the functions and services of Entive integrated cooker products, select the most integrated functions and services that customers expect and satisfy customers, which will serve as a reference from Enterprise's product decision making.

Figure 4.20 Sequence of Priority Satisfaction Order Model



In the integrated customer satisfaction model, the greater the value of the Y axis, the smaller the value of the X axis, the higher the customer satisfaction, the enterprise should give priority to the function or service, in which the value of the Y axis is preferred. As you can see, in the functions and services of the above 10 Entive integrated cooker, the Entive electric appliance integrated oven takes priority in the order of function and service:

10 Lifetime Warranty > 9 Trade-in allowance > 7 Channel promotion model > 5 Fire extinguishing protection device > 3 Energy diversification > 8 Customer experience project > 6 Professional knowledge consultation > 1 One button cleaning system > 2 Safety system > 4 Biological perception technology

#### 4.4 Validation of Research Hypotheses

Based on the data analysis of the above three models, conclusions are drawn from the above assumptions.

Table 4.21 Validation of Hypothetical Conclusions

Hypothesis	Conclusion
There's positive relation between the functional diversification of integrated cooker product and integrated cooker customer demand	Set up
There's positive relation between the service diversification of integrated cooker product and integrated cooker customer demand	Set up

#### 4.5 The Problem in the Demand Process of Entive Customer in Thai Market

Although Zhejiang Entive Appliance Co., Ltd was already the old enterprise with the development for more than 20 years. However, entive only slowly entered the Thai market in recent years. There are many unknown difficulties and challenges in front of it. It can not find a suitable model for the Thai market, still use the Chinese model will only be at a disadvantage in the marketing. From this, it can be seen that Entive Appliance has had the deficiencies in the aspects of both the customer demand and customer satisfaction. Here below are some problems in the aspect of Entive Appliance's consideration of customer.

##### 4.5.1 Customer Experience Process

The integrated cooker has the super high smoke adsorption rate and innovative integrated design. It can both save the space and achieve the purpose of health and non-pollution. Being such a quite applicable kitchen appliance product, the customer may hope to have even more customer experience time, but not the "talk on the paper" performed by the sales people. For each customer, it may have quite different time and process to know and master a certain integrated cooker product, also the different aspects to get to know the product, the sales people cannot treat different customers with the fixed experience method, otherwise it can only lower customer's favorable impression. The shorter customer experience time and lack of pertinence shall be the direct factors caused the customer doubting on the experience process.



#### **4.5.2 The Defects in the Time and Quality of Product's After-sale Service**

As a product, besides the pre-sale service in sales, it should also have the after-sale service, but for such an integrated appliance, the after-sale service procedure of integrated cooker is more complex. In order to let the consumer enjoy better after-sale service, the enterprise must increase its sales and repair network, this shall also enlarge enterprise's capital input accordingly and there's also risk in the market, the inactive attitude to reply and adopt the opinions of consumer's claims may also cause the outflow of consumer. For the enterprise did not change its service quality by aiming to different customer demand, but with the mechanical treatment for all customers, this did also enable some of consumer's mind creating unsatisfied emotion, also result in the increased complaint call, accompanied with that the enterprise was lack of the experience in the aspect of after-sale service, and then gradually lost its advantageous position during the competition with other enterprises. Even its product has had the excellent quality, the declined after-sale service quality may also inevitably lower customer satisfaction, this shall also be the vital problem for the enterprise.

#### **4.5.3 Unqualified Sales Quality and Lack of Professional Knowledge**

In order to occupy the market rapidly, it may need plenty of distributors and sales persons to promote the product, but it cannot assure the overall quality of distributors and sales persons and is also lack of complete and systematical management system on distributors and the qualified professional knowledge training on sales persons, this shall bring the misleading behavior while the sales person guiding the customer for shopping, while losing the consumer it may also influence the image of such brand and enterprise accordingly. The product may have higher requirement on the professional knowledge of the technician for repair and maintenance, due to incomplete training of the enterprise on such technicians, it then caused the situation that the product consumer has bought cannot be used within its due service life. The most important thing is that, the enterprise failed to transfer the knowledge related to integrated cooker to the consume via sales person, this caused the situation that even the consumers have bought the integrated cooker product, they did still have the imperfect understanding on its new products. Its advertising

publicity on product was quite good, but it still did not prepare enough for the actual consumer experience.

#### **4.5.4 The Functional Innovation did not Meet Customer Demand**

Even there are so many technological innovations in Entive integrated cooker and it also has played the pivotal function in integrated cooker field, and its products did also have so many high-tech means with splendid functions, but in comparison with customer demand, some functions did not meet customer demand. The product's function should fulfill the preferences of most customers, not to cater to the demand of a small part of the high-end customers, otherwise the product can only be placed in idle and cannot play its due value even though it was bought by the consumer, although the function diversification is good, but it must depend on the basis of customer demand, it should let all things serve their proper purpose, not put it aside as a wasted item.

#### **4.5.5 Incomplete Sales Channel and Sales Method, Lack of Maintenance**

Qin (2010) suggested that based on current market situation, the competitive focus of integrated cooker industry is not on the product and brand, but on the channel. The altitude, distribution, combination and matching of channel etc shall both determine the success of market operation. According to the investigation on Entive integrated cooker customer, the channel sale method for Entive integrated cooker was not complete, the customer can only recognize and purchase the product through the specialty shop, in order to stand in the market, it must carry out the reasonable allocation and perfection on the structure, to put the emphasis on the perfection of structure, so as to realize the diversification of sales channels according to customer demand. Without the good sales experience and basis, it may increase enterprise's risk in such channel. In today's trend of channel as the priority, the one who possessed the channel advantage may finally be the winner in the market. For integrated cooker industry, the regional market network and sales capability built by the agents shall play the vital role on industrial development. Delete the certain degree, the agent group can help integrated cooker brand achieve the progress, and currently it's also the difficulty for the industry that the agents in integrated cooker industry did have

only weak strength accordingly. The participation of large agents for traditional kitchen appliance was also in shortage. Although the large agents did pay attention to the integrated cooker product, but their enthusiasm of such attention did not reach the expected level of the manufacturers, only quite few agents are willing to introduce and make efforts to promote such product. Lian (2010) suggested that existing agent groups loyalty on the brand shall also need to be improved accordingly. It's already the obvious fact that, the energy the agent have inputted into a certain brand has been dispersed already and they cannot form the brand loyalty then, this also reflected that there's short slab in the management of integrates cooker manufacturers on the agents.

#### **4.5.6 The Efforts on Promotion, Rationality of Advertising need to be Improved**

According to China integrated kitchen network (2017), although Entive integrated cooker still maintained its leading position in the integrated cooker industry, but through the comparison with some of other top enterprises in integrated cooker industry, it still has so far distant from them. According to the 8<sup>th</sup> network election activity of China's top 10 brands of integrated cooker, among the four election units of most valuable brand value, most influential brand, most investment value and most popular with the consumers, Entive only occupied the one items of the most brand value, with the ranking at the 1<sup>th</sup> place respectively. As the first batch of pioneer manufacturers for integrated cooker production, Entive brand's influence and popularity both have some other problems. Under the grand environment and condition of market economy, it's already no longer the sales era that good wine needs no bush, facing to more and more fierce competitive environment and increasingly increased sales pressure, if the enterprises of integrated cooker only insist on sitting idle and enjoying the existed fruits, they can finally gain few and few consumers accordingly. Therefore, the enterprises of integrated cooker should make pointed references to seek target consumption group and carry out brand promotion, to provide the solution or product to the consumer accordingly, then the consumer shall inevitably generate the confidence to buy the product. For sales and management, the most important thing is to spend limited expenses to the most effective market, one of the biggest obstruction for integrated cooker promotion is not the expensive price of

the product, but the imperfect understanding of customer on product, because the promotion work shall be the most important thing, for promotion, it should grasp any possible opportunity that can cause the target consumption group generating the purchasing decision, to let the consumer understanding this product even better. For example, through the group shopping opportunities held by those building material supermarket, building material market and home decoration companies, to release and introduce product's advantages to the target customers. (Modern home appliances, 2010). The enterprise should keep the investment in promotion and advertisement in proportion to the profits, to blindly invest in advertisement and be short of innovation can hardly let people more intuitively recognizing such product and also hardly enable people having deep impression on it accordingly. The incorrect promotion method can only cause the waste of resources in a large amount and the enterprise cannot get the due profits accordingly.

#### **4.6 The Solution for the Problems Existed Among Entire Customer**

According to Liu (2015), the customer strategy refers to ignore the product and remember customer demand and expectation, and keep customer-oriented. Customer-orientation means to take buyer demand as the center, its aim is to achieve the profit by fulfilling customer demand, the overall long time marketing activities taking the product with good sale as the axis, the enterprise should first consider of "what do consumer need". In order to gain customer loyalty, the enterprise should make efforts constantly and pay enough attention and care to customer, to establish association with customer, improve their satisfaction and loyalty, reduce customer outflow and maintain the long-term and stable relation with customer.

##### **4.6.1 The Solution for the Customer Experience**

Depending on customer experience to fulfill customer's interest demand and symbolic demand, in order to increase customer demand, in order to improve customer satisfaction, the customer experience shall not only refer to a single aspect, but all the aspects of the product, only to update each customer experience of itself meanwhile to understand what do the customer need, it then can achieve the maximum customer satisfaction. For integrate cooker product, the most effective and

also the most practical scheme is to reform sales model, this means it do not let the customer recognizing the product mechanically through the description of sales person, but let the customer more deeply recognizing the convenience brought by integrated cooker product through their own actual experience. Entive should actively arrange the activities in the experience shop in each area and near each major specialty shop, kitchen appliance stores and the marketplace with dense stream of people, to push the experience activities of integrated cooker products, and increase the time of customer experience and perfect the experience method, so as to enable more consumers having the experience just before they've make the decision to buy integrated cooker product, and randomly send various small kitchen appliance products to attract the consumer. Intensive Intensive passenger, by collecting the data of customer's feeling, usual status and effect during the use process, so that to improve user's experience even better, to improve customer satisfaction while the customer understands the integrated cooker product.

#### **4.6.2 The Solution for the Product After-sale Warranty Service**

Zhao (2010) suggested that the good service shall be “tangible”, and such shape can be mainly reflected through three aspects, first is the external image display of service, another one is the control on service process, finally the improvement of service staff shall be the key point to improve service quality. These services shall not be embodied in a certain link or a certain time interval, but such a continuous and traceable service. The quality of after-sale service shall determine the product's position in the hearts of the consumers, it's also the key factor to determine whether the product can break out in the market, only by combining the product in perfect quality with the superior service, the enterprise then can stand out in the market, being lack of any one of them, the result can only be failure. Entive should increase the repair technicians in each sales network and experience store, while helping consumer repair the normal problem, it can also spread the knowledge related to integrated cooker, enable the consumer subtly understanding the product and also improve the awareness of Entive brand. Although there is still some problems in Entive after-sale service in current period. But generally the quality and complaint rate of its after-sale service still kept at a normal level. Furthermore, to arrange the green recycle of those

eliminated or timeworn integrated cooker or kitchen appliance products, so as to utilize limited resources reasonably for green proposition, this may both bring convenience for the consumer and help improve corporate image then.

#### **4.6.3 The Solution for the Professional Knowledge Popularization**

The integrated cooker shall be such a new high-tech kitchen appliance product, for general consumers, they really cannot completely understand its structure and function etc., so that it may require the manufacturer and agent actively carry out the popularization activities for professional knowledge of integrate cooker. And the integrated environmental-protection cooker is also such a new product in an “unpopular” industry with the characteristics such as the lower attention rate of consumer at ordinary times, less understanding, fewer purchasing times, higher consumption amount in comparison with other products etc., the researcher actively “go abroad,” to establish product’s brand strategy and offline measures, even the better product publicity shall not be better than the public praise. It should enhance consumer’s understanding on integrated cooker product and mastering degree on professional knowledge, not only to spread the knowledge related to integrated cooker product in experience shop and sales network, the enterprise can also arrange the activities of kitchen safety knowledge lecture and production function promotion of integrated cooker product in the intensive resident area such as communities etc., enable the consumer better understand the advantages of integrated cooker while understanding more kitchen tips, so as to increase potential consumption group then, while there is family need to make kitchen decoration, it then can better combine with home decoration market, to spread the knowledge of integrated cooker while making kitchen decoration, to improve customer satisfaction, and increase customer demand at the same time.

#### **4.6.4 The Solution for the Functional Innovation**

Through investigation it then can find out that, the customer did not have the requirement on the function of integrated cooker as strict as for mobile phone, what the customer really needs is the integrated cooker that can actually improve kitchen environment and also with some embodiment in the aspects of practicability and

convenience, but not with some flaring functions that have not practical value at all. For this reason, Entive should make the improvement on the function of integrated cooker according to customer demand, to make the great progress in the performances such as the aspects of smoke adsorption rate, purifying rate, security system, electric flame screen etc and reduce the costs in the aspects of diversified energy supply, biological sensing technology and frequency conversion etc., by doing so it cannot only reduce the demanded cost, but also cater to customer demand and finally improve customer satisfaction accordingly.

#### **4.6.5 The Solution for the Channel Structure Diversification**

The reason for integrated cooker product can rapidly attract the vision of consumer is not simply depending on its excellent product design and function, the diversification of sales channel shall also be one of the key factors to facilitate the rapid development of integrated cooker, at present the sales channels can be mainly divided into the series of diversified channels such as direct sales channel, distributor channel, engineering channel and network channel etc.

To combine direct sales channel with distributor channel: offline sales, to actively expand distributor. Entive should actively cooperate with those nationwide building material stores and local mainstream building material market and chain stores of home appliance, to establish diversified channels, and then accumulate more distributors and agents through the cooperation with those mainstream building material markers and kitchen appliance enterprises, to combine the direct sales channel with the distributor channel then.

Network channel: online sales, to realize O2O by utilizing the powerful internet technology. In today's rapid development of network economy, the enterprises did no longer limit their channel within the normal sales in physical stores, but made online sales for their products, depending on the powerful internet, the enterprises did support the method of online payment with offline experience to realize the product experience with more conveniences and quickness, by utilizing the diversified online model and stronger controllability, the enterprises then could reinforce e-commerce and integrate the network brand marketing, enhance network marketing means, to facilitate the diversified development of network sales. On one

hand, to actively utilize the internet meanwhile make the efforts to return the product itself. The shall be the constant development direction of integrated cooker enterprises. The “cost-effective” product never worries about its sales prospect. On the other hand, it may also depend on the media advantage to promote and spread the product, increase product’s popularity and influence, by utilizing the combination of online and offline channels to explore new e-commerce model and channel, by fully utilizing the advanced mobile terminal to enable e-commerce becoming the springboard for faster development of integrated cooker industry.

#### **4.6.6 The Solution for the Promotion Method Diversification**

In order to successfully shape and spread brand image, the implemented brand marketing plan that aims to smoothly realize such goal shall be such a decision-making activity process that take the formation and transmission of brand image as the focus of study, under the premise that it mastered plenty of information materials, to follow the principles of system, feasibility, pertinence and innovation, and provide such a scientific activity regulation scheme for the overall marketing activities of corporate brand. The aim of brand marketing plan is to provide a scientific guidance scheme for enterprise’s brand marketing activity, enable the brand marketing activity becoming more effective, so as to successfully shape and spread brand image, finally to generate the brand value. The diversified adjustment on promotion channels shall not aim to enter in the eyesight of consumer in the way of advertisement. The more important thing is the attention of the consumer on the brand.

Jin (2012) thought how to let the home appliance matching the decoration style of consumer’s family has become the main line for the design and Research and Development of range hood and cooker enterprises, whatever the built-in the kitchen appliance or the integrated product, they are both designed based on the understanding and fulfillment of consumer demand, in comparison with built-in home appliance, the integrated appliance has just started the development in domestic market, consumer’s diversified demands on kitchen appliance and integrated demands on kitchen environment shall facilitate the integration development of kitchen appliance to become such a trend, for the development of integrated kitchen appliance



function, there shall be plenty of spaces for exploitation. It may pay more attention to specialization of function, require more safety and stability, emphasize appearance and also pay more attention to manufacturability. Guo (2013) suggested that it shall enhance the close connection between integrated cooker product and home decoration industry. The building material market shall also be the important hub of integrated cooker. Along with the change and development of the market, the main factors in the market shall also change accordingly. More and more consumers shall depend on home decoration company than ever, and in order to save time, more and more consumers may tend to buy products from modern channel, and the market for refined decoration engineering may also expand accordingly.

To enhance the information push function for integrated cooker customer, support precise marketing information push, to analyze the series behaviors and characteristics such as consumer's preference etc. With today's well developed technology, the company can use We Chat or other internet paths to establish the effective connection with those effective group such as the interesting consumers and the users who have already bought the product during the process of product promotion, so that when the company promotes new product, advertisement and various activities, they can be rapidly transmitted to effective group with more precise transmission effect and the more targeted marketing strategies, to truly realize the purpose of serving the consumer and manufacturing for consumer.

In order to enhance the overall strength of agents, it may need to improve the competitiveness of the whole agent team through training, through reinforcing the management and training on the agents, to enhance the trust of agent on the enterprise, improve agent's marketing level and enable the agent becoming its own strategical partner, with the combination of the manufacturer and agent, it then can facilitate the development of integrated cooker industry meanwhile become the navigator of the market.

To enhance the cooperation with each major decoration market and company, increase promotion means, to sign the agreement with some newly built apartments and dwellings, make deep cooperation with decoration companies, help them install the integrated cooker in the houses in the price lower than market level, the aim is not to make money but to achieve better publicity effect and utilization

ratio. The product characteristic of integrated cooker is also suitable for some requirements in the engineering market, for example the characteristic of its high smoke adsorption rate is just matched with the requirement on open kitchen in apartment quite well. Sun (2012) said that in order to let the consumer understanding, recognizing, approving and purchasing the company's integrated cooker, the sales person promotion shall be very important. And the focus of sales person promotion is the training, the aim of the training on promotion staff is to mainly enable the promotion staff having quite clear knowledge on product characteristic, brand, market situation and competitor's conditions etc, meanwhile it also requires promotion staff to master the professional knowledge such as sales skills and relative laws etc. The sales person promotion needs to meet the customer at the end, to interpret product information to the customer with their own sales skills and solve the dispute from the customer, then provide the solution for the final deal. Through buzz marketing to improve consumption retention and enhance the emotion with old customers, establish customer group and files, and arrange the follow-up work for after-sale service in details accordingly.

## **CHAPTER 5**

### **CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Conclusion**

Through the data analysis on the questionnaire for the demand of integrated cooker function and service that has been carried out in Chapter 3 in the paper by taking Entive integrated cooker product as the example, by utilizing the basic theoretical knowledge of KANO model and the questionnaire for the product function and service characteristics of Entive integrate cooker, also through data analysis by using EXCELL and SPSS software, according to the 10 functions and service of Entive integrated cooker it can be obviously seen the tendency of customer demand on Entive integrated cooker in Thailand, in comparison with the function category of integrated cooker product, the customer is more inclined to select the service category. But this did not represent that the function of integrated cooker is not important, just because the customer did not deliberately chase for the high tech of the product under the current environment, but hope the soft power of the product can be reinforced accordingly. Although the product with new technology is important, but without the support from soft strength of product service, those manufactured product are also incomplete then.

For Thai customers, the functional advantage of a certain product cannot represent the quality of the whole product, the expectation of customers on the aspect of product service is much higher than expectation on product function, actually from the perspective of such point, the consumption psychology of customer is quite objective. For this reason, it takes Entive integrated cooker enterprise as the example, to extend to the whole integrated cooker industry, while developing the function of integrated cooker product, the enterprise should give more consideration on customer demand on product service, let the product service fulfilling customer's satisfaction, thus it can fundamentally get the approval from the customer, for there may not be too large renovation on the function of integrated cooker product at all, but the product service for each brand can just help the enterprise establish the brand effect beneficial for itself while taking care of customer demand, to improve customer loyalty and the

brand influence of the product.

## **5.2 Prospect of Integrated Cooker Industry**

With today's economic globalization and in the 21<sup>st</sup> century with initiatives on energy saving and environment protection, the development of integrated cooker industry shall comply with the rapid development of home furnishing and real estate industry with the continuous trend, thus it may also have wide consumption group in the market. The researcher believe in coming years, through the mutual efforts of those practitioners in the industry, by continuously enhancing product consciousness, effectively perfecting and improving the unreasonable properties of integrated cooker structure, completely eliminating customer's psychology with hidden danger and providing better after-sale service guarantee, the integrated cooker market must come into its rapid growth period. On the occasion, once each enterprise can reasonably control its cost, then the integrated cooker market should constitute the three kingdoms with the traditional industries of range hood and gas cooker etc in the market, the integrated cooker firstly invented in China shall not spend too much time to step forward from domestic market to the international market, with the prospect on the future, its industrial prospect shall be quite great. For the prospect for the prospect of integrated cooker industry, the development trends of integrated cooker industry can be summarized in following several points.

### **5.2.1 Take Quality and Service as Mainstream**

The quality and service shall be the most intuitive factors to represent the integrated cooker manufacturers in the market competition system. At present, the changes in consumer's concept on consumption and the picky consumption property shall let the consumer making more rational thinking on the purchased integrated cooker, they'd not only pay more attention to product's practical value and durability performance, but also require the integrated cooker manufacturers to provide the integrated cooker product with excellent quality and the top-rated service, then they'd have the consideration to purchase the product accordingly.

### **5.2.2 Focus on the development of energy saving and environmental protection**

Under such grand environment that all the world is focusing on energy saving and environmental protection, people need to consider more of their own security and health while protecting the environment. While more and more people are paying attention to the feature of integrated cooker such as appearance, smoke adsorption rate and durability etc, they'd also pay more attention to the energy-saving and environmental-protection function of integrated cooker. The health and environmental-protection living residence are the newly emerged life style of humanity after the Industrial Revolution. It's also the prominent life style in the 21<sup>st</sup> century. So that it's very necessary for integrated cooker industry and products to develop toward the direction of health and environmental protection, it's also the selection of the time.

### **5.2.3 Develop stylish and full-featured integrated cooker**

Although there are so many models and varieties of integrated cooker products in the market, the integrated cooker that can really attract the consumers are quite fewer. Thus for the selection of integrated cooker, the consumers always like to make comparison with on the products from different suppliers, to focus on those integrated cooker products with both the good fashion and taste. Thus they can decorate their home with the environmental atmosphere with abundant lifestyle and interests, on the other hand it then can also urge the integrated cooker manufacturers to enhance their innovation strength and come up with the times, to produce the integrates cooker production both containing the fashion and taste, by utilizing the modern high-tech products into kitchen, to let the science and technology really serving people and bringing convenience to people.

### **5.2.4 The Integrated Cooker Industry should Compete in the Intelligent Route**

In the 21<sup>st</sup> century the world has entered into the competition era with brand internationalization, to establish product's position in the market with the brand and establish corporate image shall be the effective market competition means for the enterprises, it's also the important part of enterprise's market competition strategy. Each major integrated cooker enterprises even depended on their brand advantage to

explore the market, enabled their enterprise brand gradually becoming the famous brand, through shaping brand image to improve enterprise's strategy on product competitiveness, improve product's market share. Meanwhile, along with gradually raised consumption level, the consumers shall like to chase for even high-end and intelligent integrated cooker products, and the consumers shall also have the requirements on integrated cooker quality in the new level.

### **5.2.5 The Economic Usefulness shall be the Inexorable Trend**

The consumption product must involve the price, while selecting the product, the consumer may pay more attention to the cost performance, although the unit price of integrated cooker product is quite expensive, actually it's also on the way to make a reasonable price. Enterprises did not only popularize the product in those metropolitan, but also actively explore the town market accordingly. This may also require the enterprise to continuously improve its own capability in technology and Research and Development, to enable the whole industry becoming more close to the people, and really achieve the target to let the intelligent kitchen appliance entering into ordinary family.

### **5.3 Recommendations and Inadequate**

The paper only selects one enterprise product to conduct investigation in Thailand market, there are some limitations.

The study sample, questionnaire survey data and the survey number are not very comprehensive, and there are some limitations. Most of the survey samples near Bangkok did not really achieve full coverage of the Thai market. The conclusions drew for reference

Design research is to make integration cooker enterprise can more smoothly into the Thailand market, to avoid unnecessary money and personnel, in Thailand looking for a new mode of difference in China, for China's integrated kitchen enterprises enter the overseas market foundation, put forward the views and suggestions of researchers.

For other customer satisfaction issues that are not mentioned in the study, other researchers can discuss the discussion on the basis of the study. For the sample

of this study, other researchers can expand into the entire southeast Asian region.

Based on the relevant experience of China integrated focus market, this paper conducts a preliminary investigation and research on the integrated local market in Thailand. Because China's model does not apply to the Thai market, it must find a new model that addresses the needs of local people. In this paper, the customer satisfaction analysis is performed in the case of Entire integration, which does not involve other Chinese brands. So the researchers can be based on this article, from the product appearance, quality, price and other aspects of the integrated cooker customer for more in-depth study.



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## APPENDIX

### CUSTOMER DEMAND ANALYSIS OF INTEGRATED COOKER BASED ON KANO MODEL IN THAILAND: A STUDY OF ENTIVE (QUESTIONNAIRE)

Customer Interested in the Integrated Cooker Function or Service Questionnaire (1)

Dear Customers:

Hello! Welcome to participate in the questionnaire survey of the integrated cooker function or service that is of interest to customers. In order to understand the customer's most interesting integrated cooker functions and services, the survey will analyze the needs of customers with integrated cooker, hoping to get your help. We will be very grateful for your busy time to participate in our investigation, thank you!

(Fill in the note: in the functions and services of the two projects, select the most interesting features and service of the four, in the selected features and services behind "( )" marked "√")

Function	Service
Fire extinguishing protection device ( )	Professional knowledge consultation ( )
One button cleaning system ( )	Group buying ( )
Safety system ( )	New product meeting ( )
Disinfection star system ( )	Lifetime Warranty ( )
Energy diversification ( )	Channel promotion model ( )
Biological perception technology ( )	Trade-in allowance ( )
Electronic firewall ( )	Regular use of feedback ( )
Most frequency conversion system ( )	Customer experience project ( )

**CUSTOMER DEMAND ANALYSIS OF INTEGRATED COOKER BASED ON KANO MODEL IN THAILAND: A STUDY OF ENTIVE (QUESTIONNAIRE)**

Customer Interested in the Integrated Cooker Function or Service Questionnaire (2)

Dear Customer:

Hello! Welcome to participate in the questionnaire survey of customer needs analysis based on KANO model. In order to get a better understanding of the most realistic needs and customer satisfaction surveys of Entive integrated cooker, we hope that you can get help from the investigation. We will be very grateful for your busy time to participate in our investigation, thank you!

(Fill in attention: in the provision of each issue and to provide positive and negative problems in the "Very satisfied," "Satisfied," "General," "Dissatisfied ," "Very dissatisfied," five levels below select a degree in the following marked "√")

**CUSTOMER DEMAND ANALYSIS OF INTEGRATED COOKER BASED ON KANO MODEL IN THAILAND: A STUDY OF ENTIVE**

Question 1	Very satisfied	Satisfied	General	Dissatisfied	Very dissatisfied
Entive provides One button cleaning system, how do you evaluate?					
Entive does not provide One button cleaning system, how do you evaluate?					

Question 2	Very satisfied	Satisfied	General	Dissatisfied	Very dissatisfied
Entive provides Safety system, how do you evaluate?					
Entive does not provide Safety system, how do you evaluate?					

Question 3	Very satisfied	Satisfied	General	Dissatisfied	Very dissatisfied
Entive provides Energy diversification, how do you evaluate?					
Entive does not provide Energy diversification, how do you evaluate?					

Question 4	Very satisfied	Satisfied	General	Dissatisfied	Very dissatisfied
Entive provides Biological perception technology, how do you evaluate?					
Entive does not provide Biological perception technology, how do you evaluate?					

Question 5	Very satisfied	Satisfied	General	Dissatisfied	Very dissatisfied
Entive provides Fire extinguishing protection device, how do you evaluate?					
Entive does not provide Fire extinguishing protection device, how do you evaluate?					

Question 6	Very satisfied	Satisfied	General	Dissatisfied	Very dissatisfied
Entive provides Professional knowledge consulting, how do you evaluate?					
Entive does not provide Professional knowledge consulting, how do you evaluate?					

Question 7	Very satisfied	Satisfied	General	Dissatisfied	Very dissatisfied
Entive provides Lifetime warranty, how do you evaluate?					
Entive does not provide Lifetime warranty, how do you evaluate?					

Question 8	Very satisfied	Satisfied	General	Dissatisfied	Very dissatisfied
Entive provides Channel promotion model, how do you evaluate?					
Entive does not provide Channel promotion model, how do you evaluate?					

Question 9	Very satisfied	Satisfied	General	Dissatisfied	Very dissatisfied
Entive provides Customer experience project, how do you evaluate?					
Entive does not provide Customer experience project, how do you evaluate?					

Question 10	Very satisfied	Satisfied	General	Dissatisfied	Very dissatisfied
Entive provides Trade-in allowance, how do you evaluate?					
Entive does not provide Trade-in allowance, how do you evaluate?					

In order to ensure the accuracy of the data obtained by the survey, please answer the question according to the actual situation, thank you for your busy time to support us, thank you for your cooperation!