



**ALIEXPRESS'S STRATEGIC CHOICE FOR ENTERING THE
E-COMMERCE MARKET IN THAILAND**

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**ALIEXPRESS'S STRATEGIC CHOICE FOR ENTERING THE E-COMMERCE
MARKET IN THAILAND**

Thematic Certificate

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ABSTRACT

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In recent years, China's traditional export trade has slowed, but cross-border e-commerce has developed momentum. Cross-border e-commerce has the characteristics of shortening the trading phase and reducing costs, bypassing the traditional trade intermediary links, making it possible for producers to directly face end consumers, both to raise profits and to lower commodity prices. Because domestic e-commerce market is beginning to enter the saturated period, Chinese enterprises seek new markets abroad in order to get rid of fierce competition from the country.

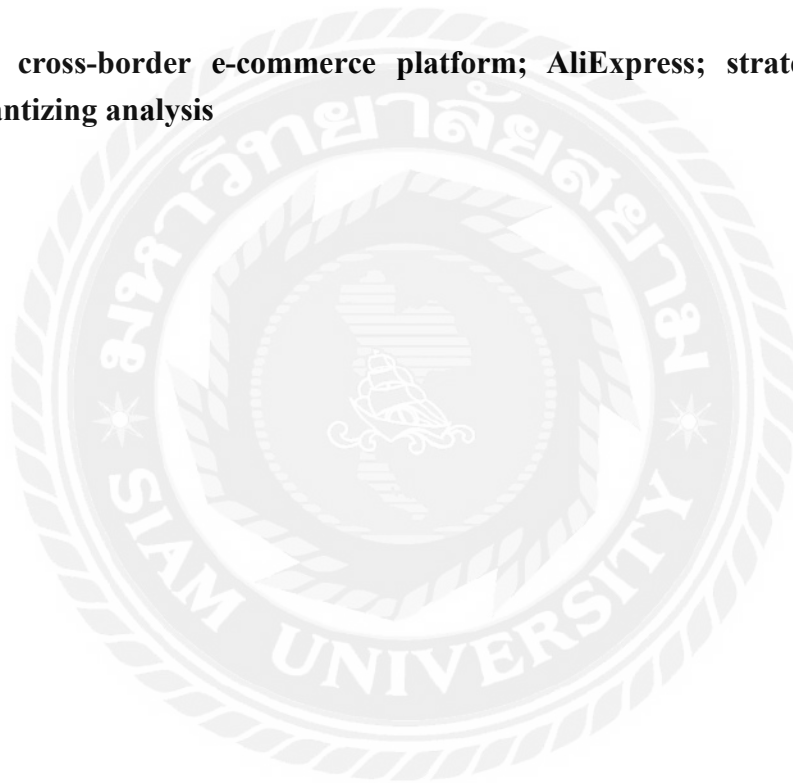
When an enterprise wants to gain access to foreign markets, it is necessary to analyze the country's environment and understand the local market and industry's specific circumstances. SWOT is a common strategic analysis tool. This paper mainly studies the strategy selection of China's cross-border e-commerce platform into Thailand, and is an example of Alibaba's AliExpress, which shows whether it should enter the Thai market and how it should be entered.

Based on the 4M analysis, 7 'S' analysis, PEST analysis and Porter's five-force model, this paper analyzes the internal and external environment, finds out the strengths and weaknesses of the platform, the opportunities and threats existing in Thailand's market and uses five points to quantify the four factors. The results show

that the answer to whether or not to enter the Thai market should be in the market and exploit external opportunities and overcome internal weaknesses.

This paper studies the consumer market in Thailand by questionnaire and combines the research results and the SWOT analysis result with a combination of countermeasures and suggestions: the use of external opportunities is mainly taking advantage of the immature development and struggle of the e-commerce market in Thailand, to develop the logistics system of the Kunming International Highway. To overcome the internal weakness is to enter the Thai market through joint venture or acquisition way, establish a Thai-language social network tool, improve product quality and brand recognition, and establish the logistics system in Thailand.

Keywords: cross-border e-commerce platform; AliExpress; strategic choice; SWOT quantizing analysis



摘要

题目： 速卖通进入泰国的电子商务市场的策略选择

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近年来,中国传统出口贸易发展速度放缓,但跨境电子商务出现了发展势头。跨境电子商务具有缩短交易环节、降低成本的特点,绕开传统贸易中介环节,使生产者能够直接面向终端消费者,既能够提升利润,又降低商品价格。因国内的电商市场开始进入饱和期,中国企业为了摆脱国内激烈的竞争而寻求国外新市场。东南亚地区是电子商务新兴市场,刚处于发展初期,电商平台之间的竞争不激烈,而泰国是位于东南亚地区的中心,未来将是东南亚地区的电子商务技术中心,市场具有巨大的空间。

当一个企业想进入国外市场需要分析该国家的环境,了解当地市场与产业的具体情况。SWOT是常用的战略分析工具。本文主要研究中国跨境电商平台进入泰国的策略选择,并以阿里巴巴旗下的全球速卖通平台为例,得出速卖通是否应该进入泰国市场以及应该如何进入的结论。

本文基于4M分析法、7'S分析法、PEST分析法和波特五力模型来分析内外部环境,找出平台的优劣势、泰国市场存在的机会与威胁,利用5分值将该四个因素进行量化进行判断后得出进入策略。研究结果显示,对于该不该进入泰国市场的答案是应该进入,并且利用外部机会并克服内部劣势进行开拓市场。

本文通过问卷的方式对泰国消费者市场进行调研,并将调研结果和SWOT量化分析结果相结合得出速卖通进入泰国市场的对策与建议:利用外部机会主要是趁着泰国电子商务市场未成熟开拓与争取、发展昆曼国际公路的物流体系。克服内部劣势是通过合资或收购方式进入泰国市场、建立泰语版的社交网络工具、提高产品质量与品牌认知度、建立泰国的物流体系。

关键词:跨境电商平台;速卖通;策略选择;SWOT 量化分析

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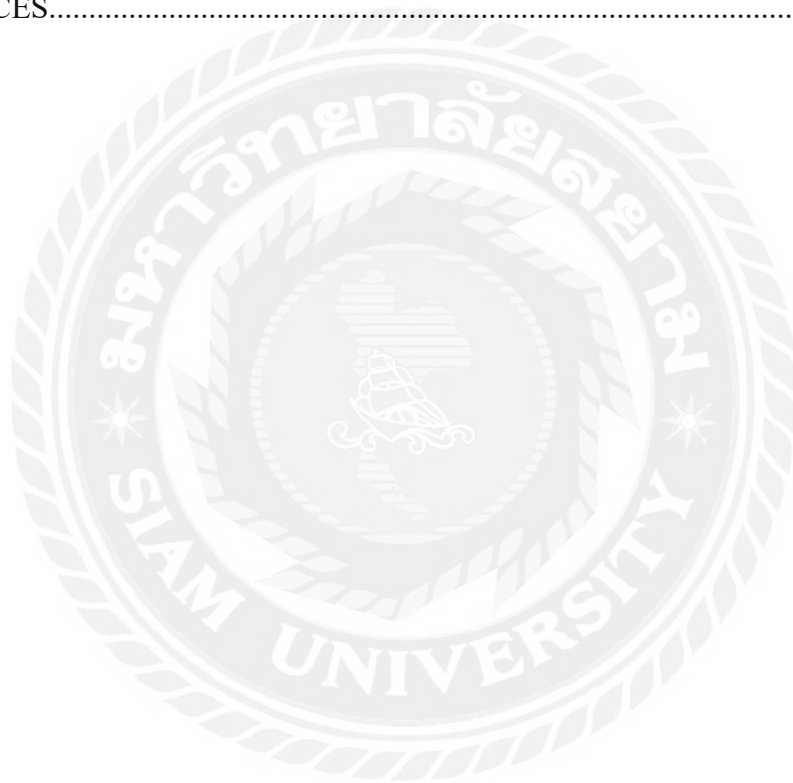


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ALIEXPRESS'S STRATEGIC CHOICE FOR ENTERING THE E-COMMERCE MARKET IN THAILAND

CHAPTER I INTRODUCTION

1.1 Background, significance of the study

Research Background

With the popularity of the Internet and the continuous development of smart-phone technology, global people are more accessible to e-commerce sites and engage in more multi-line activities, making modern e-commerce more than just the rise of one or two countries, but with the rapid development of all countries around the world. In traditional trade, many enterprises in the world have purchased goods from China to sell or processed and re-exported, but now based on e-commerce development, trading patterns have changed. Most producers or enterprises in China are selling products and services through e-commerce platforms at home and abroad. The new transaction model of cross-border e-commerce has been entered into the standardization and internationalization by step-by-step approach to standardization and internationalization, both of platform building, marketing mode, payment system, personal authentication system and logistics service.

Cross-border e-commerce is an international commercial activity based on a network, referring to transactions conducted through e-commerce platforms through e-commerce platforms, including payment settlement and delivery of goods through cross-border transportation. With the promotion of global economic integration, cross-border e-commerce has attracted increasing attention and discussion. China's enterprises and governments also pay special attention to cross-border e-commerce, which has become a leading position in the global region, especially in Asia, through the efforts of enterprises and government support in recent years. Among them, Alibaba Group is representative, Alibaba Group's cross-border e-commerce platform is divided into: B2B mode Alibaba platform, B2C mode of AliExpress and B2C mode of day Tmall, both from China's export platform, the latter is a platform for foreign imports. The AliExpress is China's retail goods platform for global consumers.

For the search for new markets, one of the world's most pressing hot-spot e-commerce markets is the Southeast Asian market, in the initial stages of e-business development, an emerging market with huge potential and has a strong appeal for

investors from all sides. Thailand is the fastest-growing and fastest-growing country in the region. While Thailand's e-commerce is at a nascent stage, the e-commerce market is expanding as the number of internet and smart phones in the country continues to grow, and the Thai market has huge potential purchasing power as GDP and GDP grow every year.

Due to the immature situation of e-commerce market in Thailand, with the rich experience in E-commerce, the market share is very good for cross-border e-commerce in China, and the two countries have a good trade relationship, and the geographical location is close to that of the two countries. "Belt and Road" It is advocated that the highway from Kunming to northern Thailand has been turned on, has great help for logistics, and now can use Alipay account in Thailand, which have created basic conditions for cross-border e-commerce in two countries, and has increased the realization.

Therefore, this paper chooses the e-commerce market in Thailand as the research object and analyzes the strategy of entering the e-commerce market in Thailand by means of Alibaba's global fast-selling platform.

Research Significance

China's e-commerce market has entered a mature stage, Chinese companies want to find new business opportunities and turn around to search for more opportunities for cross-border e-commerce enterprises. For the choice of the new market, Thailand is a good choice, which located in the heart of Southeast Asia and will be the major e-commerce market, logistics and technology development center in the region in the future.

According to this paper, we need to make a series of research systems for cross-border e-commerce enterprises in China, while SWOT analysis in strategic research tools is suitable for analyzing this problem. In order to make the research more objective, the paper will digitize the SWOT analysis. A SWOT quantitative analysis is used to study the subject. From the angle of entering the E-commerce market in Thailand, this paper explores and studies the e-commerce market in Southeast Asia and has a certain theoretical and practical significance to guide China's cross-border e-commerce into the Thai market. In addition, the study will have great realistic significance for the trade between China and Thailand.

This paper makes use of SWOT quantitative analysis to enter the Thai market for China's cross-border e-commerce platform and make a strategic research on this case

at Alibaba's AliExpress. Identify whether China's cross-border e-commerce platform should enter the Thai market by identifying the Strengths and Weaknesses of the platform itself and the external opportunities and threats facing it. Including advice and strategies on how to successfully enter and occupy positions in the Thai market.

1.2 Methodology and content of research

At the beginning of its development, SWOT analysis is widely used to plan the development of companies and industries in the United States. Later on, SWOT analysis was adopted by organizations in other fields. In a study, van Wijngaarden et al. attempted to modify the method of SWOT analysis to develop a strategic planning of health care organizations in the Europe. Another study employed SWOT analysis to plan the significant changes at the University of Warwick (Husni & Endang, 2017).

SWOT analysis has its origins in the 1960s (Learned et al.1965). In addition to this, the key tool used presently in planning the national sustainable development is Strengths, Weaknesses, Opportunities and Threat (SWOT) analysis, which originates from the business management literature and was adopted in the 1980s by public administration across such areas as regional development and municipal planning (Markovska, Taseska &Pop-Jordanov, 2009). SWOT analysis is an important decision-making support tool and is commonly used to systematically analyze the strategic situations and identify the level of organizations from their internal and external environments (Gao & Peng, 2011). Having identified these factors strategies are developed which may build on the strengths, eliminate the weaknesses, exploit the opportunities or counter the threats (Dyson, 2004).

This analysis helps organizations, projects or even individual about systematic thinking and comprehensive diagnosis of factors. In addition to this, the organizations can identify their positive and negative factors and then develop and adopt a strategy resulting in a good fit these factors (Gao & Peng, 2011).

By using SWOT analysis to find out the strengths, weaknesses and external opportunities and weaknesses faced by the platform itself, the strategy of entering the e-commerce market in Thailand is analyzed.

According to the 4M analysis(Man), Financial Condition(Money), Materials(Materia) and Management(Management), the strengths and weaknesses of internal environmental factors are analyzed.

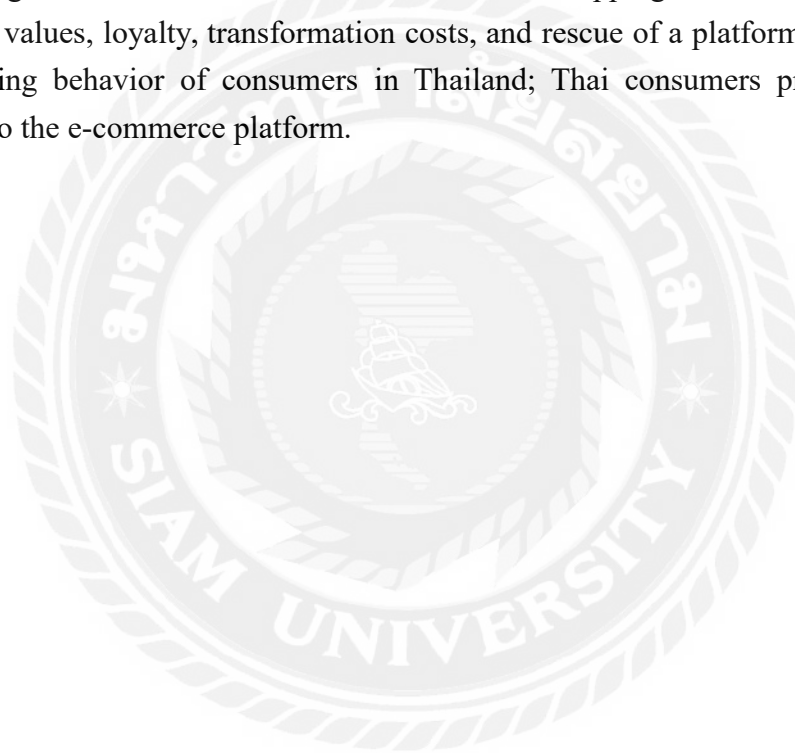
Using the McKinsey 7 's model to complement the strengths and weaknesses of the internal environment, the model includes Strategy, Structure, System, Style, Staff,

Skills, Shared Value.

This paper analyzes the four aspects of political(Political), Economic, Social(Social) and Technology(Technological) using the PEST macro-environment analysis model.

Using Porter's five-force model to analyze the external environment of speed-sale: existing competitors, potential access to threats, bargaining power of suppliers, bargaining power of customers and the threat of alternatives.

A survey of e-commerce market in Thailand was conducted to find out the cognitive degree in the market in Thailand; the online shopping behavior of Thailand's consumers, values, loyalty, transformation costs, and rescue of a platform; 4P 's effect on purchasing behavior of consumers in Thailand; Thai consumers prefer a price advantage to the e-commerce platform.



CHAPTER2

LITERITURE RIVIEW

2.1 Definition of cross-border e-business

Cross-border e-commerce refers to electronic commerce as a means of information network technology to exchange commodity exchange as the center of business activities; It is also possible to understand the activity of trading activities and related services on the Internet, Intranet and Value-Added Network (VAN, Value Addressed Network) as the electronic, networking and informatization of traditional commercial activities.

E-commerce usually refers to a wide range of business and trade activities across the globe. In a network environment open to the Internet, both buyers and sellers do business activities on the basis of browser/ server application and realize online shopping of consumers. The merchant's online trading and online electronic payments, as well as various business activities, trading activities, financial activities and related comprehensive service activities, are a new type of business operation. Different definitions are given by governments, scholars and business people in terms of their position and degree of participation in E-commerce. E-commerce is divided into: ABC, B2B, B2C, C2C, SIPM, RJC, SIPA(SIPG), C2A(C2G), O2O, etc.

2.2 The basic principle of SWOT analysis

Andrews Strategic Concept of the Company In this paper, SWOT is the abbreviation of Strengths, Weakness, Opportunities and Threats. Wehrich, a professor of management in the United States, introduced the SWOT short array in the early 1980s, and the SWOT analysis method is an enterprise strategic analysis method, which mainly applies to comprehensive analysis, strategic choice and strategic position evaluation of internal and external environment.

SWOT analysis is commonly used in foresight studies as an instrument of categorizing significant factors that determine the development of a particular phenomenon or an organization. In its classical form, SWOT analysis is based on the division of phenomena and states that influence the development of an organization into strengths and weaknesses located inside the organization as well as the opportunities and threats located outside the organization (Joanicjusz et al. 2017).

Strengths (abb. S) is the Strengths, referring to the organization's good activities

or proprietary resources; Weaknesses (abb. W) is Weaknesses, referring to some resources and activities necessary for the competition, the organization is not good or not know; O as the opportunity, is the external environment factor positive trend; T as a threat, it is the unfavorable factors and negative trends in the external environment. This method mainly consists of external environment, internal resource combined with analysis object's resource defect and advantage, and the existing challenges and opportunities, then summarizes the corresponding four strategies: SO, the opportunity strategy is a strategy to maximize the external opportunities and the full development of the enterprise's internal resources. These two factors tend to be the maximum value of ideal. The WO weakness opportunity strategy is to make up for internal weaknesses, make full use of external opportunities, make the enterprise long and avoid short, from passive change initiative. ST strengths threat strategy means that enterprises or units take advantage of their strengths, mitigate or avoid external threats to the weaknesses of enterprises. WT's vulnerability threat strategy is aimed at reducing its vulnerability, avoiding external threats, and defensive. Because different enterprises have different resources and management capabilities, in the same environment, different enterprises in the same industry means different enterprises, which may be an opportunity for an enterprise, but it may be a threat to another enterprise.

SWOT analysis is an effective and simple planning technique which addresses one aspect of many strategic planning processes (Ann 1993).

2.3 SWOT quantitative analysis

The analysis of SWOT analysis is because SWOT analysis takes into account many judgment factors, but its analysis process has not been quantified accurately, which is subjective of SWOT judgment based on personal experience. Therefore, some academic institutions began to extend the SWOT theory properly, increase the quantization section, expand it as a SWOT quantitative model, make its judgment based on the more objective and digital, has a very practical side to strategic analysis and decision-making.

2.4 Review of literature

Based on the above survey, the researchers found that the concept of cross-border e-commerce was not big. Foreign research was more detailed and targeted. Through these studies, this paper has a deeper understanding of the concept of cross-border e-commerce and its characteristics. This article concludes that

cross-border e-commerce is a trade generated by e-commerce between different countries or borders, which overcomes the regional obstacle factors and allows the manufacturer to deal directly with the canceller in different regions and increase profits, reduce costs and reduce the price of the product. Cross-border e-commerce platform is a platform for the entire process of cross-border e-commerce.

As a result of the study of cross-border e-commerce in China, the researchers shared the view that China's cross-border e-commerce is more mature, rapid development and becoming a bright spot for China's foreign trade, but many aspects need to be improved and optimized, such as international logistics, international settlement, international clearance, policy law, Lack of talent and other issues.

For Thailand's e-commerce research, Accenture's research has been skewed towards using questionnaires to study shopping behavior and to study more fine laws and regulations. Combining with domestic and international research, this paper sums up the development of e-commerce market in Thailand, and the habits of consumers have changed gradually, but there are still factors that hinder the healthy development of e-commerce in Thailand, including the delivery of goods to online shopping, there is no confidence in information security and payment methods; a lack of expertise; a loophole in the law. As Thailand's e-commerce market is expanding, consumer behavior has been changing constantly, with new technology, with huge potential purchasing power and development space, so this paper attempts to conduct research on the field as the development of E-commerce in China and Thailand. And to make up for the lack of research in this area.

CHAPTER3

CHINA AND THAILAND E-COMMERCE DEVELOPMENT STATUS

3. 1 Analysis on the current situation of cross-border e-commerce in China

3.1.1 Status of cross-border e-commerce in China

Against the backdrop of the global financial crisis in 2008, the rise of RMB appreciation and labor cost continued to rise. China's traditional foreign trade industry suffered a great deal of blow, and the growth rate of imports and exports fell sharply. In contrast, cross-border e-commerce was less experienced because of the intermediate phase. The advantages of low price and profit margin have also presented a good momentum of development. With the rapid development of E-commerce and the globalization of E-commerce in China, the scale of cross-border e-commerce transactions in China will continue to grow, and the proportion of E-commerce in China's import and export trade will become more and more large.

In addition, my Government attaches great importance to the development of cross-border e-commerce. Currently, in addition to the first batch of cross-border e-commerce pilot cities, Shanghai, Chongqing, Hangzhou, Ningbo, Zhengzhou five cities, Guangzhou, Shenzhen and Qingdao have successively been granted pilot cities for cross-border e-commerce. The 2014 country's series of measures on cross-border e-commerce will gradually fall to the ground, with more favorable urban applications for cross-border e-commerce pilot projects this year.

Although China's cross-border e-commerce development presents a very good situation, even some people are bold to predict, the e-commerce giant of transnational trade may appear in China, but we must realize that the development of cross-border e-commerce in our country is still in the primary stage, and there are still many problems

3.1.2 Main Mode of China Cross-Border Electronic Commerce Platform

There are three main modes of cross-border e-commerce platform in China, B2B (Business to Business), B2C (Business to Customer) and C2C (Customer to Customer).

B2B mode refers to the marketing relationship of enterprises to enterprises, which can be closely combined with customers through B2B websites to promote business development of enterprises. Its trading characteristics are large quantity, small batch, order concentration. In general, enterprises are issuing advertisements

and letters on the line, while on-line completion of transactions and customs clearance. B2B models represent websites such as Alibaba International Station and China Manufacturing Network.

B2C model refers to the marketing relation of the enterprise to consumers, and the enterprise provides consumers with a new shopping environment through the Internet, which is the online store. Consumers are shopping and paying online through the Internet. This model is mainly based on the network retail business, with the help of the Internet to carry out online sales activities, that is, on the net information flow, capital flow, commodity flow and partial logistics complete implementation of the connection. Its trading characteristics are 012, multi-batch, face to many customers, order scattered. B2C models represent websites such as Amazon and AliExpress

C2C mode refers to the marketing relationship between consumers and consumers, as well as e-commerce between individuals and individuals. The seller may issue the goods to be sold on the platform by the electronic commerce platform, and the buyer may choose to buy it from it. At the same time, for the convenience of buyers and sellers, the platform also provides a series of ancillary services to exchange. The trading characteristics of this model are small business transactions, on behalf of websites such as Taobao and paipai nets.

3.2 Status, trends and problems of e-business in Thailand

3.2.1 Development Process and Status of Thailand Electronic Commerce

Thailand's e-commerce development has been traced back to the development of the Internet, but without the development of the Internet, there is no e-commerce today. The Internet process in Thailand started in 1987, which was founded by NETCEC. Computer Network between Universities The first e-mail in Thailand's history has been successfully sent, although it has not been transmitted to other countries abroad, but Thailand's Internet history is an important milestone.

Thailand's internet history has grown only 28 years now but keeps growing. NETCTEC has made a number of contributions to Thailand's Internet process, and the department is trying to make an increasingly good contribution to Thailand's Internet technology and information.

The number of Internet users in Thailand is growing rapidly and Internet users account for a growing share of the country's population, and the potential for rapid promotion in the future. At the outset, there were only 30 individuals in Thailand in

1991, with an increase of 3.5 million over the past 10 years, reaching over 39m people today, 60 per cent of the country's population and a growth rate of 1.616%. Compared to last year, a year-on-year rise of 5.217%. The more people use the Internet, Thailand's e-commerce market will grow stronger and increase the likelihood of online shopping

Although Thailand's e-commerce market is not big enough, it is developing very fast, and it is the fastest growing market in Southeast Asia. At the same time, Thailand's e-commerce market has huge potential, and has a lot of development space, with 4G network service and the expansion of smartphone penetration, Thailand's e-commerce market will usher in a more rapid development.

3.2.2 Issues relating to the development of e-commerce in Thailand

Although e-commerce in Thailand keeps developing, the market value of e-commerce is far from the market value of traditional retail formats, with less than 1% of retail sales. This means that Thailand's e-commerce development has a huge boost to air supply. Below are problems in the development of e-commerce in Thailand

Payment: Thailand has more credit cards, and most people do not have confidence in online payments, leading to some people who dare not trade on the line

Logistics problem: Thailand's logistics system is behind, although some private companies provide logistics services, but the cost is still very high.

Legal question: Thailand electronic commerce law is divided into four parts: first, the authentication electronic commerce transaction section. Second, security measures, crime or fraud. Third, protect the personal security privacy section. Fourth, protect the consumer part. At the same time, as the steps of change or legislation are numerous and slow, a law can be implemented almost two years to implement, and the change in e-commerce itself is strong, so the law can't keep pace with the rhythm and the like.

Talent problem: Thailand e-commerce talents seriously lack, while Thailand e-commerce itself is also in the preliminary development, the concept of electronic commerce is not clear, it is difficult to find out the Thai industry professionals.

CHAPTER4

SWOT QUANTITATIVE MODEL CONSTRUCTION AND EMPIRICAL ANALYSIS

4.1 SWOT Quantitative Model for AliExpress

SWOT analysis, a commonly used tool for strategic planning, is traditionally a form of brainstorming. Hence, it has been criticized that it is likely to hold subjective views of the individuals who participate in a brainstorming session and that SWOT factors are not prioritized by their significance thus it may result in an improper strategic action (Boonyarat et al. 2016).

So, the SWOT analysis model is based on the SWOT model, the Strengths, Weaknesses, opportunities and threats of SWOT will be digitized, it is more objective, and the strategic analysis and decision-making have a more intuitive representation of the actual situation. The most important principle of SWOT analysis model is to analyze the environment and the external environment, which is the internal environment and the external environment, which analyses the Strengths and Weaknesses of the enterprise itself through the internal environment and analyzes the opportunities and threats to the enterprise through the external environment. Including the current trends and trends in the future, the results of the analysis will be very helpful for the strategic decision-making of the enterprise.

Based on the SWOT model, this paper analyzes the Strengths and Weaknesses of the strategy selection of the internal environment and the external environment, and the opportunity factor and threat factors of the strategy selection. Next, quantify criteria and quantify the whole factor.

As a first step, the basic environmental analysis and environmental analysis are divided into the internal environment and the external environment. The common methods of internal environmental analysis are 4M analysis, McKinsey 7 's model, and the analysis method of external environment analysis representative has PEST environment analysis and five-force model analysis method. In order to obtain more accurate and true results, a questionnaire is used to supplement several factors in environmental analysis.

Step 2: Select the strategic factors. To find out the key factors involved in entering the e-commerce market in Thailand, these factors are divided into internal and external factors. Identify the strengths and weaknesses within internal factors, identify opportunities and threats in external factors.

Step 3, determine quantitative criteria and quantify. Determine the weight criterion and scoring standard. The information needs to be collected based on the defined quantitative criteria and methods. All the factors will be quantified and the total score will be summed up.

SWOT analysis is an effective and simple planning technique which addresses one aspect of many strategic planning processes (Ann 1993).

4.2 Environmental Analysis and Factors in Thailand by AliExpress to Thailand

SWOT analysis is an examination of an organization's internal strengths and weaknesses, its opportunities for growth and improvement, and the threats the external environment presents to its survival (Harrison, 2010).

The SWOT theory focuses on environmental analysis, which is divided into internal and external environment. Studying the two environments can help identify the strengths and weaknesses of enterprises themselves and the opportunities and threats facing the market, but also play a significant role in strategic planning and decision-making. This paper builds the SWOT quantitative analysis model from the research of internal and external environment and analyzes whether AliExpress should enter the e-commerce market in Thailand.

4.2.1 Internal environmental analysis method

Based on the 4M and 7 's models, this paper is used as a reference in the analysis of the internal environment.

The 4M analysis is a model for analyzing the internal environment, including manpower(Man), financial(Money), Material(Material), Management(Management). The first M(human) refers to the capacity of the number and personnel within the enterprise, including the ability of business leaders; the second M (financial position) refers to the financial position, debt situation and the flow of funds within the enterprise: the third M(material), which refers to the leading equipment and technology; the fourth M(management), It refers to the efficiency of internal management of enterprises.

The McKinsey 7'S model comprises Strategy, Structure, System, Style, Staff(Staff), Skills(Skill), Shared Values (Shared values). The first S(strategy) is the concentrated embodiment of business thinking, which is the result of a series of

strategic decisions, which is the result of a series of strategic decisions. The second S(structure) refers to the organizational structure. It is the organizational structure of an enterprise, that is, the enterprise's objectives, collaboration, personnel, the effective arrangement of position, mutual relation, information and other organizational elements; the third s(institution) is the institutional system of all aspects of the enterprise. The customization of the enterprise system is to implement the enterprise strategy, so the system should be developed in line with strategic thinking so as to avoid deviation from the strategy. The fourth s(style) refers to the management style of the enterprise, the capacity and management style of enterprise leaders is an important factor affecting the success or failure of the enterprise, the fifth s(staff), the manpower planning is the key to the strategy implementation, and the enterprise should allocate the employees reasonably. The expertise of different employees is also different; the sixth S(skill) refers to the skills required by the staff to master certain skills in the implementation of the enterprise strategy, which depends upon strict, systematic training; and the seventh s (common values), It refers to the basic idea, belief and value of the enterprise personnel, and also can be understood as the enterprise culture.

4.2.2 External environment analysis method

For the external environment, the external factors involved are identified according to PETS environment analysis and Porter's five-force model analysis.

(1) PEST Environmental Analysis means the analysis of macro environment, and PEST is the abbreviation of politics, economy, society and technology. In analysis the context of an enterprise group, it is often through these four factors to analyze the situation in which the corporate group is facing. First, politics. Mainly including political system and system, political situation, government attitude and legal environment, such as laws and regulations. Second, economy. Key strategic elements that form the economic environment. Third, society. It is about population and cultural backgrounds and values. Fourth, technology. Technological environment includes not only invention, but also new technology, new process, new material emerging and developing trend related to the enterprise market, and the background of application.

(2) The five-force model of Porter's five-force model is the force of competition in five affected industries by Michael Porter, and Porter draws a lot of different factors into one of their models to analyze the basic competitive situation of an industry. These five forces are derived primarily from the competitive ability of existing competitors, the ability of potential competitors to enter, the ability to substitute for

alternatives, the bargaining power of buyers, and the bargaining power of suppliers. Five forces selected according to the five-force model are: the competition of the existing cross-border e-commerce platform. the threat of the port on the entrants. Analysis of barriers to entry and potential retaliation, including customer loyalty, capital investment, customer switching costs, distribution channels and government policies, and the threat of alternatives. Including the Thailand domestic network purchase platform, through social network sales online store, the entity selling store and the official website of the official website of the bargaining power. It mainly considers the number and number of consumers buying and switching costs into the bargaining power of online merchants.

4.2.3 Questionnaire investigation method

Based on the analysis of the external environment, the paper designs a number of questionnaires, which include finding out the views of Thai consumers in China according to the social factors design problem of PETS and finding out the threat of customer loyalty and alternatives according to the problem of five-force model design. Consumer bargaining power. In addition, a market survey of the e-commerce market in Thailand has also been included to study the online purchasing behavior of consumers in Thailand and to find out the visibility of the AliExpress platform in the Thai market.

4.3 Quantification Methods and Criteria for Internal and External Factors

Quantitative analysis of internal factors, including strength(s) and weaknesses(w); external factors include opportunities(o) and threats(t). Since its factor is not only one or two, the importance of different factors is different, so it is necessary to determine the weight of each factor before the next step quantization work can be carried out.

Weights are used to reflect the importance of this factor in the same level factor, and also belong to a cross-comparison method. The commonly used weight determination methods are: Delphi method, questionnaire method and analytic hierarchy process(AHP). Usually, each factor is weighted according to the importance of importance to the decimal representation of 0-1. The smaller the number indicates, the more important it is, the more important it is, the greater the number is, and the value of the number is equal to one, and one is the most important, and the sum of all the factors must be equal to that of the value. "One".

Quantification is a result of a longitudinal comparison, and a factor's score

reflects the strength of the factor in the same property. In order to be more efficient for grading work, the paper takes a 5-point score, which is represented by figures from 1-5(Table 1); the smaller the number; the opportunity; the smaller the threat. The following are five scores of scoring standards for four different factors. As a result, the final quantified result will be weighted by the score* weight, assuming that the weight is represented by W (Weight), the score is represented by S (Score), and the final result is represented by F (Factor), that is $F=W*S$.

score	Strengths	Weaknesses	Opportunities	Threats
5.0-4.21	Strengths is very obvious	Weaknesses is very obvious	Opportunity is very obvious	Threat is very obvious
4.20-3.41	Strengths is clear	Weaknesses is clear	Opportunity is clear	Threat is clear
3.40-2.61	Strengths is generally	Weaknesses is generally	Opportunity is generally	Threat is generally
2.60-1.81	Strengths is not obvious	Weaknesses is not obvious	Opportunity is not obvious	Threat is not obvious
1. 80-1.0	There is no Strengths	There is no Weaknesses	There is no opportunity	There is no threat

4.4 Analysis of AliExpress Platform Entering Thai E-Commerce Market

4.4.1 Introduction to AliExpress

AliExpress is officially launched in April 2010. It is the only online trading platform for Alibaba's only global market, which is called International Taobao by the majority of sellers. AliExpress to overseas buyers, through Alipay International account for the guarantee transaction, and the use of international express delivery. It is the third largest online shopping website in English. AliExpress is an online trading platform that helps small and medium-sized enterprises to contact with terminal wholesale retailers, to expand their profits and expand their profit margins.

The characteristics (1) small order, big market: the global trade under the new situation, the buyer procurement mode is undergoing drastic change, therefore, the multi-batch is forming a new trend of purchasing, and more terminal wholesale retailers are buying directly online. (2) Short cycle, high profit: direct to terminal retailer and online store to supply, shorter circulation channel, direct online payment collection, expand product profit blank ask, create more revenue. (3) Low-cost, high-security: buyers and sellers online communicate, order to pay one step in place,

international express delivery of goods, shorten the trading cycle; website integrity security system for the trading process to escort, avoid the money deceived.

4.4.2 Internal environmental analysis of the AliExpress

4.4.2.1 Organization Structure

On July 23, 2012, Alibaba group adjusted the business structure and organization, adjusted from the subsidiary to the enterprise group system, set up treasure, a Taobao, the Tmall, Juhuasuan, Ali international business, Ali small business and Ali cloud altogether seven business groups.

On Jan. 10, 2013, Alibaba group will adjust the business structure and organization and set up 25 business divisions. The business development of the specific business department will be the responsibility of the President of the Business Division (General Manager). The new system consists of the Strategic Decision Committee (chaired by the Board of Directors) and the Strategic Management Executive Committee (chaired by the CEO).

4.4.2.2 Financial Condition

According to data obtained from Alibaba Group's annual report in 2015, Alibaba Group's annual income and net assets increased significantly after the successful launch of 2014. The year-on-year growth rate was not high, but the annual revenue increased from 345.17 billion yuan in 2013 to 55.04 billion in 2014, compared to RMB7620.4 billion in 2015 and a trend of growth in the future. Asset assets rose from 111.5 billion yuan in 2014 to \$255.4 billion in just one year in 2015. In respect of the Company's debts, the total liabilities are less than half of the net assets

4.4.2.3 Human Resources

After 16 years of development, Alibaba Group has recruited more than 30,000 employees worldwide, a talent-intensive company. Alibaba Group also maintained these talents by distributing equity to early and other high-caliber staff, cultivating loyal and dedicated staff to the group.

4.4.2.4 Corporate Culture

Mission: A business that makes it difficult to do.

Vision:

1.Meet in Alibaba(Meet@Alibaba). Promote business and social interaction every day.

2.Work in Alibaba(Work@Alibaba). Providing customers with business infrastructure and data technology to enable them to build businesses, create value, and share results with other Group ecosystem participants.

3.Living in Alibaba(Live@Alibaba). To expand the scope of products and services, let Alibaba become an important part of our daily life.

4.To be a company that spans over 102 years across the three centuries. Core Value: Alibaba Group has a value in how to manage business, recruit talents, appraise employees and decide employee compensation plays an important role, namely customer first, team work, embrace change, integrity, passion and dedication.

4.4.2.5 Strategic Development

The three strategies to be sold in 2016 are: 1. Thousands of people face each other. According to the buyer's shopping behavior to make personalized projection, and buyers establish interactive channel such as sign-in collar gold city and so on. 2. Funeng seller. Develop more wireless end transportation tools, let the sellers maintain their own shops, do some shop activities, and edit the wireless end of the merchandise page, to improve the brand and differentiation. 3. Supporting key sellers. It is based on the Chinese good seller's plan, in the exploration area to the key seller to do store weighted, shop direct, at the same time obtain exclusive resources.

4.4.2.6 In Thailand

This paper inquired about 2,500 people in Thailand's Internet users by questionnaire, whether or not they've heard or know how to sell through the platform and analyze the popularity of the fast-selling platform in the Thai market. The results showed that 57. 8% of Thailand's consumers who responded to the questionnaire were totally unaware of AliExpress; 12% of Thai consumers have heard but do not know what speed is being sold; 3. 5% of people in Thailand have never heard of a mention of the name of AliExpress. 26. 7% of people have heard and know how to sell through the platform. Therefore, it is not very high in the Thai market to show that the AliExpress is not well known in the Thai market.

4.4.3 The external environment analysis of e-commerce market in Thailand

4.4.3.1 PEST Environmental Analysis

4.4.3.1.1 Political Situation in Thailand

Thailand's politics have been in a more volatile state in recent years, which have been staged several times and are still under the leadership of the military government. In terms of foreign trade policy, Thailand imports trade to most commodities, and only imports, tariffs and import licenses for some products. In terms of tariffs, Thailand's average tariff for WTO members is 11.2%. China and Thailand also share the ASEAN Free Trade Area, which is currently carrying out tax-free products such as fruit and vegetables, and imports from other fractional products and packages are subject to different tax revenues based on product types, prices and author rised products, and generally small products will not be taxed. Recently, however, with the development of cross-border e-commerce, a number of small packets sent from overseas sellers to Thailand are usually taken 'Gift' In Thailand, when customs clearance occurs, some are fined, some are buckled, cause multi-party problems. In addition, the problem of intellectual property rights of brand products has not been fully handled, prevention of illegal import goods, small package clearance can also be strictly checked.

Although the Thai government has introduced the relevant laws of e-commerce, it has not yet emerged as a complete law covering the scope of e-commerce as Thailand's e-commerce has developed.

4.4.3.1.2 Thailand's economic situation

In recent years, Thailand's GDP and GNP are rising every year, and Thailand's GDP in 2010 is 16.6 trillion yuan, 161.9trillion in 2011, 181.7trillion in 2013 and 1840.2 trillion in 2014, with a per capital GNP growth. This means that Thailand's consumer purchasing power is rising gradually, and Thailand's market is promising.

4.4.3.1.3 Attitude to Made in China

Thai consumers believe that the quality of the products manufactured by China is generally and is likely to be purchased, while a few believe that the quality is poor and that very few of them may not be purchased. The view of China's manufacturing products in some people is not so optimistic that Chinese businesses should solve the problem as soon as possible.

4.4.3.1.4 Thai Electronic Business Environment

In 2015, Thailand's Internet users reached 39466260, whereas Thailand's broadband internet users were only 6402876, for the reason: first is that the internet is increasingly using mobile phones and the second is a number that can be used by multiple users.

According to the Internet speed ranking of the Asian countries(region) published by Ookla's NetIndex, broadband Internet speed and mobile network information transmission speed are divided into broadband Internet speed and mobile network information transmission speed, and the broadband internet speed in Thailand is 19.8Mbps, ranking eight in Asia as a whole. Mobile network information transmission speed is only 5.5Mbps side-by-side in Asian countries(region) 12th.

In general, Thailand's e-commerce technology environment is still well developed, and the Thai government encourages the communication company to improve the speed of mobile phone network, and Thailand's e-commerce development environment will be more optimized and more able to play the potential of Thailand's e-commerce.

4.4.3.2 Five Force Model Analysis

4.4.3.2.1 Competitors

For cross-border e-commerce platforms built in Thailand, there is a high profile and a large number of platforms, mainly eBay, Amazon, Lazada, Zalora platform, etc.

eBay's internationally renowned retail electronic market platform is most popular in Thailand.

Amazon's platform, also known as a cross-border e-commerce platform, is one of the most popular platforms in the world to start online shopping, where e-commerce in Thailand has not yet started. People need to buy it online. It's only through them, but they're still quite small.

Lazada Platform and Zalora are a company, and Lazada is doing its best in recent years to expand the E-commerce market in Southeast Asia, which began in 2012 and currently covers six countries in Southeast Asia, namely Thailand, Vietnam, Malaysia, Indonesia, the Philippines and Singapore. Lazada, known as Amazon, South-East Asia, is the core of the platform's ability to sell its first time to six

countries in South-East Asia, which is basically like Amazon, and Lazada is now having a big impact on Amazon's shopping behavior. It not only makes BASF buy domestic products from Dazzada, but also can buy imported products from abroad, experience a website both domestic and cross-border e-commerce platform, while Zhalora's market is different from Lazada, Zaleara more value brands and quality, its relationship is similar to Taobao and Tmall relationship.

4.4.3.2.2 Industrial Rate

Because e-commerce has just begun to develop in Thailand, cross-border e-commerce entities are also seen as newer ways of shopping and are not welcome. But according to Lazada's performance report, Thailand is the highest-growing country among South-East Asian countries.

4.4.3.2.3 Entry barriers

Entry barriers to entry into the e-commerce market in Thailand are three:

First, in terms of capital investment, one of the most important factors in the e-commerce industry is technology. Because Thailand has its own language and culture habit, the Internet shopping is also based on the traditional payment method, resulting in many fraud collection cases, so as to lack confidence in the purchase of the net purchase.

Second, access to existing barriers to Thailand's market, although AliExpress of its own logistics services and overseas warehouses, but the main cross-border logistics mode is to arrive at the destination country after country post in the domestic distribution package, and Thailand post is still under development status, by asking long, violent pie in delivery, some Thais are disgusted at the delivery of Thailand's postal services.

Third, Amazon's online shopping is different from other countries, modern consumers like to play social networks and buy and sell products via social networks.

4.4.3.2.4 Consumer bargaining power

The customer loyalty of Thailand's consumers is low, because it is at an early stage and at a more mature stage, so it is now a good time to move into the Thai market and build a platform. However, from another point of view, customer loyalty

and conversion cost also make the customer's bargaining power improve.

4.4.3.2.5 bargaining power of suppliers

Most of the businesses that have set up shop on the platform are small and medium-sized enterprises, some of which rely on the platform to develop their business and order, and their dependence on the platform is higher. Although there are several cross-border e-commerce platforms on line, but in line with China's small and medium-sized enterprises and high reputation is not a lot. And globally famous e-commerce platform such as Amazon and eBay set up shop procedures and audit more complex, the standard is higher, some individuals, small and medium-sized enterprises cannot meet the requirements of the platform requirements, if you want to establish own e-commerce platform, but also have to put into human and material resources, most sellers can't afford the cost, so their choice still goes back to China's built-up platform. Now AliExpress has released a new strategy, the platform whole body into the B2C platform, requires the individual shop transformation for the enterprise, the business license, a lot of business license businesses have complained, this shows that they have less bargaining power on the platform, it is obvious to rely on the main business of the platform.

4.4.4 SWOT Quantitative Analysis to AliExpress

The following is the SWOT quantization analysis table with four factors: the strengths, weaknesses, opportunities and threats to sell-on platform, and the weight of each factor is divided according to the weight standard, then the score will be graded according to 5 scores, and the score will be weighted and the final total score will be obtained. The weights and scores are derived from the internal and external environment analysis references. Quantification of strengths, weaknesses, opportunities and threats, as table (2-5).

No.	Strengths Factor	Weighting	Score	Root Score
S1	Alibaba Has a High Reputation	0.03	2	0.06
S2	Superior Leadership	0.02	3.5	0.07
S3	A Great Deal of Experience Fengguan's e-Commerce Talents	0.1	4.5	0.45
S4	Strong Business Ability, Rich Experience	0.1	5	0.5

S5	Large Amount of Investment Funds	0.1	4.5	0.45
S6	Platform Has Price Advantage	0.2	5	1
S7	Good Credit System and Payment System	0.2	4.5	0.9
S8	There Are Numerous Suppliers and Tens of Thousands of Commodities	0.1	4.5	0.45
S9	Most of The Goods Are Exempt from Freight	0.15	4.5	0.675
	Amount	1		4.555

Table 3: The weakness

No.	Weakness Factor	Weighting	score	root score
W1	Considered a medium-level platform	0.05	2.5	0.125
W2	Lack of understanding of Thai consumers	0.2	6	1.2
W3	Mobile App does not have Thai version	0.15	7	1.05
W4	The Thai version of the website is translated through translation software	0.15	5	0.75
W5	Social networking tools not communicating with Thai people	0.1	6	0.6
W6	The Seller shall take effective control of illegal packing list measures against the seller	0.1	5	0.5
W7	Failure to fully control intellectual property issues related to branded products	0.05	2	0.1
W8	Low visibility in Thailand	0.2	5	1
	Amount	1		5.325

Table 4: The opportunity

No.	Opportunity Factor	Weighting	Score	Root Score
O1	Consumers Have a Large Potential Purchasing Power	0.13	4.5	0.585
O2	Thailand e-Commerce Market Is the Fastest Growing Asia In Southeast Asia	0.13	4.3	0.559
O3	Customer Loyalty Is Not High	0.18	4	0.72
O4	There Are Highways in China and Thailand	0.08	3.5	0.28

O5	Platform Will Be Upgraded From c2c	0.06	4.5	0.27
O6	Thailand e-Commerce Market Has Great Development Space	0.19	5	0.95
O7	Lower Bargaining Power of Suppliers	0.1	3	0.3
O8	Cross-Border E-Commerce Market Is Not Fierce	0.13	4	0.52
	Amount	1		4.184

Table 5: The Threat

No.	Threat Factor	Weighting	Score	Root Score
T1	Instable Political Situation	0.05	3	0.15
T2	Low Number of Cross-Border E-Commerce in Thailand	0.15	4	0.6
T3	Thailand's Domestic Logistics System Is Not Perfect	0.15	4	0.6
T4	The Consumer Has the Advantages of Low Conversion Cost and Strong Bargaining Power	0.1	3.5	0.35
T5	The Threat of Substitution Is High	0.2	6	0.12
T6	Higher Input Cost	0.15	4	0.6
T7	Thai Consumer Positioning in China	0.05	3	0.15
T8	The Customs Clearance of Small Bags Is Strictly Checked	0.1	3	0.3
T9	China's e-Commerce Law Lags Behind	0.05	3	0.15
	Amount	1		3.02

4.4.5 AliExpress Enters Thailand's E-commerce Market SWOT Quantitative Analysis Conclusions

Through the analysis of the internal and external environment through other analysis methods, such as questionnaire survey, the SWOT analysis of the e-commerce market of Thailand has been made. The results show that the weaknesses of AliExpress system is higher than the strength, and the chances of entering the e-commerce market in Thailand are higher than that of the threat. So AliExpress overcome internal weaknesses and grasp external opportunities (Table 6).

Table 6

Strengths	Weaknesses	Opportunities	Threats
4.555	5.325	4.184	3.02

Although AliExpress to Thailand's e-commerce market inexperienced, in many ways need to explore and build, but Thailand e-commerce market place of business opportunities also many, E-commerce in the early development of Thailand, has a very fast rate of growth, As compared with other developing countries in South-East Asia, the market value of e-commerce in Thailand will increase year by year, with the increase in GDP and GNP, with great development space and regional positioning, as Thailand is at the heart of Southeast Asia, It is a good opportunity to develop and develop Southeast Asia market. Therefore, for entry or entry into the Thai e-commerce market, the suggestion of this article should be entered. At first, AliExpress should overcome several internal weaknesses, fully consider and research into the way of entry, then make use of mature platform management experience and investment funds to grasp existing opportunities, develop and develop the e-commerce market in Thailand, and strive for more customers and cross-border e-commerce market share.

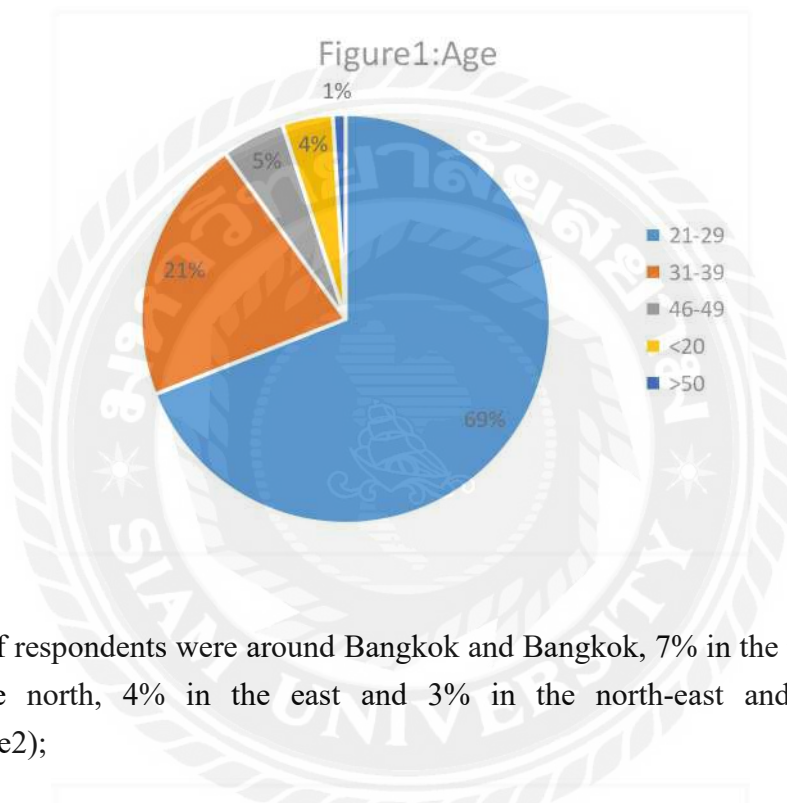
CHAPTER 5

A QUESTIONNAIRE-BASED PURCHASING IMPACT FACTOR FOR THAILAND CONSUMER MARKET

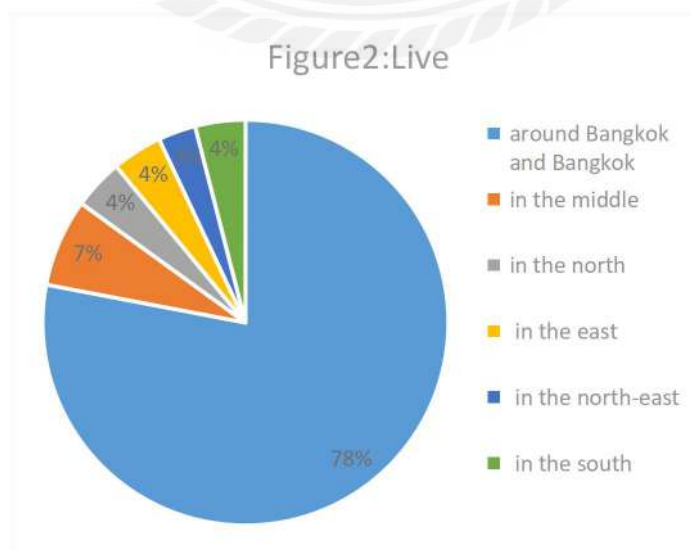
5.1 Study on the Online shopping Behavior of Thailand

In this paper, 2581 Thai Internet users are interviewed using an analysis of 2,500 individuals. The interviewee was 960 boys and 1540 girls, respectively.

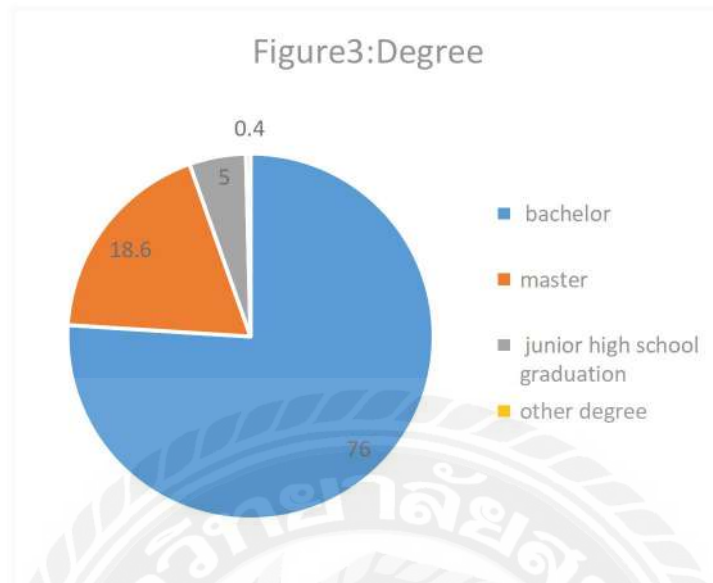
Age: 69% is 21-29 years old, 21% is 31-39 years old, 5% is 40-49 years old, 4% is 20 years old and below, 1% is over 50 years old(Figure1);



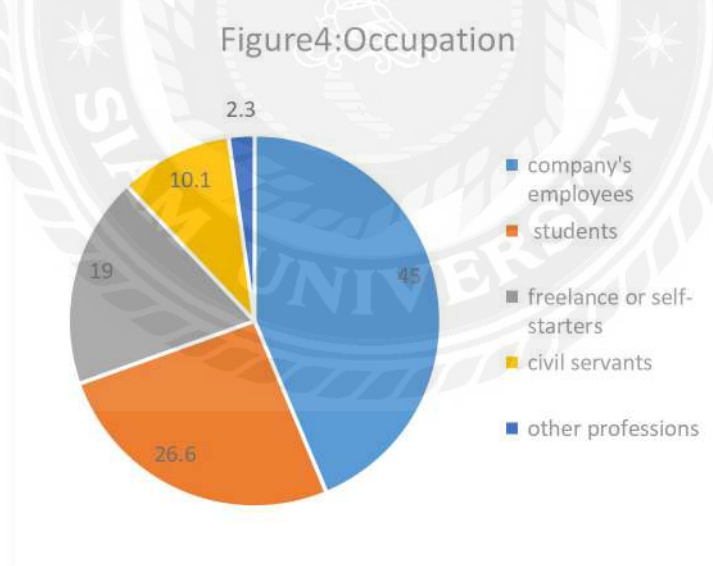
78% of respondents were around Bangkok and Bangkok, 7% in the middle, 4 per cent in the north, 4% in the east and 3% in the north-east and 4% in the south(Figure2);



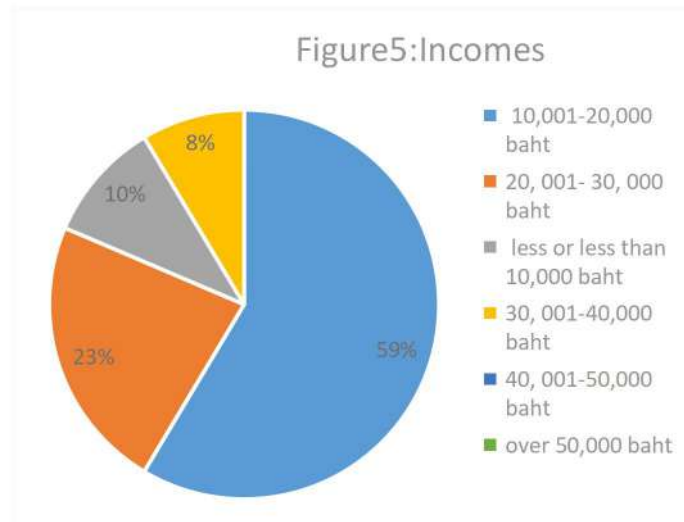
The highest degree is 76% bachelor's degree, 18.6% is master's degree, 5% is junior high school graduation, 0.4% is other degree(Figure3).



45% of the company's employees, 25.6% are students, 19% are freelance or self-starters, 10.1% are civil servants, 2.3% are other professions(Figure4).



The monthly incomes of the respondents were: 37% in 10,001-20,000 baht, 22.3% in 20, 001- 30, 000 baht, 11.5% less or less than 10,000 baht, 9.9% is 30, 001-40,000 baht, 8.8% is 40, 001-50,000 baht, 10.5% is over 50,000 baht(Figure5).



Respondents generally surf the Internet, such as mobile phones (92%), laptops (55%), desktop computers (30%), tablets (25%).

More than 80% of consumers have bought online, but more than 60% of consumers do not have cross-border netting, only 40% of cross-border net purchases. Through cross-border e-commerce shopping, 53% bought 1-3 times a year, 19% for 4-6 times. It is worth noting that 39.5% of those surveyed through net purchases, 39.2% bought online through Facebook, and 20.8% went online through Instagram.

The top five products were clothing (68%), bags (36.9%), shoes (26%), cosmetics (40%) and electronic products (25.8%). For a year, the survey was conducted in China at a number of times: 33.5%, 1-3 times, 24.9%, 4-6 times, 10.1%, 7-9 times, 7.7%, 10-12 times, 23.8% for more than 12 times.

5.2 A Study on the Factors Affecting the Cross-Border Online shopping of Consumer Market in Thailand

It is clear from above data that Thailand's consumers are mainly engaged in online shopping at home and less cross-border net purchases. And then I'm going to answer this. "Why don't you make cross-border netting?" The reason is that fear of flawed products, fakes or not as much as online description(54.6%), fear that payment has been forfeited to the product(52.7%), insufficient confidence and understanding about the cross-border payment system(47.3%), the lack of confidence in the product transport system, Concerns about damaged product sellers on the way will not be responsible(43%), before payment can not see the product(37%), worry about product clearance and tax return(39.3%), do not want to wait for the product's transport process, feel like to buy more convenient(39.5%), I think cross-border freight should

be big(33.2%), the after-sales service system lacks confidence(24.7%), buy something before you want to try before(15.3%), Previous experience in cross-border online shopping has been 6.8%.

So how can Thailand consumers use cross-border e-commerce platform to buy online. In this paper, seven factors are summed up in this paper to influence the consumers' choice of cross-border e-commerce platform. One of the main consideration platform sales product quality 2. Safety of the platform's credit and payment systems 3. The price of the sales in the platform 4. The platform's product diversification 5. Transportation Method and Speed, 6. Quick and convenient communication with sellers 7. Promotion.

Key Success Factors(KSF) for long-term growth after entering the Thai market are designed according to the 4P's marketing theory, which is based on the product, price and distribution channel. The promotion campaign has identified how the e-commerce market in Thailand can obtain the competitive edge and achieve good results, including what; I can be a key success factor in actually competing for a favorable position, which is a number of specific factors that the business needs to focus on. Then through SPSS software calculation and analysis, the results of the questionnaire were divided into four aspects, the product price sales channel, sales channel, sales promotion activity, which found the average of each factor and compared, the result is as follows: product factors most important is the product quality is good, reliable; The most important price factors are price and quality. In the purchase page, you can check the product price and freight. The most important factor in the channel factor is to check the order process; the most important of the promotional activities is the free shipping service.

5.3 Questionnaire Survey findings

Thailand's consumer-buying practices and habits differ widely from other countries, with a high rate of 80% of consumer-purchase consumers, but only 40% of them have cross-border online purchases. Thai consumers typically purchase social networking tools such as Facebook and Instagram, followed by domestic platforms such as Lazada and weloveshopping, most of which are clothing, bags, shoes, chemical products and electronic products.

Many consumers do not have cross-border net purchases because of concerns for defective products or fakes; they are concerned about the receipt of products after payment; there is not enough confidence and understanding about the cross-border

payment system, product transportation is not sufficient; they are concerned that the damaged product sellers on the way will not be able to see the product; worry about product clearance and tax return; don't want to wait for the transportation process of the products, feel like to buy more convenient; feel that cross-border transportation costs should be too expensive; Have no faith in after-sales service system; try before buying something; Previous experience in cross-border online shopping has experienced fraud. To overcome these problems, flatters must make consumers feel secure about every aspect of their concerns.

The factors influencing Thai consumers' choice of cross-border e-commerce platform are the safety and price of product quality, platform credit and payment system. Therefore, the platform business must pay attention to the quality of the products sold in the platform, guarantee the safety of quality, credit and payment system, but also have the price advantage.

In addition, for the key success factor of long-term growth after entering the Thai market, the important factors in four aspects are identified according to the 4P 's (product, price, sales channel and promotion). The results are as follows: the consumers value the product quality to be good, reliable; The price and quality are appropriate, and the price and freight can be clearly displayed on the purchase page; the order process can be checked; there is no freight service.

CHAPTER6

ALIEXPRESS'S STRATEGY FOR ENTERING THE E-COMMERCE MARKET IN THAILAND

6.1 Use of external opportunities

SWOT analysis, a commonly used tool for strategic planning, is traditionally a form of brainstorming. Hence, it has been criticized that it is likely to hold subjective views of the individuals who participate in a brainstorming session and that SWOT factors are not prioritized by their significance thus it may result in an improper strategic action.

6.1.1 immature e-commerce market in Thailand

Thailand's e-commerce market competition is not in fierce competition, it is a good time to exploit market and brand. Thai consumers have just begun to realize the role of e-commerce and the presence of e-commerce, as well as the start-up phase, and most of the purchases over the internet in Thailand are traditional ways of buying things online, via social networks or chat software and sellers, remit the payment to the seller's service and wait for the receipt. But because there is no third-party guarantee. Many people are so gullible. So most of Thailand's consumers consider platform credit and payment system security as the most important factor, while existing domestic platforms have some through third-party guarantee payments, but the platform's internal management is behind and after-sales service fails to meet consumer demand. In addition, for Thai consumers in the regular network, the freight is also one of the main reasons for its consideration, because the purchase does not need to pay the freight, if the purchase needs to pay more freight on the net, the net purchase has no comparative strength. And Thailand domestic platform a lot of online shop for freight is another payment. This way, compared with Thailand's domestic platform, it has advantages in the transaction payment system and free shipping service, which only needs to be brought into play.

6.1.2 Establishment of the logistics system for the Kuman International Highway

Kunman International Highway is from Kunming Yuxi, after Laos, finally reached a highway in Bangkok in Thailand, also the first international highway in China. The Kuman Road, which spans more than 1,800 kilometers, will make a significant contribution to China's cross-border e-commerce platform.

6.2 Measures and suggestions to overcome weaknesses and threats

6.2.1 Access to Thai markets in joint ventures or acquisitions

Due to the special network purchase habit of Thailand's consumers, foreign platform providers are not big enough to gain access to the Thai market themselves. It is not enough for local consumers to understand. If you want to set up and do well the Thai-language version of the shopping website and mobile App, including detailed market research, as well as propaganda, It takes a huge sum of money to recruit customers, although it is hard to build the Thai market successfully, but if you really want to go into the Southeast Asian market, it's difficult to make a platform for yourself, because the countries in Southeast Asia have their own language, Culture, trust and different life and shopping habits, and consumers in the region are scattered, the logistics system is behind, and the cost of inputs is far higher than that of income, and in the region the Lazada platform with an advantage over the region, As a post-walker, even a huge amount of capital does not necessarily have won it. Therefore, the AliExpress is to enter into the Thailand and Southeast Asia E-business market needs to be localization, to joint venture and acquisition way into is an effective way.

6.2.2 Establishment of Thai-language social network tools

Nowadays, users who use Internet in Thailand are almost all social networks, trying to communicate with Thai consumers is not difficult, first to understand the love of Internet access, because of their preference for playing a variety of social networks, such as Facebook, Line, Instagram, Twitter, etc. Many people buy online and open online stores over the above social networks, so China's cross-border e-commerce platform should also build fans pages on social networks, so as to convey information about platform and enhance popularity, and often distribute various activities or videos on the page. This is a low-cost and efficient way of communication.

6.2.3 Improve product quality and brand awareness

Since China was called World Factory After that, the value of the products made by the global person to China is in the middle-class product. Although it has been continuously optimized, there are still a few people who have not come into contact with China's high-quality products still have a backward concept, so more than China's cross-border e-commerce platform, but China's national enterprises need to collectively solve the first problem, to improve the quality of products, to develop the Chinese brand, and enhance brand awareness. In addition, the problem of intellectual property rights of

brand products should not be ignored.

6.2.4 Establishment of logistics system in Thailand

Thailand's lower cost of domestic logistics is Thailand Post, while other logistics companies are more expensive. Now the global AliExpress is to distribute the products through Thai Post in Thailand. But the brand effect of Thailand's postal service is not so good that it is widely regarded as violent pie and slow. Therefore, the problem is one of the key problems that China's cross-border e-commerce platform has entered into the Thai market as soon as possible and set up the logistics system in Thailand.





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