

## Marketing strategy of food for new entry in overseas markets : The case of Japanese Wagyu beef in the Vietnamese market

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<https://doi.org/10.15017/1866359>

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出版情報 : 九州大学, 2017, 博士 (農学), 課程博士  
バージョン :  
権利関係 :

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論文題名 : Marketing strategy of food for new entry in overseas markets: The case of Japanese Wagyu beef in the Vietnamese market (食品の海外市場参入におけるマーケティング戦略—日本産和牛のベトナム市場参入を事例に—)

区 分 : 甲

## 論 文 内 容 の 要 旨

Strategic marketing expresses the dual flows of information and benefits along to vertical marketing channel with the primary focus on the role of consumers. Hence, an investigation into consumer behavior becomes the key factor of the successful marketing strategy, especially in the context of introducing a brand at the new overseas markets. The introduction marketing strategy calls for the consideration of information in diffusion process since the market potential is a function of consumer adoption. Furthermore, the asymmetry in consumer perception due to the previous entrant brands put pressure on the new entrant brand in launching the appropriate positioning advertising program. Previous studies in New Industrial Organization theoretically analyzed the market with two brands. However, how to position a brand in the consumer perception in the market with more than two brands using advertising strategies is still questionable. Moreover, the marketing transaction between the firms and the customers at the host markets closely depends on the interaction of the local distributors. Extant literature on organizational buying behavior usually concentrated on the role of purchasing agent. Even though the theoretical model for organizational buying indicated the integration of all related partners in purchasing decision, the empirical studies on this topic seem to be sparse.

This thesis, through examining the marketing strategies for JPW at the entrant stage in the Vietnamese market, focuses on the marketing strategy to introduce food to overseas markets. Particular attention is paid to answer the question of how consumers and distributors along the physical distribution channel for JPW constitute their adoption behavior for JPW.

The study on consumer behavior concentrates on the role of information about JPW in consumer decision processing through three questions: (1) the impacts of brand information on consumer preferences for JPW at introduction stage; (2) whether or not the marketing agencies can enhance the private adoption for JPW through increasing brand information in advertising; (3) what positioning strategy is the most effective at. The ordered logit, the linear regression, and the SEM are constructed for three questions respectively. Brand information is important for JPW since prior knowledge is the driving force of consumer preference for JPW. The impacts of information on consumer preference vary with the content of information. The brand clarification, which expresses the core values of JPW brand (Wagyu beef made in Japan), can generate the highest economic added value for JPW while the brand comparison, which indicates the similarity of JPW to Kobe beef, reduces the price premium for JPW.

The study on distributor behavior investigate the decision-making process of the local distributors when selecting beef suppliers. The analytical hierarchy process and the analytical network process were used to analyze the determinants of supplier selection of the restaurants. The findings indicates that the most important factor for the master chef is the menu adaptation while buying price is the highest priority of purchasing managers. The internal conflict is minor due to the dominance of the master chef during the buying process of the restaurants.

The findings of this study provide the managerial recommendations about marketing strategies for firms when introducing high-end products/brands at a new market. Two major issues should be considered before launching a marketing program including the particular characteristics of a high-end product and the distance from firms to consumers. The consumer marketing strategy illustrates the critical of positioning advertising on a new brand in the perception of the consumers. Firms should position the new product/brand as a distinction from the existing brands in consumer perception at the introduction, and consider carefully the me-too strategies. Moreover, the first trial plays the crucial role in enhancing the private adoption for a new product/brand. The marketing program at the introduction should be built to efficiently diffuse information about a new product/brand as well as motivate the exploratory need for the first trial. The focal informant group consists of the young urban customers at upper-middle income class. To enter successfully into the distribution system, firms should establish separate sale force strategy for each potential buyer from their requirements for vendor selection. Besides an appropriate pricing policy, increasing market information on characteristics of products, the producers, and the suppliers is an efficient alternative to enhance the adoption of distributors for the new product/brand.