RESEARCH ARTICLE

MARKETING CHANNEL STRATEGY OF MULTINATIONAL CORPORATIONS: THEORY AND PRACTICE

*Narubodee Wathanakom, Aphiradee Sranrom and Nhatphaphat Juicharoen

School of Management Science, Sukhothai Thammathirat Open University, Nonthaburi 11120, Thailand

ARTICLE INFO	ABSTRACT

In recent years, the marketing channel strategy has been gaining attention among scholars since it is one of the utmost important aspects of marketing mixes. It can lead to the success or failure of multinational business expansion into foreign countries. This go-to-market, or channel strategy, is responsible for transferring products from manufacturers to shoppers and consumers at the right place, right time, and right price. The key success factors for multinational corporations in Thailand can be attributed to the marketing channel strategy. Currently, there is a lack of evidence indicating how these corporations bring the theory to life in the local context, especially when there is a variance between the conditions of the company's home country and new market. This article will bring to attention the way in which these theories are carried out across 3 key businesses specializing in fast-moving consumer goods. It was found that there are 4-steps in designing marketing channel strategies. These are being employed by analyzing customer needs, clearly defining channel objectives, selecting the channel mixes, and evaluating channel performance, all done to continuously improve the channel execution. In addition, there are more add-on options which are used to make the process more rigorous, for example, customer journey studies, key performance indicators on distribution, sales and profitability aspects, omni channel strategies and rigorous internal and external sources of information for evaluation, all in a timely manner.

INTRODUCTION

The channel strategy is used to reach potential customers either directly or indirectly and is fundamentally a critical path to success. The reason for this is that marketing channels play a crucial role as a mediators in facilitating the transfer of products from manufactures to consumers. (Dimitrova, Smith, & Andras, 2020) There are different kinds of middleman ranging from wholesalers, to agents, retailers, distributors, etc. These marketing channels take mutual risks alongside the manufacturers by keeping product inventories, used to meet sales forecast or future customer requirements. If the sales of the product do not meet expectations, it can cause overstocks or potentially obsolete products. In addition, marketing channels have a role in delivering goods, creating product awareness, executing sales promotions, driving brand visibility within the channels etc. (Kerin & Hartley, 2020) Therefore, marketing channels are important elements of marketing mixes when designing marketing strategy. From a consumer perspective, marketing channels enables the potential to obtain required products at the right time, right place, right format, and certainly right price. Marketing channels add value for consumers by delivering desirable products from the most

convenience place with the fastest lead time, hence providing convenience for consumers. (Banyte, Gudonaviciene, & Grubys, 2011) An example of this would be a manufacturer or brand owner of confectionery and snack products who has the role of developing a recipe designed to be as popular amongst target consumers as possible. Marketing channels fulfill their responsibility by making products available to target consumers, who in this case, are students and teenagers at convenience stores, supermarkets, office canteens, and small provision stores, or even in cinemas where customers often consume snacks whilst watching movies. Therefore, marketeers need to plan befitting strategies and tactics for this marketing mix to efficiently maximize product availability when it comes to coverage for target groups. This is done by balancing between specific channel costs, while delivering value and satisfaction to consumers.(Palmatier, Sivadas, Stern, & El-Ansary, 2020) During the creation of marketing channel strategies, several processes take place. Firstly, analyzing the existing practice of targeting industries. Secondly, analyzing market situations for emerging opportunities to gain a superior position when compared to the market average. Lastly, developing processes and policies to stimulate motivations which help to improve the efficiency of marketing channels. Various marketing channels exist, all requiring different management practices to complement each other and maximize product coverage benefits.(Johnston, Le, & Cheng, 2018).

---

*Corresponding author: Narubodee Wathanakom,
School of Management Science, Sukhothai Thammathirat Open University, Nonthaburi 11120, Thailand.

One of the key challenge is the ability to create an environment in which each marketing channel can work with its counterparts, all while avoiding channel conflicts which can lead to price wars. (Palmatier *et al*., 2020) This can be done by enhancing efficiency and positively motivating channel members (Bellin, 2017). Brand management is directly related to marketing channels in the sense that a higher frequency of sales promotions can deteriorate brand values. This can create the perception in consumers' minds that the brand can only generate sales using sales promotions. For example, marketing channels can have an impact on prestige brands, which selectively partner with channels that support brand image and competitive advantages. If the product targets mass consumers, nationwide market coverage is required without major concerns when it comes to brand image or product visibility.(Bellin, 2016) Research studies in the U.S. found that selling goods through farmer's markets allowed consumers to be charged at a cheaper price than via online marketplaces. This is due to the consumers' perception that farmer's markets are the channels providing the lowest cost from manufacturers, whereas online marketing channels have thorough processes in procuring products with higher operating costs. Therefore, most manufacturers prefer to sell goods online because of the more premium pricing. (Printezis & Grebitus, 2018) These are pieces of evidence that show how marketing channels can make or break the products or brands they are selling.

A significant development of channel marketing took place, this was driven by innovation and new technology and led to new capabilities in driving stronger business partnership, as well as more effective new customer recruitment and retention. (Key, 2017) Since the channels have become more fragmented and connected, the management of marketing channels has also become more sophisticated, this has happened while entering the new era of omni channel marketing along with a variety of channels (Banyte *et al*., 2011). (Silva Susana, Duarte, & Sundetova, 2020) Consumers not only access to products or services via multiple channels, but also have many on-going behaviors within many channels as they compare the prices of products both offline and online. They also search for product information using multi-screen devices, shifting between computer and mobile devices concurrently. With the advancement of ecommerce, smartphones, and social media platforms, the landscape of marketing channels evolves significantly. Social media and online product reviews help promote brands, interactions, and engagement with consumers. In addition, they allow for two-way communication both before and after purchase, at home and at the store. (Cvitanovi , 2018) However, marketers are trying to manage the dynamics of an ever changing marketing channel by balancing the cost-to-serve, or investment in each channel. They are doing this by neutralizing the conflicts amongst channels to best select the most appropriate mix of marketing channels. Each channel has different roles and functions, for example, the online channel is appropriate for consumers who search and interact with brands while the offline channel is mainly for creating tangible experiences like testing or trying product samples, customer inquiries after purchase, etc. (Josimovski, Jovevski, & Kiselicki, 2019) As a result, the integration of the omnichannel played a crucial role in designing a seamless experience for consumers, and allowing for transparency in product quality as well as price comparison between channels and with competitors. Consumers have criterion when selecting their preferred channel based on 7 factors: channel image, product category assortment, brand assortment, private labels, service

coverage, and fairness in price and service. These factors define the value of the marketing channels from the consumers' point of view and affect the selection criterion, satisfaction and loyalty to the channel. (Andersen, Weisstein, & Song, 2020)

The fast-moving consumer goods business is dominated my multinational corporations with more than 75% contribution towards business size. These corporations are leaders in key consumer goods businesses including packaged food, health care and household goods. Examples of these kinds of businesses would be; Unilever, Nestle', Proctor & Gamble, Danone, Abbott, Reckitt & Benkiser, S.C. Johnson & Son, etc. These companies are operating in many markets around the world by leveraging global strategies as a part of their business expansion. One of the crucial keys to success is the marketing channel strategy. They have dedicated resources to analyzing and planning how to enter foreign markets by developing a deep understand the marketing channel landscape. This must be done in relation to consumer behavior of different categories to ensure success and minimize failure. (Grewal, Saini, Kumar, Robert Dwyer, & Dahlstrom, 2018) Therefore, this article will present the comparison of marketing channel strategies in 3 dominant fast moving consumer goods categories; packaged food, consumer health care and household goods good level; they can work and using their knowledge to support organization run effectively for many years after retirement (55 years old or 60 years old). The research appeared oversea about the elderly was the role model had to have characteristic as follow; 1) organizational loyalty, 2) working discipline, 3) working values as value of life not money, 4) social relation needed, and 5) knowledge (Angus & Reeve, 2006). Therefore, risk management of workforce, the study of organizational processes in part of workforce in planning was the key factor which were in importance rankfor human resources management which was intangible. It was quite inconvenient and difficult to do it, the result might show in long run, it was notas same as changing production system which money invest, the result would show immediately and assessment (Barney, 1991).

LITERATURE REVIEW
Marketing Channel Definition

Marketing channel refers to the group of interdependent or independent organizations which possess the responsibility of delivering products or services to the most convenient places for consumers. There are a variety of marketing channels from distributor, wholesalers, brokers, and retailers, including franchisers. All of them have both strengths and weaknesses which are regarded as the key path to success for businesses. Therefore, effective marketing channel strategies create a competitive advantage for companies by creating and delivering values to consumers. (Palmatier *et al*., 2020). The useful tools for managing marketing channels are 1) marketing channel health checks, 2) marketing channel profitability models and 3) a market access strategy (Bellin, 2017). 1) Marketing channel health checks are important in supporting the planning stage since marketers need to understand any problems, needs and recommendations from channels. Many companies have failed in expanding to other markets or generating expected return on investment due to a lack of understanding when it comes to channels. Companies spend large amount of money on consumer research but little on channel marketing health checks. The objective of a health check is to understand the objectives, indicators as well as the

evaluation of channel performance to benchmark against key competitors and improve in the future. This can be done through to use of in-depth interviews, focus group discussions and channel survey methods. 2) Marketing channel profitability models support strategic decision making on investments by analyzing cost-to-serve for each channel. Most marketers have a good understanding of the cost of goods but may not be aware of marketing channels, which often end up becoming overlooked by many of them. The information required to analyze channel profitability is purchased in quantity through channels. This information is comprised of discounts and price structures, frequency of purchases, distance for delivery, average purchases per order, salesman qualifications, revenues and profits of each channel, distribution fees, etc. After this essential information has been analyzed, marketers are able to observe the factors which generate profits or loss, leading to an increase or decrease in company's resource allocation and support of high growth potential channels with strong profitability. 3) The market access strategy is the output of channel audits and profitability studies, this is because it can predict the success and failure in selecting the right partners and create positive image for the brands. An example of this in practice would be KFC, which faced difficulty in China relating to an issue in which it was revealed by reporters that chickens were being raised with the use of growth hormones and antibiotic injections. This led to a dramatic decline in sales and deteriorating brand image. Therefore, the headquarters of KFC decided to cancel the franchise agreement with their channel partner in China. The market penetration strategy should provide a clear picture of the marketing channel structure in each country, options for potential partnership, in addition to calculated political, social and economic risks. Comprised within this strategy, programs are included to support channel partners and drive motivation to achieve mutual targets. This can be achieved by passing shares to the channel partner or letting them to buy the company's shares so that they feel they are being included as part of the company as a whole. (Bellin, 2017)

The development of marketing channels with a focus on consumer perspective. The perception and response to marketing channels depends upon the experience of consumers in accordance with online and offline presence. Members of marketing channels should understand the factors affecting decision making at the point of purchase. Therefore, the perceived channel value can be planned and created. There are 7 important factors; 1) Channel image and the reputation in consumers' minds, which are intangible and are derived from convenience of location, store ambiance, customer management, price, advertisement of personal sales and sales promotions. 2) Product assortment, which is regarded as the factor affecting the attitude towards the channel or store. This includes product assortment selection. Previous studies have shown sales increase in correlation with variety of products. However, a higher stock of products will require more funding through buying and keeping stock. The most important thing for consumers is products or brands that consumers prefer, and for them to be able to obtain those products when they want. 3) Brand availability is the decision by the channel. International or national brands are the first to be selected due to market acceptance on quality. 4) The private label product channel is a brand in key categories and this generates 20% of sales within the channel that exists in the United States. 5) Level of service can be categorized into 3 types: self-service, limited service, and full service. 6). Attractiveness of service refers to the

physical experiences like pleasant and attractive shopping ambiance. 7) Fairness of price is the key indicator of product quality. The price is set by considering service and value to customers and at the same time generating appropriate profits for the channel.(Andersen *et al*., 2020). Process in defining marketing channel strategy by corporations. There are 4 steps in creating marketing channel plan for both large and small companies, which are as follows (Kotler & Armstrong, 2018)
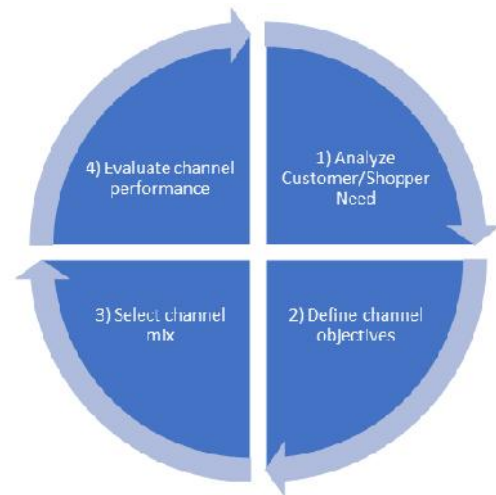

Fig. 1 Steps in creating channel strategy

∫ Analyzing customer needs with the intention to create value to shoppers and consumers. Each channel will have different roles and functions; therefore, it is necessary to start with the understanding of customers' needs as derived from the marketing channel.

∫ Defining the marketing channel objectives, since each group of consumers have distinct expectations from the marketing channel. This means that marketers must select the most appropriate channel from the analysis of customers' needs.

∫ Selecting the channel mix in response to the objectives that were set at an earlier stage. The channel members must help achieve the marketing channel objectives.

∫ Evaluating channel performance, which is an ongoing process used to monitor the best channel mix. This is needed to find a channel mix which can deliver long-term business results by evaluating key performance indicators, such as; sales, cost-to-serve, profits, and return on investment.

From theory to practice, building marketing strategies at multinational corporations in Thailand: The size of consumer goods businesses in Thailand is as large as 14 billion USD with an average growth 2-5% per year, this is mainly contributed by multinational firms with 75% of the share. (Manager Online, 2017) These multinational firms originate from various parts of the world, including Europe, the United States, Australia, China, Japan, and Korea. They are leading corporations in their home regions, but may not be familiar with the unique, Thai business environment, as well as its consumers. Therefore, they must conduct a lot of research and employ different strategies that they have used in their home markets. Some of them are successful in some categories, while some are still struggling to adapt to the preferences of local Thai consumers. This section will compare the commonality and different marketing channel strategies employed by 3 different types of multinational companies: packaged food, consumer health care, and household goods. The comparison will follow the 4-step process outlined for designing marketing channel strategies. Through this, it can easily be revealed how each industry adopts their marketing channel strategies. The

multinational companies. Presented in Table 1 is a brief overview for 3 types of fast-moving consumer goods businesses.

Table.1 The definition and characteristics of 3 fast-moving consumer goods businesses

	Packaged Food	Consumer Health Care	Household Goods
Definition	The instant and semi-instant food products which are packaged in cups, sachets, cans, or bottles.	Supplementary or medical food for infants, kids, adults, and patients.	Fabric detergents, household cleaning products for bathrooms, floors and kitchens, and air fresheners.
Primary Target consumers	University students and working adults aged 18-35 years old.	They can be divided into 3 different groups based on the products: - Females with children aged 0-4 years old. - Adults aged 25-45 years old. - Patients.	- Female housewives or working women aged 25-45 years old, who are key decision makers of household good purchases.
The key marketing channel	1. Provision stores. 2. Modern trade e.g. supermarkets, hypermarkets, and convenience stores. 3. Ecommerce.	1. Hospitals. 2. Drug stores. 3. Modern trade e.g. supermarkets, hypermarkets, and convenience stores. 4. Ecommerce.	1. Modern trade; supermarkets, hypermarkets, and convenience stores. 2. Provision stores. 3. Ecommerce.
Trading margin for channels (Front Margin)	10-15%	5-7%	15-20%
Main channels for 1st Trial and information search	Modern Trade (supermarkets, hypermarkets, and convenience stores)	Hospitals	Modern trade (supermarkets, hypermarkets, and convenience stores)
Main channels for repeat purchase	Modern trade, provision stores, and ecommerce	Drug stores, modern trade, and ecommerce	Modern trade, provision stores, and ecommerce

Different product categories offer different levels of trading margins which can be labelled as front margin to channel at different percentage. These are driven mainly by the cost of goods and products, as well as the space required to store the product. Household goods have a lower cost and most of the products are of a large size, meaning they require more shelf space than products from the other two categories. Consumer health care products are higher in price and this higher price is due to ingredient costs as well as the technology required for products. As a result, it provided lower trading margins for marketing channels. Apart from the trading margin, marketing channels also earned back margins and other income from selling special display spaces, brochure advertising, promotion fees, year-end target rebates etc. Therefore, marketing channels can earn 30-50% more from selling the products of manufacturers from both front and back margins. (Kotler & Keller, 2016)

How can customer needs and shopping behavior be analyzed?: The common practice among those 3 businesses starts with understanding the customer needs and purchasing journey to identify the key touch points from the 5 steps of the decision-making process. These consist of problem recognition, information searches, evaluation, and purchase and post purchase behavior. These factors allow these companies to illustrate the customer journey. Some channels serve a purpose in more than one stage of the process. For problem recognition and information searches among consumers, since consumers search for products that they are interested in via websites, Facebook, blogs, ecommerce, and customer review sites. The primary objectives of most brands are to generate the potential for a first trial among customers. For packaged food, convenience stores and supermarkets served as the primary channels for trials, meaning key players will focus on creating trials with demonstration booths. Another method would be selling trial packs, priced using the out of pocket strategy at 10, 20, 30 Baht and, as a result, repeat purchases mostly occurred after that in supermarkets and hypermarkets. When it came to consumer health care products, a unique case could be observed where the first trial was generated by hospitals or health care professionals. Consumers would mostly try products for the first time by getting samples from doctors or nurses, and some purchased them from hospital co-operative stores. The second or repeat purchases would occur at pharmacies, supermarkets, or hypermarkets. For household products, trials were created at supermarkets, hypermarkets and convenience stores, and then were repeated within the same types of channels. Ecommerce is the fastest growing channel, with 200-300% growth year on year. As such, it has become a strategic channel for most manufacturers; however, its business contribution is still small at less than 5% of the total fast-moving consumer goods business.

How are marketing channel objectives defined?: For all 3 types of fast-moving consumer goods the common marketing channel objectives relate to sales performance, profit from channels/customers, numeric distribution, weighted distribution, and out-of-stock. Those are all key parameters measured by internal sales analysis. Additionally, retail audit research companies like AC Nielsen collect, analyze, and provide monthly reports for key manufacturers to track performance against the market and competition. Numeric distribution measures how many outlets in the country carry different products or SKUs and then calculates this as percentage coverage. Weighted distribution measures similar things but compares the size and importance of the outlet. Finally, out of stock demonstrates the situation where certain products are not available on the shelf, and this can lead to opportunity loss calculation. For example, Knorr may have 60% number distribution and 90% weighted distribution, meaning that Knorr is available in key prominent outlets and may not have products in smaller and less importance ones. Therefore, each manufacturer will define their numeric distribution and weight distribution as key objectives to drive the business. More coverage means better opportunities to reach potential customers. Among those 3 types of businesses, consumer health care focuses on 3 main channels; hospitals, pharmacies and modern trade (super/hypermarkets and convenience stores) while packaged food and household goods will focus mainly on modern trade and traditional trade (provision stores).

How can the right channel mix be selected?: Packaged food businesses mostly target a mass audience which extends across the entire country of Thailand; therefore, key players put a massive amount of effort into driving distribution and availability. They try to reach as many stores as possible. The target is 100%, or it could be said that the sky is the limit. Consequently, they need to have a presence in all stores nationwide. Consumer health care is a very targeted business that focuses on credible marketing channels like hospitals and pharmacies, meaning that they work with channel partners that can support the brand image on safety, credibility, and scientific focus. The key manufacturers focus on public hospitals, especially ones where there are medical schools like Chulalongkorn hospital, Siriraj hospital, and Ramathibodi hospital, as well as some regional hospitals. These hospitals are well-recognized and trusted by consumers and patients. For example, Ensure, a medical food company, opts to propose for products to be sold and used as treatment for both in-patient and out-patient departments in key hospitals. This is done to create new a user generation from new patients. In addition to this, they also make their products available in the pharmacies at the hospitals and in the shopping malls. The focus channel mix is comprised of hospitals and pharmacies. On the contrary, household products have the least involvement and the

shoppers may be the users. The channel mix tends to be supermarkets and hypermarkets where consumers do their grocery shopping. Some repeat purchases can also occur online since household products are bulky, meaning that it is more convenient to use home delivery through online purchases.

How can channel performance be evaluated?: Channel performance can be evaluated based on objectives which were set earlier in step 2, based on key parameters like sales performance, profitability by channel, weighted distribution, numeric distribution, out-of-stock, etc. Sales performance and profitability are developed from internal information and analyses to understand how the marketing channels perform and how much profit is being generated by each channel. Then, the right amount of investment can be planned for high potential channels. For example, ecommerce and online became more and more important for the 3 businesses since they grew significantly, and most manufacturers invested human resources and budgets to support this ecommerce channel. They did this even though the payout ratio on return on investment was not yet positive, but they believed that ecommerce would become much larger in size in a few years' time. The numeric distribution, weighted distribution and out-of-stock information was needed to be purchased from retail audit research vendors on a regular basis so that manufacturers could track performance closely. After doing this, they could plan the right action to outperform the market and competitors. The key performance indictors like the distribution level can be measured by month, by region, by channel type to see the strengths and weaknesses and which action to take to tackle any issues. For example, Glade Air Freshener did well in hypermarkets with 99% weighted distribution, but still had room to grow in local supermarkets with 70-75% weighted distribution. Mostly, the target channel objectives were defined at the beginning of the year and were measured monthly to ensure target achievement.

DISCUSSION AND CONCLUSION

The fast-moving consumer goods business has long been established in Thailand, amassing a business size of 14 billion USD by key international players like Unilever, P&G, Nestle', Abbott, S.C. Johnson, etc. Those leading multinational corporations in Thailand are very cautious in designing marketing channel strategies and have gone through the rigorous 4 step process from analyzing customer needs, identifying marketing channel objectives, selecting the right channel mixes, and evaluating the channel performance. There are 4 main points from this comparison.

〕 Companies are setting aside budgets to measure and track the shopper journey to monitor how consumers changed their buying patterns before planning the marketing channels. This is in line with what Dimitrova *et al*. (2020) mentioned, saying that shoppers needs and expectations had changed over time, and that new consumer trends are shaping marketing channel strategies.

〕 Channel marketing not only plays a role as a distribution channel, but also as being a brand promoter to consumers. Healthcare products rely on hospital channels since the credibility of the channel will be transferred to support the product image. This was supported by a recent study revealing that consumers are attracted to channel appeals that fit with or meet minimum expectations. (Harding & Schenkel, 2017) The reason for this is that the perceived value of the channel has strong relationship with channel preference. (Andersen *et al*., 2020)

〕 Each channel serves a different purpose in the decision-making process or purchase journey; some are designed to encourage trials while some are for repeat purchases. If the manufacturers pick the right channel mix, they can create sustainable growth for the business. Some companies are successful in getting trials but failed to offer the repeat purchase channel. This was supported by what Grewal *et al*. (2018) revealed, in that multinational corporations are leveraging complex marketing channel strategies worldwide to meet the diverse demand of local consumers

〕 Facts and figures are parameters required to measure the performance of marketing channels. The information consists of internal and external information. Most companies focused on indicators like distribution coverage but overlooked the profitability aspect of the channel, which negatively hurt the company profitability. This is consistent with what Bellin (2017) mentioned about the channel health check and channel profitability model, which can be used to measure the effectiveness of marketing channels. A large number of marketing channel metrics and tools are enabled by new digital technology to help identify the channels. (Cvitanovi , 2018)

FUTURE RESEARCH

There are future research opportunities for marketing channel strategy planning by further exploring the causal relationship between key factors in driving marketing channel strategy and business success. This can contribute to the theory of application in the real world, as well as the established theory. Furthermore, each manufacturer may have different success stories. If those stories can be studied as a case study, other businesses could learn the key success factors and avoid potential failures.

REFERENCES

Andersen, P., Weisstein, F. L., & Song, L. (2020). Consumer response to marketing channels: A demand-based approach. Journal of Marketing Channels, 26(1), 43-59 doi:10.1080/1046669X.2019.1657736

Banyte, J., Gudonaviciene, R., &Grubys, D. (2011). Changes in Marketing Channels Formation. Poky iaiformuojantmarketingokanalus., 22(3), 319-329. doi:10.5755/j01.ee.22.3.522

Bellin, H. (2016). Branding and Marketing Channel Strategies: Some Effects on Channel Partners. Journal of Marketing Channels, 23(4), 255-257. doi:10.1080/1046669X.2016.1224311

Bellin, H. (2017). A Useful Toolbox for Marketing Channel Managers. Journal of Marketing Channels, 24(3/4), 204-207. doi:10.1080/1046669X.2017.1393238

Cvitanovi , P. L. (2018). Navigating New Marketing Technologies, Channels and Metrics. Uporabanovihtržnihtehnologij, kanalov in metrik., 16(4), 379-400. doi:10.26493/1854-6935.16.379-400

Dimitrova, B. V., Smith, B., & Andras, T. L. (2020). Marketing channel evolution: From contactual efficiency to brand value co- creation and appropriation within the platform enterprise. Journal of Marketing Channels, 26(1), 60-71. doi:10.1080/1046669X.2019.1646187

Grewal, R., Saini, A., Kumar, A., Robert Dwyer, F., & Dahlstrom, R. (2018). Marketing Channel Management by Multinational Corporations in Foreign Markets. Journal of Marketing,82(4), 49- 69. doi:10.1509/jm.16.0335

Harding, L. M., & Schenkel, M. T. (2017). Brand Advertising in an Access–Ownership World: How Marketing Channels Impact Message Persuasiveness. Journal of

Marketing Channels, 24(1/2), 51-72. doi:10.1080/1046669X.2017.1346981

Johnston, W. J., Le, A. N. H., & Cheng, J. M.-S. (2018). A meta- analytic review of influence strategies in marketing channel relationships. Journal of the Academy of Marketing Science, 46(4), 674-702. doi:10.1007/s11747-017-0564-3

Josimovski, S., Jovevski, D., &Kiselicki, M. (2019). Internet Marketing Channel Implementation In The Trade Industry In The Republic Of North Macedonia. Journal of Sustainable Development (1857-8519), 9(22), 64-74.

Kerin, R. A., & Hartley, S. W. (2020). Marketing: The Core, Eight Edition (8th Edition ed.). New York: McGraw Hill Education.

Key, T. M. (2017). Domains of Digital Marketing Channels in the Sharing Economy. Journal of Marketing Channels, 24(1/2), 27- 38. doi:10.1080/1046669X.201 7.1346977Kotler, P., & Armstrong, G. (2018). Principles of Marketing (17th ed.). United Kingdom: Pearson Education Limited.

Kotler, P., & Keller, K. L. (2016). Marketing Management. Malaysia: Pearson Education Limited Manager Online. (2017). Thai consumers are still spending on afforadable goods, FMCG expected to grow 2-3%. Retrieved from https://mgronline.com/business/ detail/9600000016140

Palmatier, R. W., Sivadas, E., Stern, L. W., & El-Ansary, A. I. (2020). Marketing Channel Strategy : An Omni-Channel Approach (9th ed.). New York and London: Routledge Taylor & Francis Group.

Printezis, I., &Grebitus, C. (2018). Marketing Channels for Local Food. Ecological Economics,152, 161-171. doi:10.1016/j.ecolecon.2018.05.021

Silva Susana, C., Duarte, P., &Sundetova, A. (2020). Multichannel versus omnichannel: a price-segmented comparison from the fashion industry. International Journal of Retail & Distribution Management, 48(4), 417-430. doi:10.1108/IJRDM-07-2019-0232

****