



Becoming **Office Fighter** for office workers
- Sandie Consulting



Sandie Consulting

Company Overview

Namman Muay's (NMM) reputation in liquid and oil formats enable the company to gain a vast number of athletes and blue-collar users



To create **world class healthcare products** for *better everyday life* and achievement.

Vision

Namman Muay revenue



-30%

sales in 2020 resulting from working sites' closures and lower physical activity

Namman Muay's Main Customers



30% of sales are from *athletes*

Namman Muay's Product

Four formats for different usages

10 sales channels on both online and offline platforms

Key Strengths :

- 1** Strong brand reputation for being Thai remedy
- 2** Have a relatively **low price** compared to competitors
- 3** Being **#1** brand in **liquid and oil** format

Source: Namman Muay official, Case booklet, Team analysis



Competitor Analysis



Sandie Consulting. *Namman Muay places itself as a lower price for athletic and labor uses*

We have identified top 5 key competitors in Thai Topical Analgesics Market.

		1	2	3	4	5
	Namman Muay	Tiger Balm	Counterpain	Voltaren	Siang Pure	Golden Cup
Current Brand Shares	7%	16.3%	12%	6%	3.5%	3%
Product format	<i>Oil, Liquid</i>	<i>Cream, Patch</i>	<i>Cream, Gel</i>	<i>Gel</i>	<i>Ointment</i>	<i>Ointment</i>
Price Position	LOW	MEDIUM	HIGH	HIGH	LOW	LOW
Unique Selling Point	Affordable, long heritage formulation, #1 in oil liquid format	International brand, Product variety	International brand, good brand image	International brand, good brand image	Affordable, long heritage	Affordable, long heritage
Main target customers	Domestic-focused Athletes, labors	Tourists, General	Foreign customers, General	Foreign customers, General	Domestic-focused Elderly	Domestic-focused Elderly

Namman Muay current position in the market is quite strong with its **top 3** market share ranking, mainly due to its distinct focus on *athletes, domestic* market and *low* pricing.

Source: Case Booklet, Euromonitor

Analysis

Becoming relevant

Tap into the untapped

Implementation

Impacts



The COVID-19 has severely impacted the performance of the topical analgesics in Thailand...

The effect of covid-19 has impacted varying across customer segments of topical analgesics market...

COVID-19 Impacts to each segment



Elderly (65+)

Moderate

Elderly are afraid to go outside to purchase topical analgesics as they are concerned that health issue resulting from Covid-19 infections could be more severe



Athletes

High

Lock down regulation prevent any outdoor activities



Office workers

Moderate

Increase in unemployment rate but many companies offer WFH unlike blue-collar workers



Blue-collar workers

High

Unemployment rate is higher and No WFH

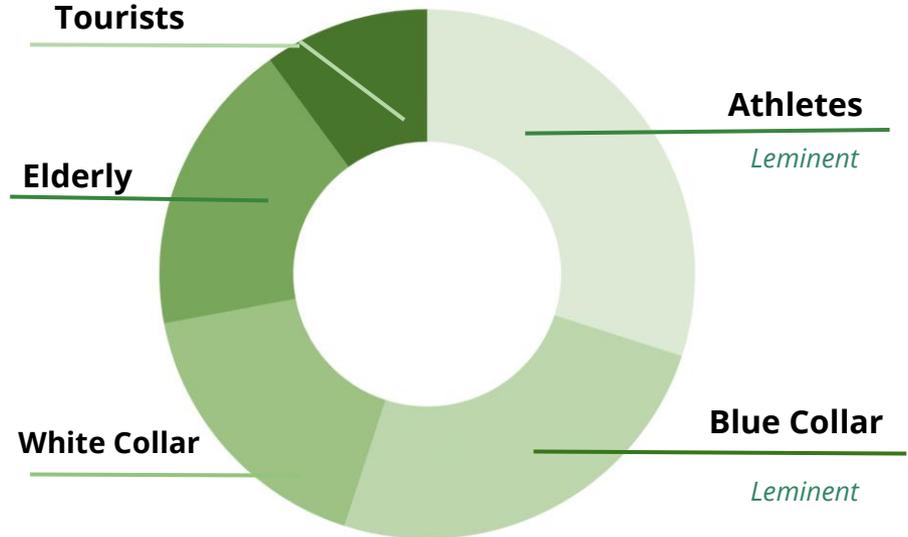


Tourists

Very high

Border restrictions reduce tourists by 80%

Namman Muay's share in each segment



Tourists made up only 10% of Namman Muay's total sales while athletes is the biggest target group with 30% share of total sales

Dependence on Athletes and blue-collar workers drive sales of Namman Muay down while an almost **independence on tourists** helps Namman muay **sees a lower decrease in sales** than the market (-51%)

Source: Team Analysis, Case Booklet

Moving forward : To reach an ambitious goal of 350 m revenue, Namman Muay must start prioritizing the new target aside from athletes and blue-collar workers as they are already highly penetrated...

The most attractive target users are office workers as they present high growth opportunity for Namman Muay.

Criteria



1) Market size

- number of population in the segment

11.3 M

7.9 M

6.8 M

26.3 M

2) Competitiveness

- Market concentration (market share of top 3 in each segment)

Moderate

International brands are the leaders, but does not lead by far.

Low

Highly dominated by "SiangPure" and "Golden cup"

Moderate

Dominant players does not lead by far

Moderate

Dominant players does not lead by far

3) Impact from Covid-19

- Unemployment rate
- Lock down regulations
- Fearness to go outside

Medium

Increase in unemployment rate but many companies offer WFH unlike blue-collar workers

Medium

Elderly are afraid to go outside to purchase topical analgesics as they are concerned that health issue resulting from Covid-19 infections could be more severe

Huge

Lock down regulation prevent any outdoor activities

Huge

Unemployment rate is higher and No WFH

4) Recovery rate from Covid-19

- Unemployment rate recovery
- Lock down regulations cancellation
- Fearness to go outside

Intermediate

recover relatively faster than blue-collar workers

Intermediate

They will still be fear of going outside as their health is the main priority

Fast

around 98.2 percent athletes stated that they were planning to return to the gym once COVID-19 lockdown measures were relaxed

Slow

the demand for blue-collar workers will still be in need. However, this may take time to reach pre-covid status as many factories closed down during the pandemic.

5) Potential growth

Analyze from

- Current penetration in each segment

High

High

Low

Low

Namman Muay already **well penetrates** to these two groups

Namman Muay's current brand image is NOT align with this new target group

Namman Muay is perceived to be *suitable only for athletic and labor uses*, mainly due to 4 factors

1 Packaging

- Product description of "use before and after exercise"
- Unmodern packaging



2 Brand Name

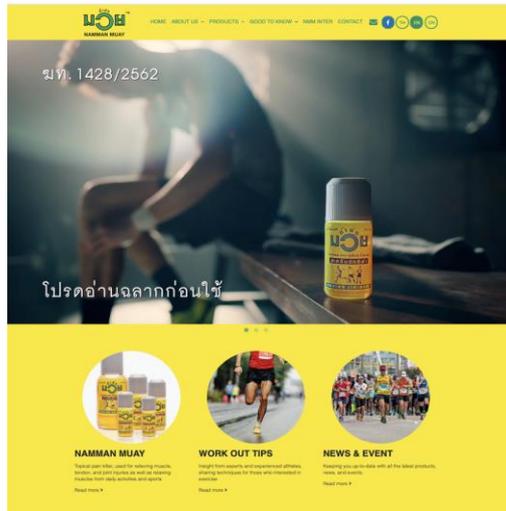
- "Namman" refers to oil and "Muay" refers to boxing in Thai

3 Key product

- Namman Muay is known for its liquid/oil format which is mainly used by athletes and blue-collar workers

4 Company website

- *Sports-themed* advertisement video
- Sport-related blog



Despite the effort to differentiate ads to target different group of customers, customers still perceive the brand as being **athletes focus**

Key Question : How can Namman Muay position its brand image to **better match** the target and to gain more **relevance** with young office workers?

Greater Bangkok

More than **80%** of **URBAN** Thai people suffer from office syndrome...

Target market analysis

	Office worker population	Office Syndrome Percentage	Analgesics penetration	Difficulty to reach during pandemics
Above 65 years old	Almost none	Low	22%	● ● ● ●
46-64	Moderate	Moderate	24%	● ● ● ○
30-45	High	High	23%	● ● ○ ○
20-29	High	High	13%	○ ○ ○ ○

Namman Muay shall target office workers with the age range 20-29 living in Greater Bangkok area.

Source: Team Analysis, Euromonitor



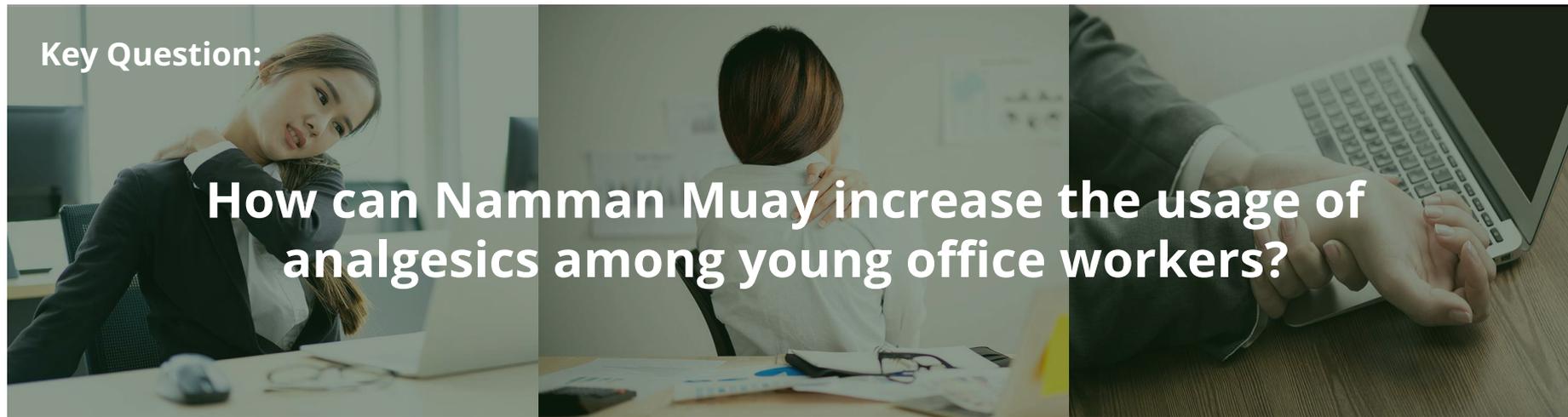
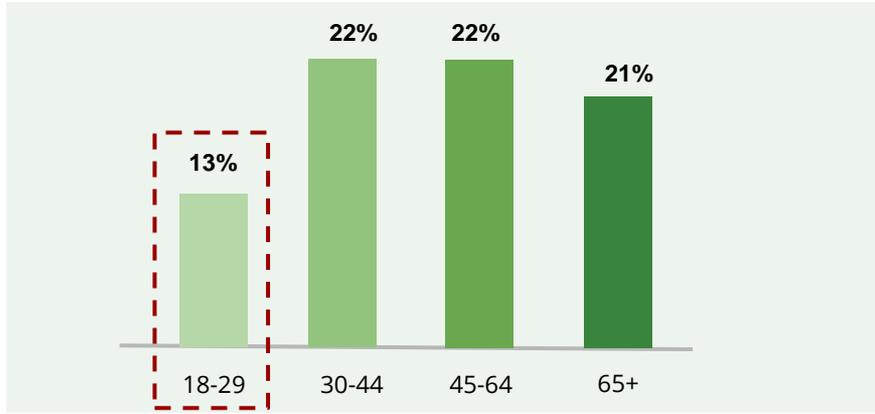
Capture the **untapped** opportunity amidst the **Upgoing Office Syndrome** trend

Office Syndrome is the most common among Thai young office workers ...



However, the analgesics use among population aged **18-29** is the **lowest**

Found in **80%** of office workers aged **20-35**



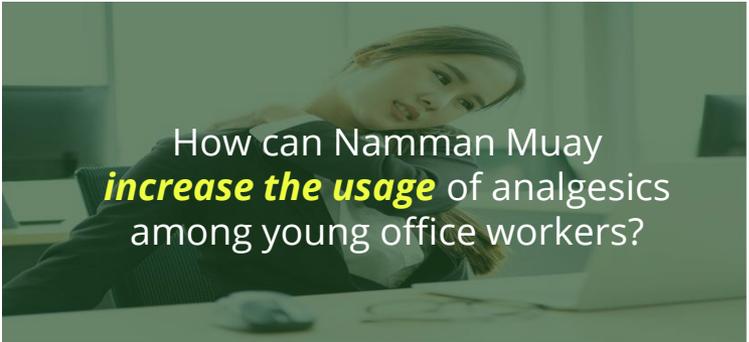
Source: Samitivej Hospital, Mahidol, DEGS1, Case Booklet



Objective

To expand the market to the **young office worker group** in the Greater Bangkok to be a main revenue driver gearing towards **THB 350m** domestic revenue *within 2023*

Key Questions



Strategies

"BECOMING RELEVANT"
Establishment of the **endorsed brand** under Namman Muay to specifically target office workers

"TAP INTO THE UNTAPPED"
"2-way fighter" new product with 2 in 1 format that can be used **everyday** for office workers even the pain is not severe

Financials

	Domestic revenue by 2023		Total marketing spending per year
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A group of people are working at laptops in a modern office setting. The scene is captured from a slightly elevated angle, showing several individuals seated around a dark wooden table. In the foreground, a person is seen from behind, wearing large black headphones and looking at a laptop screen. To their right, another person is focused on their work. In the background, a man in a brown hoodie is talking on a mobile phone while looking at his laptop. The office has a warm, wood-paneled wall and a window with blinds. A small potted plant sits on the table, and a glass of water is visible on the right side. The overall atmosphere is one of collaborative work and productivity.

Becoming relevant

‘Launch a new *endorsed* brand to better position itself to the white-collar while remaining strong in the original mainstream market’



Devakam Osoth must create a new endorsed brand "Office Fighter" to better position itself among office workers

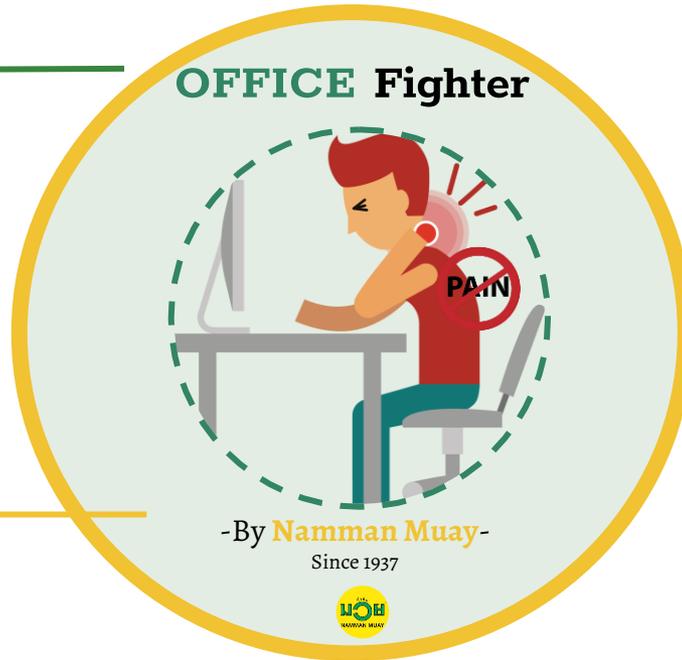
Since a majority of office workers perceive Namman Muay as product for athletes and laborers, we should focus on developing **brand image** to match this target's preference

The new brand name "Office Fighter"

- To emphasize the product use is for **office** workers

"By Namman Muay"

- Namman muay is a well known brand among Thais
- Help to show **credibility** and **effectiveness** of the product



PROS from the adoption of ENDORSED BRANDING:

- Strong brand image to better connect with office workers
- Detach itself from "athletes and blue-collar laborers" brand image
- Minimizing Namman Muay brand reputation risk
- NOT dilute Namman Muay's athletic and laborer's brand image



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Building a strong image for "Office fighter" by NMM

NMM should use online channels to promote the presence of "Office Fighter" brand in products for office workers market



1.6M White-collars, age 20-29

99% Have >=1 social media account(s)

3Hr Average daily time-spent on social medias



What is *already great*?

1. Has **core online channels** to connect with customers



2. Has online ads, but the engagement from young office workers is still low ex. FB WFH post has only 10 likes

3. Has contents related to office workers, but they are **not really distinguished**



Office content can be found randomly, while workout tips targeting athletes clearly present on the brand's website



What to add to *become greater*?

1. Add "**LinkedIn**" as a new promoting channel for *Office Fighter* to emphasize a brand image of being suitable for office workers



LinkedIn is the biggest business and employment-oriented platform

2. Promote *Office Fighter* on channels with high traffic from office workers such as podcasts, radio, or youtube channels



3. NMM website should allocate a section purely for *Office Fighter* to clearly target young office workers



Contains office-related contents



A section specifically for *Office Fighter* help office workers acknowledge the company's efforts to target them

Source: Bangkok Post/Namman Muay's website/ Team Analysis

Analysis

Becoming relevant

Tap into the untapped

Implementation

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Sandie Consulting.

"Office Fighter" must place its product in office supplies retailers to enhance its image to be more suitable for office workers



Selected office supplies retailers



WHY these two retailers?



8 Million Annual traffic per year



More **RELEVANT** brand image to office workers

Customer journey



TRAFFIC

Customers visit office supply retail



AWARE

See Office Fighter's product and perceive as for **office purpose**



SPILLOVER

Customers learn about **other channels** on the bottle and repeat purchase at most accessible channels

Ensure that our products can be **easily visible**

Source: Team Analysis

Analysis

Becoming relevant

Tap into the untapped

Implementation

Impacts



Tap into the untapped

'To increase the usage of analgesics among the young office workers'



Customer Insight

Sandie Consulting. Answering their needs to develop the right product and price for them



Age : 20-29

Location : Bangkok and Vicinity

Occupation : Office Workers



Characteristics

- More willing to spend time to understand product **ingredients, efficacy vs side-effect**
- Value good **appearances**
- **Busy lifestyle, love convenience**



Perception towards topical analgesics

- Too **sticky** to be applied during day time
- **Strong odor**
- May have **side effects** such as skin irritation



Pain points

- Suffer **office syndrome** due to long hours of false sitting posture or stress
- Office syndrome can cause inflammation of neck, shoulder and back muscles

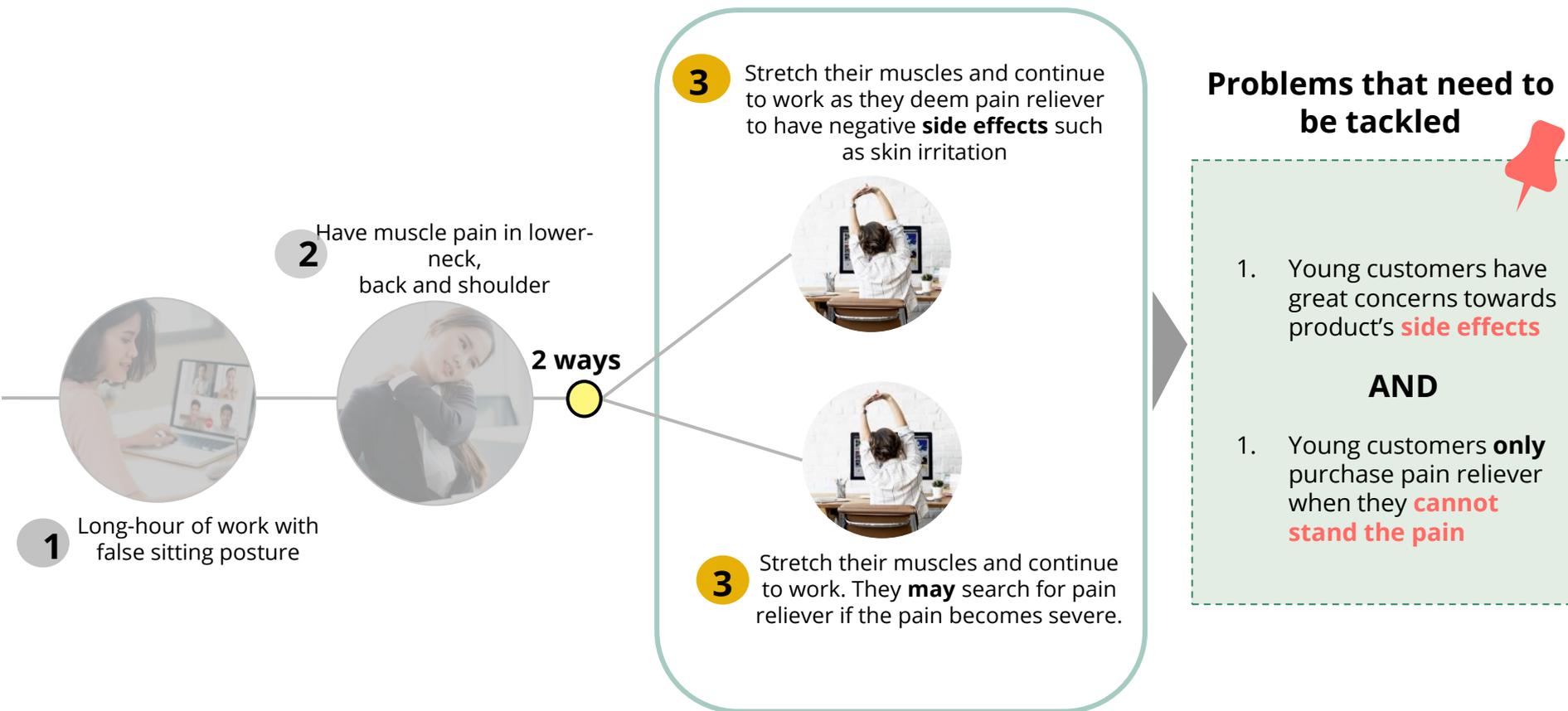
Source: Euromonitor, Bangkok Hospital



Customer Journey

In order for NMM to successfully involved in target customers' journey, it must understand customer journey first

A majority of the target has a low analgesics usage mainly due to two reasons



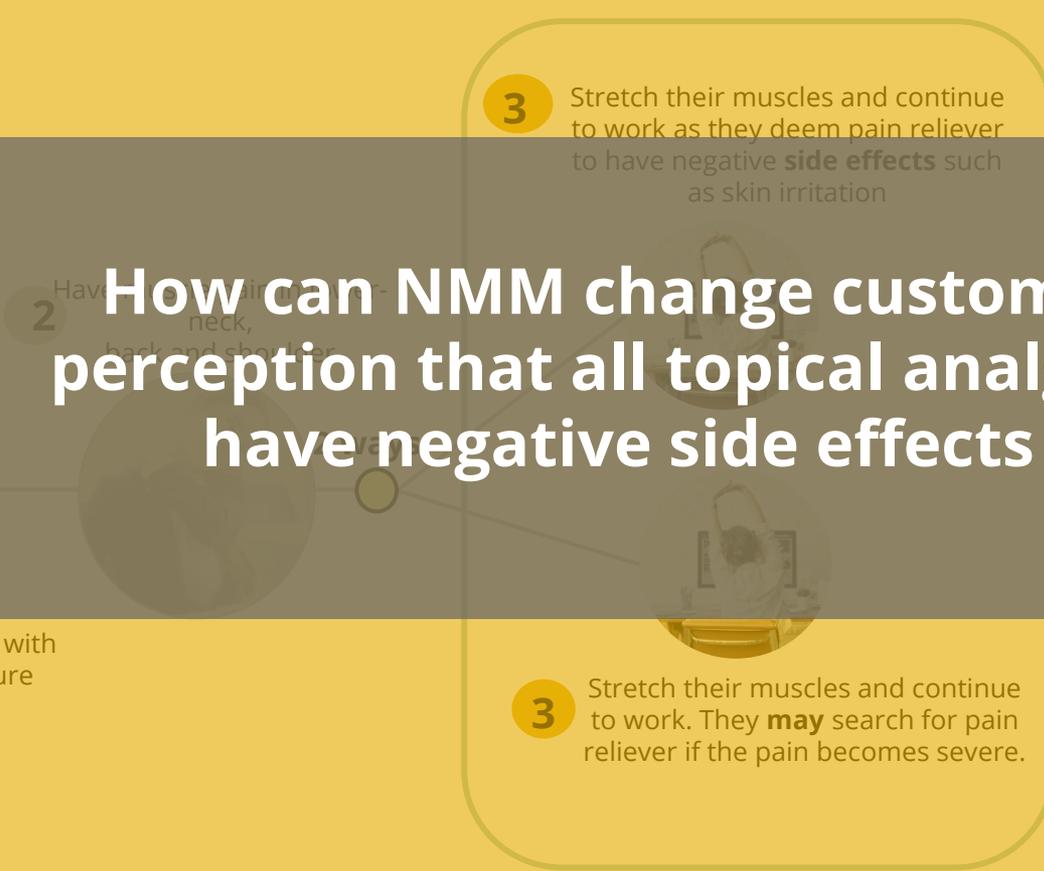
Source: Case Booklet, Team Analysis



Customer Journey

In order for Office Fighter to successfully involved in target customers' journey, it must understand customer journey first

A majority of the target has a low analgesics usage mainly due to two reasons



How can NMM change customers' perception that all topical analgesics have negative side effects ?

Problems that need to be tackled

1. Young customers have great concerns towards product's side effects

AND

1. Young customers only purchase pain reliever when they cannot stand the pain

Source: Case Booklet, Team Analysis



Create trusts in the product

3E Strategy : Educating, Emphasizing and Encouraging should be used to gain customer's trusts in the safety of product usage



NMM products **already include** inflammatory-preventive ingredient. They only require good marketing to channel out this message



- Menthol
Menthol provides anti-inflammatory effect. It can also trigger the cold-sensitive receptors in the skin so it provides a cooling sensation which can treat pain and inflammation well.

What

Why



Step I :
Educating

NMM should create contents to promote the **non-irritative ingredients (Menthol)** in its products on social media

To build customers' understanding that NMM products are non-irritative and have **no to low side effects**



Step II :
Emphasizing

NMM should use **celebrity endorsement** to help spread and ensure office workers that NMM products are really safe to use

To build customers' trust in NMM products as this group of customer heavily considers **users' reviews** before they decide to use or purchase anything



Step III :
Encouraging

NMM should create posts to encourage office workers to **actually use** the product ex. "Have neck pains? Apply **office fighter** to help fight the pain. Get one now at convenient stores near you"

To lead office workers to **actually use** the product

3E Strategy

Source: Team Analysis



Create trusts in the product

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- Menthol
Menthol provides anti-inflammatory effect. It can also trigger the cold-sensitive receptors in the skin so it provides a cooling sensation which can treat pain and inflammation well.

How can NMM change the belief that topical analgesics should only be used when the pain is severe ?

3E Strategy

Step II : Emphasizing

Step III : Encouraging

What

Why

NMM should use **celebrity endorsement** to help spread and ensure office workers that NMM products are really safe to use

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To lead office workers to **actually use** the product



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To rebuild customer perception towards pain reliever usage, **Namman Muay** must emphasize on the proactive usage of its product



Problem: Customers **rarely use** analgesics unless they feel that the pain is unbearable.

Office Fighter must **communicate** to its customers *"how its product can help their daily life even they feel no pain"*

Source: Bangkok Hospital, Alliedmarketresearch

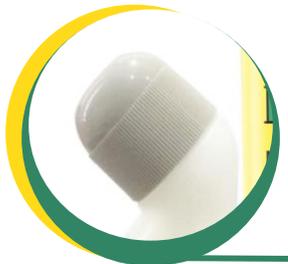


" 2-way fighter "



Spray

- Well-absorbed
- Not sticky
- Suitable for exercising



Sponge with blending neck

- Suitable for office worker as it relieves pain during working



1
2
3
4

Strengthen the core format

- Prioritize **Liquid in the form of oil in water (o/w/alcohol)** as this format is well-absorbed, non-sticky, and the most famous one of NMM

Modern and Convenient Packaging

- **Spray** and **sponge** format (2 in 1)
- Easy application
- Portable size

Good Scents - no more smelly analgesics

- Many users do not like the strong odor of topical analgesics
- Add alternative scents that can help **relieve stress** and give out **aroma feeling** such as Green tea, Roses and Lavender



Ingredients

- add **herbal ingredient** as customers trend looking for more natural stuffs and it would be perceived as safe product.

Pricing

From our analysis on price of products in the market, there exists an **open price market opportunity point within the range 120 - 140 baht**

The price combining with psychological pricing would be **139 baht**

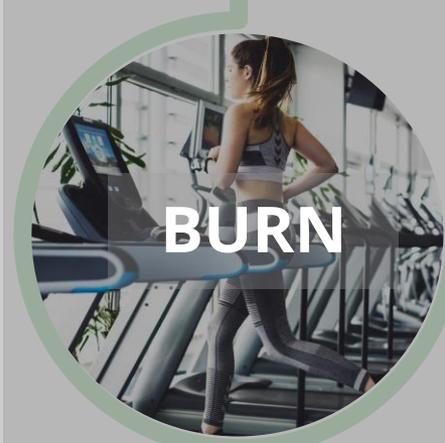
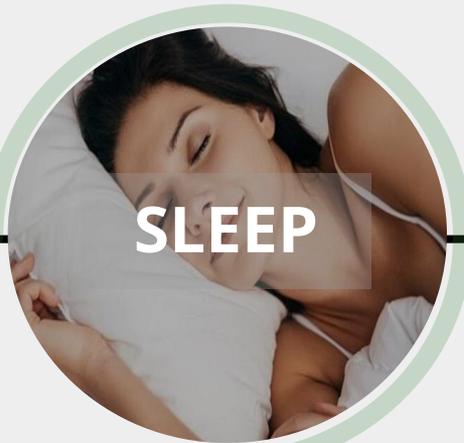
The product being a part of customers' daily lifestyle

"2-way fighter" can be used to *assist user customers' journey* in everyday activities

Customer Journey

Enjoy your every body **movement** on the way by just a quick **spray**

Spray before and after exercise to prevent muscle injuries



Massage with **sponge** before sleep to **prevent** pain from wrong sleep position

Massage with **sponge** during the work to prevent pain and **feel comfortable and relaxed**

Source: Team Analysis



Marketing campaign for **the product** should emphasize on its proactive and everyday usages



To emphasize product purpose of being *everyday product* that is ready to *support every movement* along with enhancing the *sense of comfort*



Video Content Marketing showing how the product can assist users in each activity

Content



Key message

" 2-way fighter, your daily essentials"

Details

VDO demonstrating how *2-way fighter* can make their daily life better in every moment

Channel



Benefits

- 1 Create **good understanding** of the product usage to the target within short time
- 2 **90%** of users say that product videos are helpful in the decision process
- 3 High level of engagement from **young people**

- Video posts on **Facebook** have 135% greater organic reach than photo posts
- **YouTube** reports mobile video consumption rises 100% every year
- **Tiktok** monthly active users that align with our target are around 3.33 million*

Source: Team Analysis, Hubspot, Social Media Today, *Tiktok (18.5m total active users x 60% bangkok x 30% young)

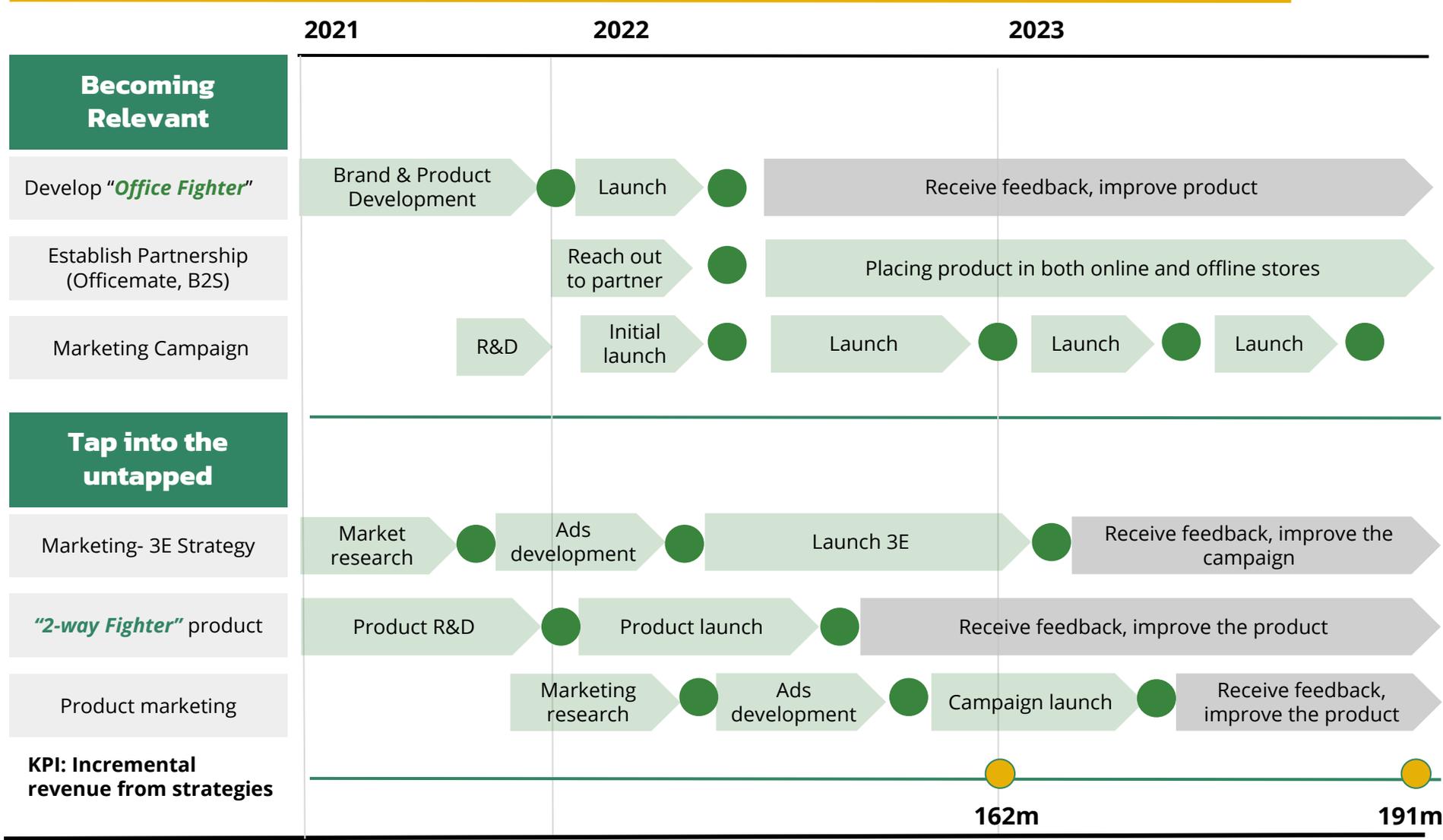


Customers rarely purchase the product as they only look for pain reliever once the symptom become severe and are afraid of side effects

Customers use the product more as it is an *everyday product* that help them feel more comfortable without any worries about side effects



FINANCIAL IMPACTS



Legend Primary Task Follow up Evaluation Point

Source: Team analysis



Severity

Risks and their Mitigation plan



Risk	Mitigation
<p>1 Athletes and blue-collar workers lose loyalty in NMM as they don't see that Office Fighter and NMM are distinguished.</p>	<p>Heavily advertise that Office Fighter is just an endorsed brand under NMM. Office Fighter and topical NMM target different people.</p>
<p>2 Office workers still see NMM as an athletes-and-blue collar-focused brand.</p>	<p>Promote "Office Fighter" using targeted ads.</p>
<p>3 Competitors copy the idea of targeting office workers and developing a product specifically for them</p>	<p>Emphasize with customers that NMM is the first developer of this product, thus it has more knowledge about this group of customer.</p>
<p>4 Office workers still perceive pain relievers to have side effect and unnecessary to use.</p>	<p>Heavily promote that the product is suitable for everyday use and contains inflammatory-preventive ingredient</p>

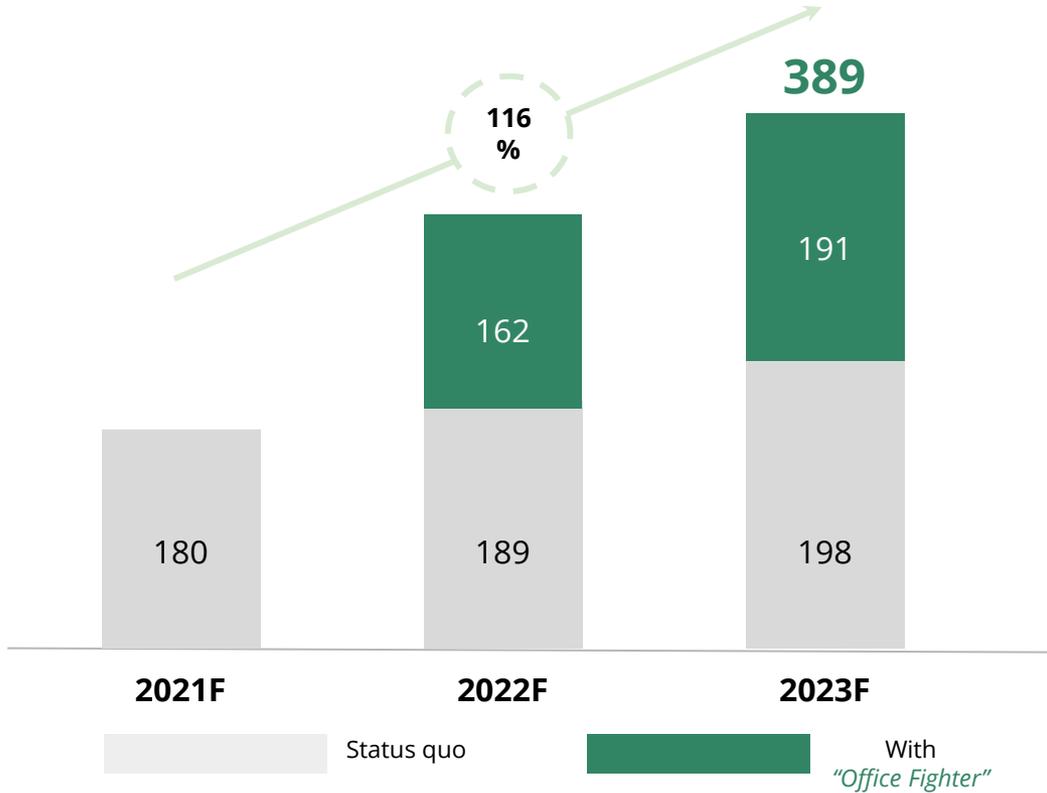
Source: Team Analysis

Our strategies will achieve THB 389m total domestic revenue by 2023

Financial impact

Devakam Apothecary could see revenue more than double by 2023

Domestic Revenue Breakdown
(in million THB)



Key Assumptions

- 1 Projected sales growth rate after the pandemic is **5%** from 2022
(Worldbank)
- 2 NMM will gain the same market share in office segment as its market share in topical analgesics market

Cost



Total marketing spending per year

Source: Team Analysis, Further financial analysis on Appendix

Financials - Revenue Buildup

Revenue Buildup					
	2020A	2021F	2022F	2023F	Remarks
Namman Muay Revenue - Domestic (Organic)	฿180,000,000	฿180,000,000	฿189,000,000	฿198,450,000	Worldbank: Projected recovery growth rate = 5% from 2022
With our strategy					
# of office population			11,300,000	11,333,900	0.3% population growth
% aged 20-30			14.50%	14.50%	BOT: Assume % aged 20-30 equal to thailand's population proportion
# of office pop aged 20-30			1,638,500	1,643,416	
% office syndrome			80%	80%	Samitivej
# of office pop with office syndrome			1,310,800	1,314,732	
% not use analgesics			87%	87%	DEGS1
# of potential customers			1,140,396	1,143,817	
Per capita consumption of analgesics			12	12	Assume 1 bottle lasts 1 months
Price			฿139	฿139	Team Analysis
Potential market size			฿1,902,180,528	฿1,907,887,070	
Market share young office worker	7%	7%	8.5%	10.0%	assume our strategy can increase market share by 1.5% annually
Total incremental revenue from our strategy			฿161,685,345	฿190,788,707	
Total Domestic revenue			฿350,685,345	฿389,238,707	
Revenue			฿350,685,345	฿389,238,707	
Average return on advertising spending			14.30%	14.30%	Average RoAS in Thailand
Marketing spending			฿50,148,004	฿55,661,135	

“Two-way fighter” Pricing Strategy

“Office Fighter” can **reposition** as a **higher brand value** with higher price yet the brand should keep the concept of *affordable brand* for everyone from its parent brand “**Namman Muay**” so the price of **2-way fighter** would be..



pricing perception of our target customers

- Most *young office workers* are **millennials** who are an **early adopter** and **not price sensitive**
- They enjoy the **value** that they receive and **willing to pay more** if the product satisfy their demand.

characteristics of product in the introduction period

- lower price sensitivity



Value Added

- The value that our product gives out can increase the price of the product
- + Good scents
- + Modern packaging
- + 2 in 1 format
- + Natural ingredients



Psychological pricing

- Ending with 9 would increase the feeling of affordability

139 baht

Choose 50cc

affordable parent brand image + added value + market opportunity price point

Pricing opportunity point

Appendix

Table shows the price opportunity point						
Price range (฿)	Our product-line price (baht)			Competitors price (baht)		
	liquid	cream	spray	Counterpain	Tiger balm	Voltaren Gel
15 - 35	27 (15 cc)	16 (8 g)				
36 - 56	49 (30 cc)			69 (30 g)		
57 - 77	71 (60 cc)	65 (40 g)	75 (20 cc)			
78 - 98	75 (20 cc)*	85 (60g)		98 (60g)		85 (10 g)
99 - 119	105 (40 cc)* ,109 (120 cc)		105 (40 cc)		110 (30 g)	
120 - 140	Open Market Price Opportunity point					
140 - 160				140 (120 g)		
161 - 181	Open price point				150 (50 g)	
182 - 202						185 (25g)
>203	295 (450 cc)					325 (50 g)

Product chosen on the table are in the similar format to Namman Muay's products, * sponge format