MODEL CREATION OF MARKETING FACTORS FROM GROUNDED THEORY FOR DIAMOND JEWELRY RETAIL STORES IN BANGKOK

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ABSTRACT

The objectives of this study were to find out what are the significantly marketing factors for diamond jewelry retailers are in Bangkok by creating a marketing model from the grounded theory process, one of the methods of qualitative research, to study each of marketing factors" detail from the marketing model and the relation between them and to interpret the main idea of the model then write into a fundamental theory. To create the marketing factor model, it could be used with the process of grounded theory that is the major method of this research topic in order to create the marketing factor model. This research mainly focuses on data collection of Documents research, In-Depth Interview and application of Video Traces System and Annotations. The entire data is collected and synthesized to put into the Grounded Theory processes which are Open Coding, Axial Coding and Selective Coding. The study was resulted from primary and secondary data. It begins with secondary data results from research documents and online visual information then continues with the first model after that follow with primary data results from in-depth interview then along with the second model that was resulted from the second grounded theory process and continues with the result of the final model which was adjusted from the business and academic institute experts" comments that were agreed by the researcher. The result presented the final model with focusing on 5 factors which are product, trust, store and location, IMC and sales presentation.

Keywords: Jewelry Store Model; Diamond Jewelry Model; Jewelry Marketing Strategy; Grounded Theory Model

INTRODUCTION

Gems and jewelry industry is a main exporting industry of the country due to its design, cutting and polishing. The gems and jewelry exporting value accounts for approximately 8,270.07 million USD or 277,874 million THB. Eighty percent of SME create around 48,800 employments (Kenan Institute Asia, 2009). According to Kenan Institute Asia, 2009 about exporting value for gems and jewelry in Thailand it is meaning that Thailand has ability to produce gems and jewelry that meet the world standard thus for domestic consuming is quite easier. According to Trade Policy and Strategy Office, 2013, even the world economic was down during 20082009 that effect to domestic consuming for normal goods. It is not effect to Gems and Jewelry business. According to the consensus survey on gems and jewelry industry, it is found that there are 15,777 gems and jewelry enterprises. 380 of them (2.41 percent) are big enterprises. The rest (97.59 percent or 15,397) enterprises are SMEs (Office of Small and Medium Enterprises Promotion (OSMEP), 2013).

Gems and jewelry industry is a high-valued exporting industry. For example, in 2011, the exporting value during the first ten months was 10,720 million USD. The value was in the third rank of Thai exporting goods in industrial goods category. In 2011, world economy faced

economic problem from The United States of America and European Union countries. Nonetheless, the number of sales for gems and jewelry goods was in the first rank. The reason was that some consumers were not affected. They were still able to afford the more expensive exporting goods. The jewelry products were more expensive due to increasing gold price. As a consequence, precious gems and jewelry goods had high price as well. In addition, the total value of unfinished gold export was close to that of the previous year. Generally, gems and jewelry industry leads to linkage of related industries including mining, cutting, design, manufacturing, assembling, packaging etc. This generates approximately 1.3 million employees. Most are medium-sized and small-sized industries. There are approximately 700 registered factories. So, gems and jewelry industry is another important industry for the country"s economic development (Office of Industrial Economics, 2011)

Diamond and diamond jewelry markets combine the total domestic Thailand market value of 3.5 ten billion baht. In the matter of distribution categorization to diamond stores account for 2 ten billion baht and gold stores and gold counters in department stores account for 9 billion baht. (Aunyarat Pornprakrit, 2013: Online). This is proved that domestic consuming in Thailand, especially Bangkok is so interesting for the new retailer to open a new brand and share the market.

At present there are many jewelry stores in Bangkok areas. Most are in department stores, shopping malls, stand-alone and located in the business districts. Still, some are independent. After survey from each place, it has been found that most of retailers focus the marketing concept in terms of price and promotion only. Only few of them do holistic marketing. Just few stores are outstanding, most of them are homogenous. In addition, marketing strategies are not clear. In order to make the marketing strategies more effective and clear, doing research by collect important factor data and build the marketing strategic models using fundamental theories should be the way to improve this business.

LITERATURE REVIEW

This paper is analyzed with related documents and research studies of conceptual and theoretical of marketing strategy, grounded theory and its applying, principle of gems and jewelry and related researches from grounded theory and diamond jewelry retailer studies.
 Retail marketing is a part of marketing concept. This research topic will focus on retail marketing strategy suitable for diamond jewelry retailer store. Malcolm and Dennis (2002) stated that retailer is "a dealer or trader who sells goods in small quantities" or more pedantically. Retailers interact with the final customer in a supply network. From an economic standpoint, the role of a retailer is to provide real added value or utility to their customer. This comes from four different perspectives of "Form of a product" that is acceptable to the customer. "Aspect of place" offerings are available at a place appropriate to where a customer wants to purchase. "Time utility" in these respect retailers provided a benefit by making offerings available at a time suitable to their customers. Finally, there is utility from possession in that retailers facilitate the "Transfer of ownership" to the customer.

Malcolm and Dennis (2002) stated that retailer have to take strategic decision regarding where they wish to operate. These are the short-term options that determine competitive success in day-to-day operations. The elements of Retail Marketing Mix are set out in below table.

TABLE 1. THE RETAIL MARKETING MIX

Element	Description
Location	Physical or virtual placement of outlets
Image, Reputation	Managing and encouraging demand
Store	(traffic/shopper visits)
design/Environment	Interior and exterior design (layout, display,
Range/Assortment	atmospherics)
Pricing	Mix of items offered for sale
Promotion	„Shelf" prices relative to competitors
Customer service	Store-based and market-based
Relationship	communication
management	During and post-sale
	Building loyalty and positive shopper
	perceptions

Source: Malcolm and Dennis (2002).

According to Malcolm and Dennis, 2002, relevant to this study that focusses on retail activities that base on place or location that sales people will use for selling the diamond jewelry products to the customer that it would be at the right time with the right place.

The world jewelry confederation (Confédération Internationale de La Bijouterie, Joaillerie, Orfèvrerie, Perles et Pierres - CIBJO) by Jonathan Kendall (2007) stated that jewelry has long enjoyed a unique status among luxury goods and as an industry it is easy to take this appeal for granted, as if jewelry would sell itself.

But in today"s competitive environment, we have to pro-actively drive jewelry sales in the same way all other luxury businesses do. We have to compete with all the other luxuries on offer to today"s consumer.

Jonathan Kendall (2007) had split the guide into four themed modules to take you through a range of

retailing skills:

Business - Planning for the future success of the business
Customer - Exciting and delighting the customers
Team - Driving excellence through the team
Marketing - Effectively increasing awareness, sales and profits

Except the "Business" that the retailers have to plan the "Customer" who have to be persuaded and the "Team" that they have to train, "Marketing" is the tool to drive all things done. The researcher could summarize that the retailers should use marketing tools of branding to make trust to the customers and sustain them. Merchandising ways will arouse customers to make decision easier and also help for stock turnover.

Glaser and Strauss (1999) stated that grounded theory is the "discovery of data systematically obtained from social research". Grounded theory (GT) is a specific general methodology. It is no better or worse than other methods. It is just another option for researchers. Grounded theory is used in part or in whole by researchers. When used in part, it is "adopt and adapt," with other research methods woven in, based on the training and judgment of the researcher involved.

This research will apply the grounded theory process from Corbin and Strauss (2007) that referred by Santos and Goldman (2012) (Figure 1). These process consist loop of data

collection, open coding and axial coding, selective coding and theoretical integration. Then it will combine with Christina Guilding (2002) referred to Hirschman and Thompson (1997) at the point of "Ensuring credibility through member checking" to have expert or academic people confirm the grounded model as it should be before writing the theory.

FIGURE 1. GROUNDED THEORY RESEARCH PROCESS
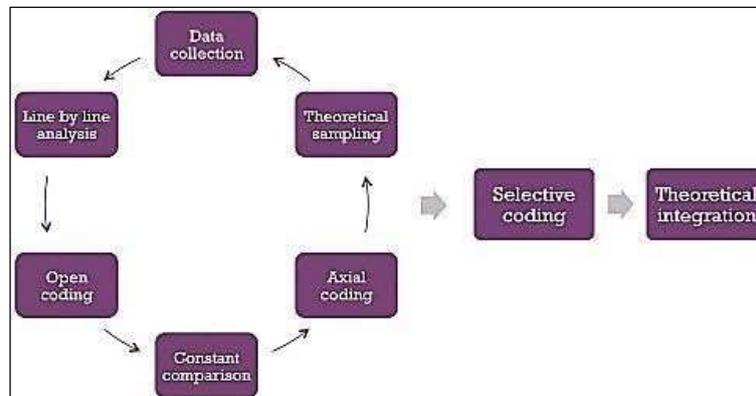
Source: J. Corbin and A. C. Strauss, 2007 referred by Santos and Goldman, 2012.

Figure 1 to briefly depict the whole process of this research method. It consists of examining each provided document more than once and independently by more than one researcher to reduce bias, seeking to identify units of meaning through a process of "Open coding", which seeks to establish conceptual categories.

Next, connections among conceptual categories are made through "Axial coding". At this stage, it is necessary to define a logical association between categories. Thus, the constant comparison method is employed, working "back and forth" between the established categories and the original data in order to identify related phenomena, causal conditions, contexts, action/interaction strategies, and consequences of actions to develop notional categories. Charts can be used to depict these relationships. At this stage, it is also possible to identify one or more interesting phenomena (Dimensions) within the "Theoretical sampling" presented in various contexts to refine the next sample.

Then, after reaching theoretical saturation on several joint "Data collection" and analysis, the "Selective coding" is performed to identify the main categories, existing or new, to develop a descriptive narrative (Theory) encompassing them. Later, the interpretations of the "Theory" are validated and refined through theoretical integration, which consist of relating the resulting theory to other existing theories to generate confirmations, and even formalizations.

Christina Goulding, 2002 refer to Hirschman and Thompson (1997). Stated offer a good example of using others to ensure consistency of findings. They used grounded theory for the collection and analysis of data when researching the impact of the media and advertising from a consumer-based frame of reference.

The researcher could conclude that to ensure credibility through member checking is an important part before getting to the writing theory step. The entire of the information written into axial code and selective code must be proved with an experimental expert. The expert is in duty to comment or guide the way to the grounded theory model through end process.

Diamond is the most important gemstone with high value and it is more expensive than others due to its durable. It has high refraction index value and high diffraction. So, it is

shining. Moreover, it is formed in hot and high-pressure places. There are two main categories of diamond – gem diamond and industrial diamond.

Gem diamond is around 20 percent of annual diamond produced each year (Panjawan, 2003).

This research will focus on genuine jewelry in precious metal (Gold or Platinum) which set with Diamond and selling in Bangkok area only. This research, the marketing model creation is created from the way of grounded theory which is accumulated with information and arrangement into major category from research documents, video traces system and annotations and in-depth interview. To find out the possible marketing factor for diamond retail store in Bangkok, the matter of research documents can be based on retail marketing and branding concept together with other research documents to discover what are the exact significant factors that diamond retailers in Bangkok need.

RELATED RESEARCH

Chanthana Fanprom (2006), studied "Key Success Factors of Retail Jewelry Shops in Shopping Centers in Mueang District, Chiang Mai Province, Thailand." by using questionnaire to collect data from 14 business owners or executives of retail jewelry shops located in Chiang Mai shopping centers. The statistics used for data analysis included percentage mean and weighted mean. Most business owners and executives believed the most key success factors were 1) Marketing 2) Production 3) Management and 4) Finance. The analysis and result of key factor was as follows (Present only marketing factor).

In terms of marketing, factors being in the highest level of the degree of importance on product were quality, gorgeous form of styles, make jewelry by order, modern designs, unique designs and various designs. Factor being in the highest level of the degree of importance on price was correlation between price and quality. Factors being in the highest level of the degree of importance on people were impressive service from staffs, honest and sincere staffs and efficient and energetic staffs. Factors being in the highest level of the degree of importance on physical evidence were customer's trust, such as trust on the genuineness of the products and that raw materials were not being compromised and image of the organization. Factor being in the highest level of the degree of importance on process was quick service which answered customer's need.

Napaporn Seenamngeon (2004), studied "Consumer behavior of jewelry in Bangkok". Data were analyzed by using the statistical methods such as frequency, percentage, means and standard deviation. Hypotheses were tested by t-test, F-test and Chi-square test. Most of the respondents are female more than male. This study found that they like to buy golden ring with modern style. They love diamond most of all. Their favorite precious stone is blue sapphire. The average minimum price is 8,299 Baht and the highest is 65,000 Baht. They buy once a year with cash payment. They compare the prices from at least 2-3 stores in shopping center. They make decision by themselves and focus on the style of jewelry. They buy for their own uses and collection. For the marketing mix''s opinions, the most important factor is product, next are price, place and promotion respectively. The respondents who have different demographic backgrounds and different marketing mix''s opinions have different consumer behaviors.

Danai Bunyanukhloa (2006), studied "The Buying Behavior toward Jewelry of Consumer in Bangkok." by using qualitative method from the statistical methods of frequency, percentage, mean and standard deviation. The hypotheses were tested by the methods of Chi-Square. Sample was 267 consumers who live in Bangkok whose ages are higher than 18 years and who had purchased jewelry. Questionnaires were used for collecting data.

Results of hypotheses testing at the statistical significant level of 0.05 are consumer behavior in terms of type of purchasing jewelry has relationships with gender, age, frequent participated social activity. Consumer behavior in terms of jewelry purchased expenses has relationships with age, education, occupation, income and product. Consumer behavior in terms of purchasing occasion has relationships with frequent participated social activity. Consumer behavior in terms of place of purchasing has relationships with occupation and consumer''s opinion toward jewelry.

According to this literature review, to find out the possible marketing factor for diamond retail store in Bangkok, the matter of research documents can be based on retail marketing concept from Malcolm and Dennis combined with a literature study that has been done from CIBJO together with other research documents to discover what are the exact significant factors that diamond retailers in Bangkok need.

RESEARCH METHODOLOGY

This research included 3 methodological methods in order to accumulate the data from both primary and secondary data. The first angle is "Research Documents" for the secondary data. The second is "Video traces system and annotations" for the secondary data, then the third angle of "In-depth Interview" is collected for primary data analysis.

This research study will use the source of data collection from secondary data of marketing proposes which focus on related researches, academic journals, electronic journals, text books and reliable analysis reviews with using the method of line-by-line analysis. According to the literature review, initial data are collected, written up and reviewed line by line, typically within a paragraph. Beside or below the paragraph, categories or labels are generated, and a list of them grows. The labels are reviewed and, typically, a slightly more abstract category is attributed to several incidents or observations (Christina Goulding, 2002 refer to Miles and Huberman, 1994).

In order to make this thesis study up to date, the researcher will add another research instruments which are video traces system and annotations (Video-Based Material) to extract the code from online visual video.

The procedure of grounded theory should be adapted to the present time, the researcher will combine the research documents with online visual videos from YouTube website in order to collect more channels of data information to use for the first grounded theory model.

For In-depth Interview, the questions are about business overview, marketing strategies for retail Diamond jewelry stores, problem-solution when facing business crisis. Main interviewees are the owners of the Diamond jewelry store or the representative persons of their business who really know about marketing strategies and business overviews. By using a semi-structure interview that has an interviewing guide with informal interview format.

DATA COLLECTION METHOD

This research is based on a qualitative research which collected the data from primary and secondary data, then put it into grounded theory process to create the marketing model. This research is to accumulate the data from the secondary data before getting to the primary data as for the primary data would be resulted from the research study area to get to real situation and up to date.

Secondary data, by studying the documents from related researches, academic journals, and electronic journals at least 30 documents included text books and also video traces system and annotations, the researcher planned the below data collection processes:

1. For the documents research, the researcher will compile all the related documents about diamond jewelry, diamond jewelry retail stores, retail marketing, diamond jewelry business in Thailand, retail management, diamond jewelry retail management, diamond retail strategies etc. (Both domestic and oversea documents), then sort out only the potential documents that related to the research topic, significant detail and up to date data.

2. All the keyword factors will be highlighted from each document items which are about strategies, solution, important factors or any interested words that are able to be analyzed and might be the major selective code to the end. Then the code will be extracted out by using line-by-line analysis for each paragraph that presents the significant codes and group code.

3. For video traces system and annotations, the researcher will extract only from YouTube website, select only the video story or the video that has conversation about diamond jewelry, diamond jewelry retail stores, retail marketing, diamond jewelry business in Thailand, retail management, diamond jewelry retail management, diamond retail strategies etc. from both domestic and oversea videos.

4. The researcher will listen and watch to each selected video then trace and annotate the significant period of conversation and write into the sentence, then extract the significant code for each group out from the sentence to get ready to open the coding process.

5. The researcher will put all the keywords from both documents research and video traces system and annotations into Microsoft excel and sort the keywords out by ordinary letters, then cut out the duplicate codes or duplicate meaning as much as to reduce the scope of data preparation to open coding, axial coding, and selective coding, then finalize the first model.
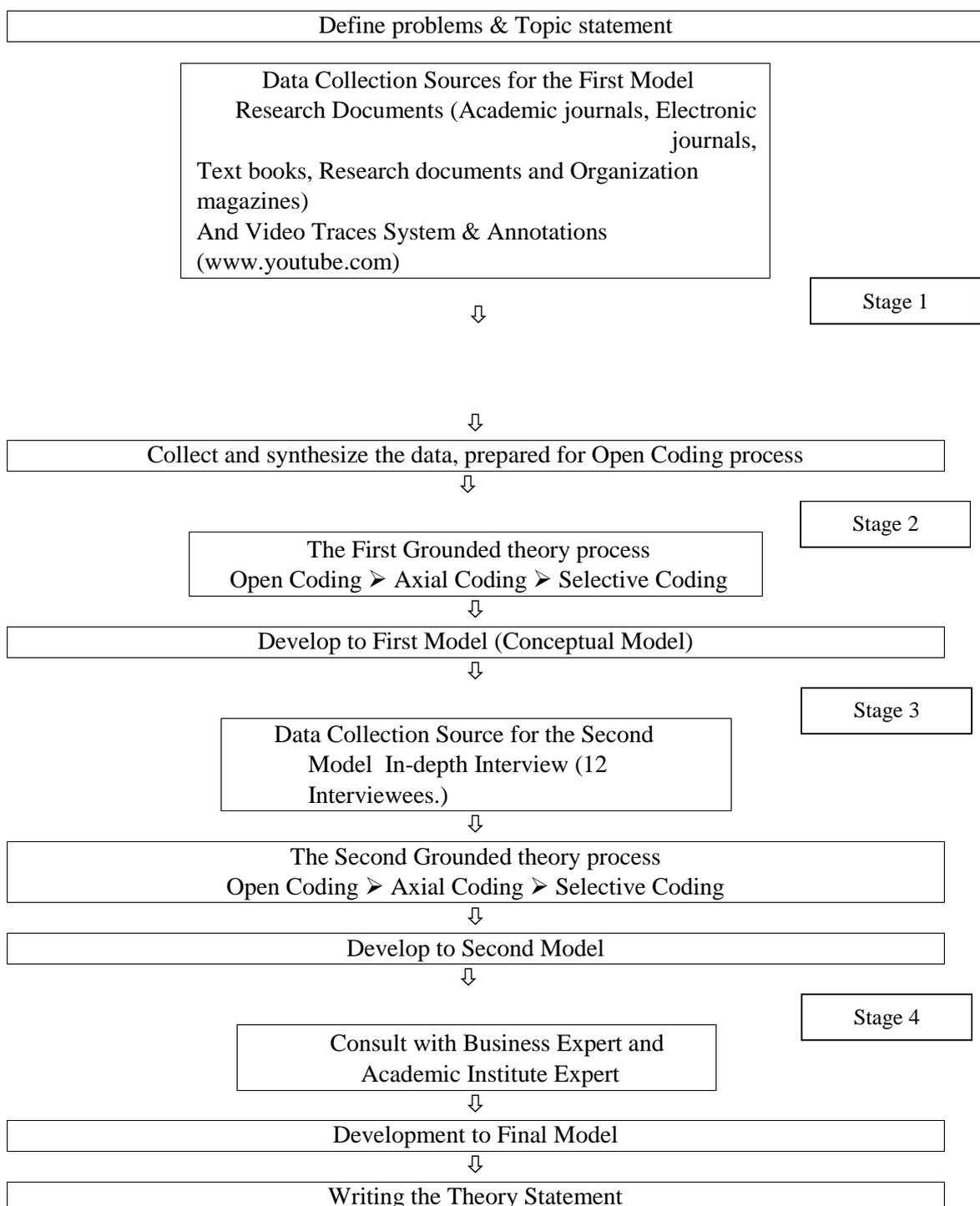
   Primary data, by using the method of in-depth interview, the sampling is based on cluster and noncluster diamond jewelry retail stores at department stores, shopping malls and stand-alone diamond jewelry stores that disperse around Bangkok for 12-15 samplings by below data collection process:

1. After finishing the first model from secondary data analysis, the researcher will generate the question according to the first model to get ready for an in-depth interview.

2. The document letter will be issued the document letter from College of Management, Mahidol University and sent to each interviewee for each appointment. Then the researcher will wait to get acceptance from each of them.

3. Any equipment tools will be prepared to use for in-depth interview such as the recorder, printed interview questions, etc.

4. The researcher will introduce the purposes and processes of the research study before starting the indepth interview conversation.

5. The keyword factor must be short noted and the important answer must be written down during the interview conversation to save time for the next process that is to analyze the data from the interview result.

6. The answer of the interviewee will be typed and separated for each topic question.

7. The codes will be sorted out by letters then cut out the duplicate word or duplicate meaning will be cut out as much as possible to reduce the scope of data prepared for the second grounded theory process ready for the second model.

The following are thesis methodology framework (Figure 2) to synthesize data into the model by Grounded Theory Process.

FIGURE 2. THE DATA IS SYNTHESIZES INTO FINAL MODEL AND THEORY STATEMENT BY

GROUNDED THEORY PROCESS

Define problems & Topic statement

Data Collection Sources for the First Model
Research Documents (Academic journals, Electronic journals,
Text books, Research documents and Organization magazines)
And Video Traces System & Annotations (www.youtube.com)

⇩ | Stage 1 |

⇩

Collect and synthesize the data, prepared for Open Coding process

⇩ | Stage 2 |

The First Grounded theory process
Open Coding ➤ Axial Coding ➤ Selective Coding

⇩

Develop to First Model (Conceptual Model)

⇩ | Stage 3 |

Data Collection Source for the Second Model In-depth Interview (12 Interviewees.)

⇩

The Second Grounded theory process
Open Coding ➤ Axial Coding ➤ Selective Coding

⇩

Develop to Second Model

⇩ | Stage 4 |

Consult with Business Expert and Academic Institute Expert

⇩

Development to Final Model

⇩

Writing the Theory Statement

Stage one is about to define problems & topic statement in order to clarify the thesis topic and data collection process as a triangular model which is accumulated from research documents, non-participant observation and in-depth interviews.

At stage two, after collecting and synthesizing the data from the documents and video traces system and annotations, then the researcher will start the grounded theory process at the first model. The first process is to open coding.

Stage three is about to prove the logic paradigm and the first model in real situation. This stage is to get the primary data by focusing on in-depth interview then the marketing information will be collected and synthesized be grounded theory process at the second time. Then the first model will be developed and synthesized into the second model of marketing factors.

The final stage is about to clarify and consult the second model with business experts and academic institute in order to adjust the model angle points that will agreed with the researcher to the second model to the final model. After that, the researcher could write the theory to get from the final model into paragraphs.

DATA RESULTS AND ANALYSIS

The data results begin with secondary data results from the research documents and online visual information then continues with the first model that was resulted from the first grounded theory process after that follow with primary data results from in-depth interview then along with the second model that was resulted from the second grounded theory process then continues with the result of the final model which was adjusted from the business and academic institute experts" comments that were agreed by the researcher.

The secondary data was collected from 19 research documents, totally more than 200 pages which are from academic journals, electronic journals, text books, research documents and organization magazines plus 31 online visual videos from YouTube website.

The researcher collected the research documents that related to marketing strategy for the jewelry retailers from academic journals, electronic journals, text books and research documents then coded each document one by one to extract the codes out from the whole content. The online visual videos were extracted the codes out from YouTube website by Video Traces System and Annotations method. The researcher searched out the video that related to the famous jewelry brand in Bangkok, retailer strategy for diamond jewelry from overseas brand and customer behaviors, etc.

There are total 769 codes were extracted from research documents (with 466 codes) and online visual videos (with 303 codes). After deleting out the duplicating some codes then researcher re-summarized both of them into 446 codes. With 446 codes, the researcher is able to group and conform the selected documents and visual videos into 56 conceptual categories. And from 56 conceptual categories, researcher generated the major group code that called "Axial Code", total 13 axial codes. From Axial Coding, the researcher selected the major group code that called "Selective Code", total 4 codes (Figure 3).

FIGURE 3. THE LINKING MODEL FROM THE FIRST GROUNDED THEORY PROCESS
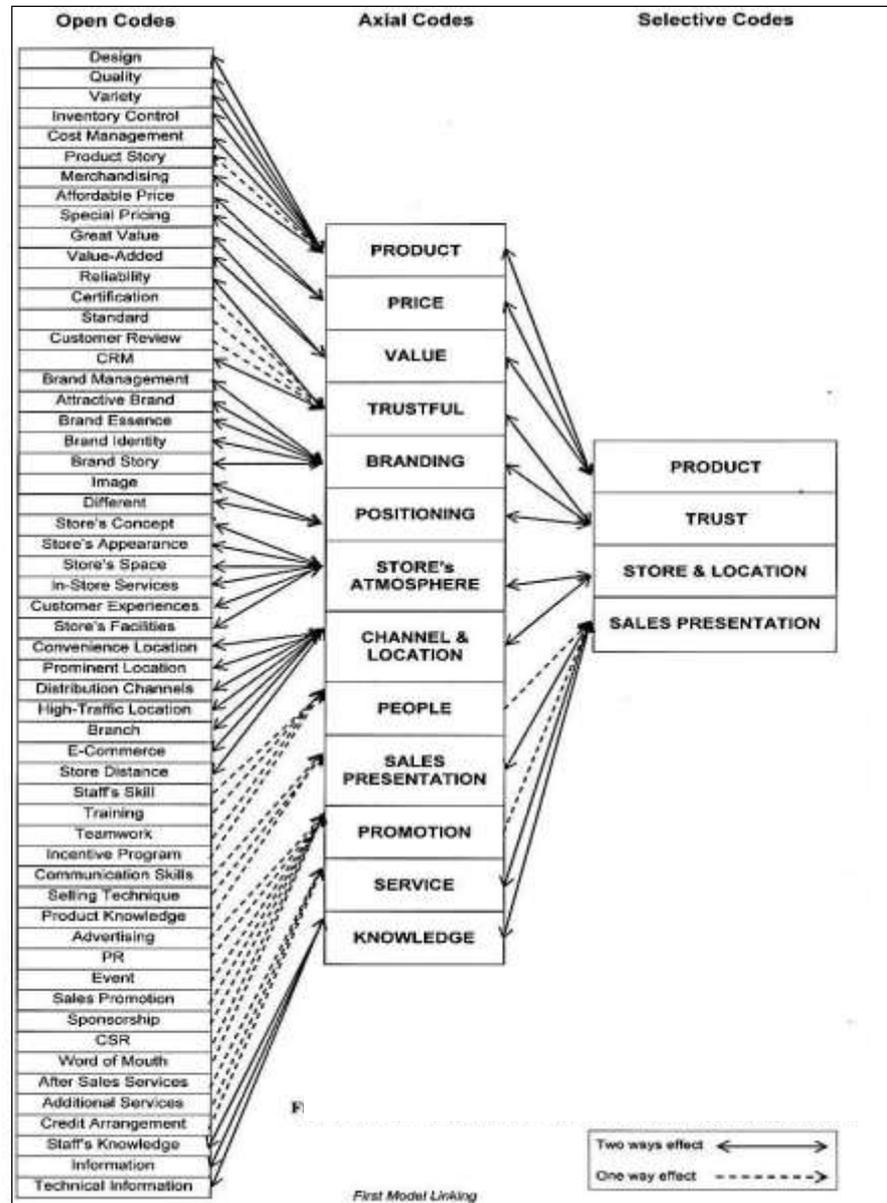
After completing the selective codes and axial codes, the researcher illustrated few codes into the model. This research, it is called "First model" (Figure 4).

FIGURE 4. FIRST MODEL SHOWING RELATIONS AND CROSS RELATION BETWEEN "AXIAL CODES" AND "SELECTIVE CODES" WHICH REPRESENT THE MARKETING FACTORS IN THE LOOP OF RETAIL MARKETING PROCESS AND SHOWING THEIR CONNECTING POINTS
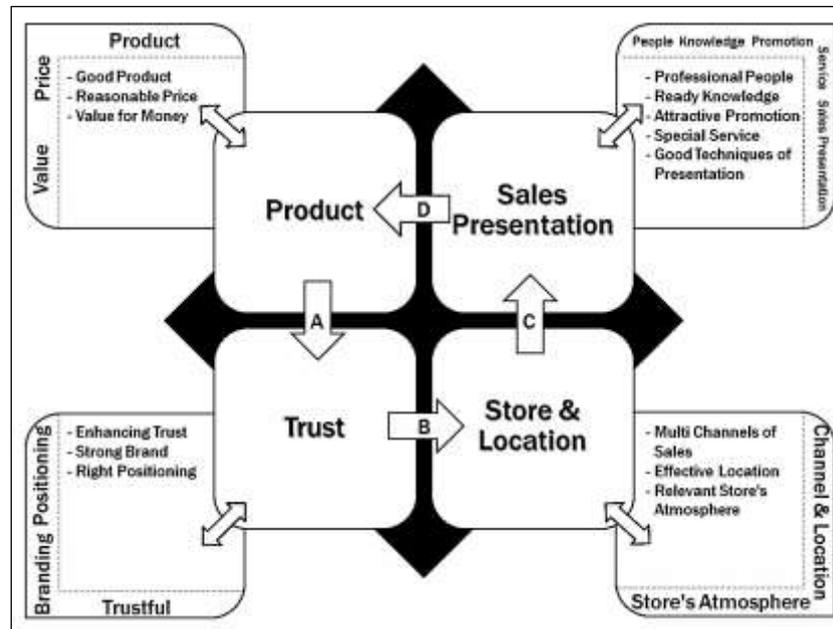

The primary data was collected from in-depth interview results from 12 diamond jewelry stores covering Bangkok area; including department stores (group of counter stores and stand-alone stores), shopping malls (stand-alone store) and individual stand-alone stores. Most of them comprise of more than one branch up to 20 stores spreading out in Bangkok area. Second grounded theory process comes from the primary data of the interview process.

After the researcher collect the data from total 12 RDs, the researcher summarized into 8 points of Product and Value, Pricing, Branding, Positioning and Trustful, Store Location, Store Atmosphere and Distribution Channel, Marketing Promotion, People, Service and Key Success Marketing factors for each interviewee and summary. After that fill up the new code that got from the interview results into grounded theory process and revised few of the axial code and selective code then finalize into the second model, ready for the business expert and academic institute expert.

After the researcher realized again the new code that related to the axial code, there were some codes needed to be regrouped and made easier to understand. To illustrate all the new relation for second model, the researcher could create the linking model (for the second model) as shown in Figure 5. After making interview to get some results, the researcher adjusted the selective code by fading out the axial code "Promotion" that was changed to "IMC" and standing out as the major selective code. It should be separated from "Sales Presentation" as the researcher found some new important things from the interview which resulted that it should focus the IMC after "Store & Location" point. The researcher was able to describe the detail of each 5 selective codes by Figure 5.

FIGURE 5. THE LINKING MODEL FROM THE SECOND GROUNDED THEORY PROCESS
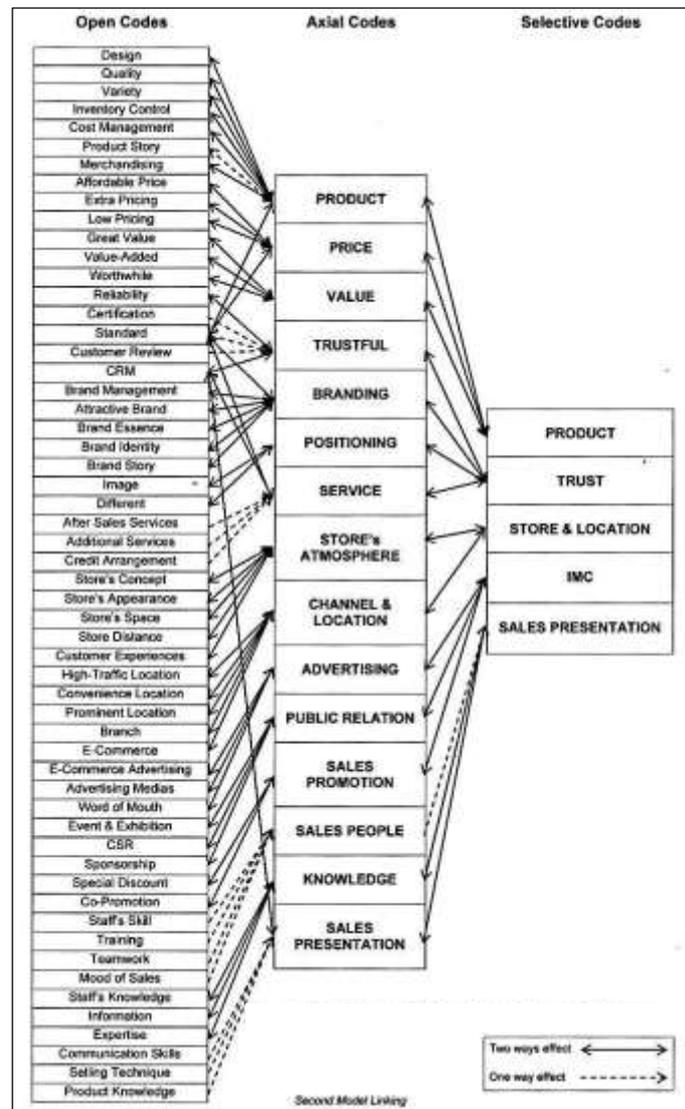
After the researcher had completed the selective codes and its roots, the researcher illustrated them into the second model that was developed from the first model (Conceptual model) as the following Figure 6.

**FIGURE 6. DISPLAYS THE SECOND MODEL SHOWING THE RELATION AND THE CROSS
RELATION BETWEEN AXIAL CODES AND SELECTIVES OSED IN THE LOOP
OF REATIL MARKETING PROCESS AND SHOWING THEIR CONNECTING
POINTS**
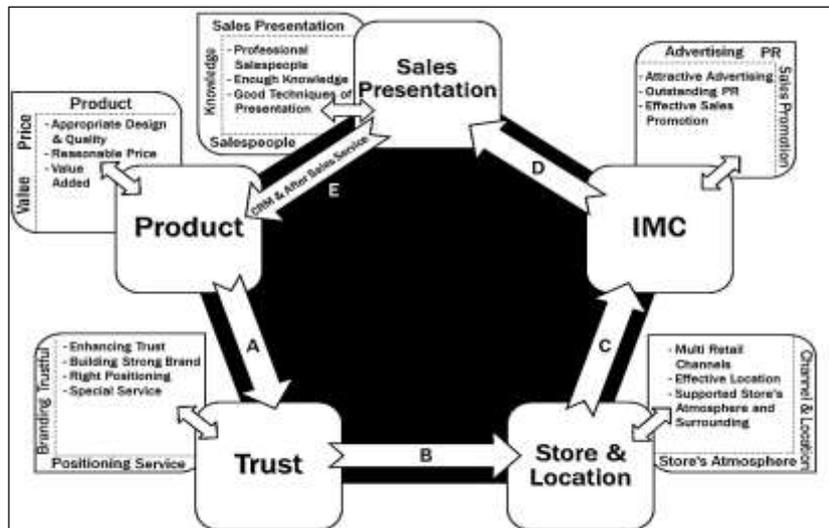
After consulting the second model with the business and academic experts, the researcher agreed with some comment points and adjusted to the second model to become a final model by following Figure 7.

**FIGURE 7. THE FINAL MODEL SHOWING RELATION AND CROSS RELATION
BETWEEN AXIAL AND SELECTIVE CODES IN THE LOOP OF RETAIL
MARKETING PROCESS AND
SHOWING THEIR CONNECTING POINTS INCLUDING THE HEART OF THE
MODEL, "PRIDE"**
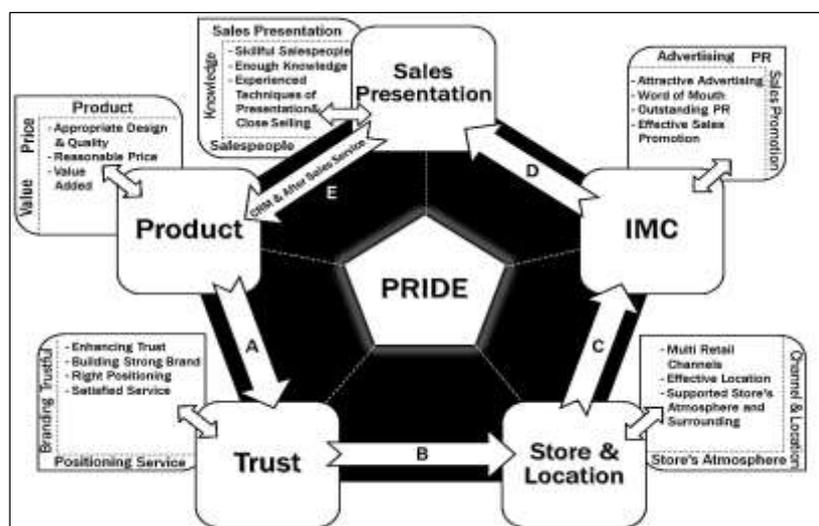
CONCLUSIONS

"Model Creation of Marketing Factors from Grounded Theory for Diamond Jewelry Retail Stores in Bangkok consists of 5 significant factors in order to market the retail store as accomplished."

The first step is "Product" which should be considered before opening a store. Retailers should be able to set up the price and add the value to the product.

The second step is "Trust". The retailer could enhance the trust from customers by building a strong brand and find out what the demands of the customers are in order to give them service that they want and feel satisfied. The retailer should be able to set the position of the brand in mind of customers at the beginning step.

The retailer should find out the prominent "Store & Location". A store should have the supported atmosphere factors in order to persuade customers to come to visit. Apart from the prominent location and store"s atmosphere, the retailer should find out more channels such as online stores to lead customers to come to visit the physical store. The next factor is "Sales Presentation", the retailer should have skillful salespeople who are able to adapt themselves to each customer that comes to visit the store. They should have enough knowledge to answer customers and have a very good skill of presentation and close selling. The CRM and after sales services are the key to create the relationship with the customers, make they feel satisfied and repeat purchase.

The word "Pride" in this model was mentioned for the retailer to have duty to create any of ways to make customers feel proud of what they perceive. Nevertheless, "Pride" is just a word that was added to the final model, it"s not the main category or selective code.

IMPLEMENTATIONS

After finalizing with the experts" comments, the researcher agreed with the academic experts in order to classify the final model into 3 stages of retailer level.

The researcher could mention the retailer level as "Beginner" for the new retailer, "Intermediate" retailer for the retailer who doing the business for a while and "Expert" for the retailer who is already succeeds in business.

The Beginner level would start from the first point of "Product", the new player should be able to know the diamond jewelry product before going to the further steps. The process flow should be the same as the final model which starts from Product, Trust, Store & Location, IMC, Sales Presentation and Pride. The relation between factors would be the same as the final model (Figure 8).

FIGURE 8. THE FINAL MODEL FOR "BEGINNER LEVEL"
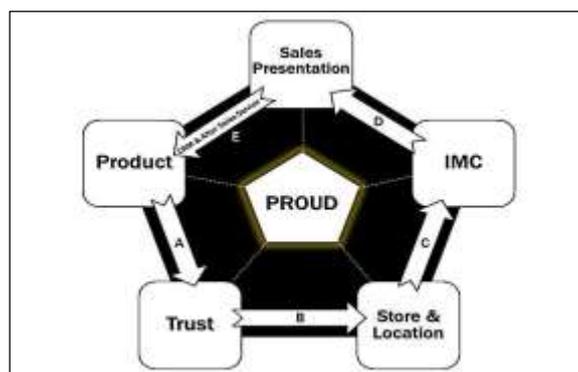
For the intermediate level, there are no points to start with. The main idea is the retailers have to check themselves which factor they might not have or focus on and fulfill that point of factor (Figure 9).

FIGURE 9. THE FINAL MODEL FOR "INTERMEDIATE LEVEL"

There are no arrows for "Expert level", the final model for the expert retailer who already succeed or are famous in the market owing that they can check themselves how many scores point they get from each factor or each selective code. The final model for "Expert level" is the tool to check the list. For example in 10 points, the retailers get how many points per each (Figure 10).

FIGURE 10. THE FINAL MODEL FOR "EXPERT LEVEL"

It is not necessary to start the model in any one of the factor angle. The retailer should adapt and apply the own way by doing business analysis or strategy tool such as SWOT analysis

to analyze the situation of the business and do STP marketing before getting this final model to be yours.

In order to adapt this research model to be used with the small city, it could be done by the respondents from the local area, then process with the grounded theory steps to collect the primary data. For the secondary data, the future researcher should be able to use the data from this research and add more codes that are up to date into the first grounded theory process.

FUTURE RESEARCH

In order to create the future research to be more effective by applicable from this research result, the future researcher should accumulate the data from the customer side by using the method of focus group to prove or test the model to be practical.

For entrepreneur who might not like to focus only the marketing point, the future researcher should collect more data from the point of business management or organizational management factor to the model, in order to make the final model more completely.

To present the result of the research study to public, creating the seminar would be another idea to disperse the model to be widely used.

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