jbsq.org

Case Study

Strategic Exploration of Salt International Company in Thailand: Can they have Sustainable Growth and Profits?

Chidchai Muensriphu, Ramkhamheang University Supree Vichvavichien, Ramkhamheang University Sukanya Jinarach, Ramkhamheang University Phanga Atthayuwat, Ramkhamheang University Bahaudin G. Mujtaba, Nova Southeastern University

Abstract:

This case provides a quick review of relevant literature on strategic management along with some data to initiate an assessment or a SWOT analysis for Salt International Co., Ltd. This company became financially stable and successful in a matter of just a few years due to the use of such strategies as outsourcing, low-cost products, and differentiation. The authors provide some content to analyze and evaluate the company's strengths and weaknesses along with relevant opportunities and threats to determine whether this company can sustain its profitability in an industry where there is low product demand. The case provides a discussion of strategic management planning, market analysis, SWOT and PEST Analysis, and alternatives for global competition and expansion in the salt industry. Finally, discussion questions along with details about the concept and usage of value driven management framework is offered for future integration in situational analysis and long-term planning to maximize overall value for the company's owners.

Key words: Strategic management, low-cost, differentiation, PEST, SWOT, VDM, and outsourcing.

Introduction

Having a roadmap for success is an important criterion for success in any business. This roadmap is often known as a strategy in the workplace. In order to have a strategic plan, a firm's managers and leaders often get involved in knowing the industry and forces

Appreciation note:

Special thanks to go Ms. Jindarmanee "Jin" Bhongsiribhridabhorn, who is one of the senior managers for Salt International in Bangkok, Thailand. Ms. "Jin" provided valuable insights during the personal interviews and in her presentation on February 27, 2010 at the Institute of International Studies in Bangkok. Also, thanks go Ms. Pannipat Khanraksa, Mr. Jin Yuqi, and Ms. Yang Na for their feedback and thoughts in preparation of the original version of this case.