

Guideline for Increasing Sales of Yadee Pharmacare Vitamins by Applying Appreciative Inquiry

Wutchirawan Ariyanontakul¹, and Adchariya Auppakarakul²

¹ Master Student, College of Graduate Study in Management, Khon Kaen University, Thailand

² Lecturer, College of Graduate Study in Management, Khon Kaen University, Thailand

DOI: <https://doi.org/10.56293/IJMSSSR.2025.5806>

IJMSSSR 2025

VOLUME 7

ISSUE 5 SEPTEMBER - OCTOBER

ISSN: 2582 – 0265

Abstract: This paper aimed to study the impression and positive experience of consumers' purchase decision for vitamins, and to propose a guideline for increasing sales of Yadee Pharmacare vitamins for Panya Pharmacare store, Khon Kaen Province. This qualitative research was collected from 20 customers of Panya Pharmacare Store by positive interview using appreciation inquiry, which to find the convergences and divergences factors.

The study results showed the following key factors of the convergences were 1) pharmacists provide advice and consultation, 2) good service, 3) dispenses medicines that are appropriate for the symptoms or diseases, 4) quality medicines, 5) variety of medicines and products, and 6) medicines and products that meet the needs. The analysis of SOAR analysis to design the guideline for increasing sales of Yadee Pharmacare vitamins for Panya Pharmacare store, Khon Kaen Province. The 3 projects from this plan were: Project 1 "Nong Panya" with good service and care for customers; Project 2 "Nong Panya" with comprehensive coverage; and Project 3 "Very worthwhile with "Nong Panya". After the project was implemented, it was found that sales of Yadee Pharmacare Vitamins products tended to increase, and 1,000 customers knew about Yadee Pharmacare Vitamins.

Keywords: Increasing Sales, Vitamin, appreciation inquiry, SOAR analysis, 4Es Marketing

1. Introduction

The COVID-19 pandemic has directly impacted on the health and lifestyles of people worldwide. It has led to lifestyle changes in which wearing medical masks to prevent the spread of the virus has become a priority. People have also placed greater emphasis on maintaining good health through consuming a balanced diet from all five food groups, engaging in regular exercise, and taking dietary supplements and vitamins. These practices help strengthen the immune system, nourish the body, and improve overall internal health (Lordan, Rando, Consortium & Greene, 2021)¹.

In current era, dietary supplements and vitamins have become a priority for health-conscious individuals, who often consume them daily due to the various forms of pollution that affect the body. Maintaining good health requires special attention, as it directly impacts overall well-being. Exercise and a healthy, balanced diet alone may not be sufficient, making it necessary to enhance nutrition with supplements and vitamins that help strengthen the immune system. In addition, some people consume multiple types of supplements and vitamins to slow down the aging process, promote fairer and healthier skin, and enhance overall appearance (Surasakwarakul, 2565; Kokande, Surana, Ahire, Keservani & Mahajan, 2024)^{2,3}.

The fast-paced lifestyle and unbalanced diets have driven people to seek dietary supplements and vitamins to compensate for missing nutrients. The rising popularity of supplements and vitamins has led to continuous market growth. In 2024, the global market was valued at USD 192.7 billion and is projected to reach USD 414.5 billion by 2033, with a compound annual growth rate (CAGR) of 8.9% between 2025 and 2033 (Grand View Research, 2024)⁴. In Thailand, the dietary supplements and vitamins market is growing at an average annual rate of 8.4% and is expected to reach a total value of 31.5 billion baht by 2025 (Siripredawat, 2020)⁵.

The growing popularity of dietary supplements has continuously attracted a large number of entrepreneurs to enter the market. Panya Pharmacare, a pharmacy business operating in Khon Kaen Province with its first branch

located in Khao Suan Kwang district, has been selling dietary supplements and vitamins from various brands. Recognizing an opportunity, the store launched its own brand of vitamins, introducing four products to the market, which are Yadee Applecider Plus, Yadee Astaxanthin 6 mg, Yadee Acerola Cherry Plus, and Yadee Multivitamin Plus (Figure 1). As the brand is newly established, it is essential to develop marketing strategies to maintain competitiveness and increase sales of Yadee Pharmacare vitamins products.



Figure 1: Yadee Pharmacare Vitamins Products

A review of related studies revealed research focusing on a guideline for increasing sales of dietary supplements and vitamins, as well as increasing sales of medicines and medical supplies in pharmacies through the application of the Marketing Mix (Chitra, 2021; Barbosa, 2022; Moolprom & Leejoeiwara, 2023; Martini & Rustiadi, 2024)⁶⁻⁹ and online marketing (Briciu, Cogean & Gulpe, 2023; Strocka, Religioni & Pinkas, 2024; Sirikupt, 2024)¹⁰⁻¹². However, only a limited number of studies have examined the integration of the 4Es marketing model (experience, exchange, everywhere, and evangelism) with Appreciative Inquiry, particularly in the context of increasing sales of dietary supplements and vitamins. This combined approach can be used to identify convergence and divergence factors influencing purchasing decisions, which can then be applied to develop a guideline for increasing sales of this product category.

In today's business environment, marketing strategies have shifted from the traditional 4Ps model (product, price, place, and promotion) to the modern 4Es model (experience, exchange, everywhere, and evangelism). This contemporary marketing concept is designed to attract customers in the digital era by focusing on creating positive experiences (experience), offering value that customers are willing to pay for (exchange), ensuring accessibility everywhere through both online and offline channels (everywhere), and fostering long-term customer loyalty (evangelism). The 4Es model aligns with changing consumer behaviors in the digital age, where social media and digital platforms play a significant role in marketing (Carvalho & Isaías, 2019; Sklavounos & Tarnanidis, 2024)^{13,14}.

However, the 4Es marketing strategy has not yet been widely adopted in the pharmacy business. Therefore, it is essential to focus on building strong relationships with customers and delivering excellent experiences in every service. These are the foundations of the "pyramid of loyalty," which can drive sustainable business growth through customer recommendations (Berkowitz, 2021)¹⁵, without relying on traditional aggressive marketing approaches. In the past, the 4Ps marketing strategy was the primary tool for many business operations. However, with changing consumer trends, it is no longer the most optimal choice, as it cannot fully establish sustainable relationships or effectively meet customer needs. In today's context, creating positive service experiences and fostering brand engagement have become more important than ever. The 4Ps approach is now considered insufficient for building long-term customer relationships, whereas the 4Es marketing strategy focuses on cultivating customer relationships and co-created value. It is more relevant and responsive to modern consumer behavior, particularly in the digital era, where the emphasis is on generating long-term value from customers.

In addition, the Appreciative Inquiry process, based on the 4D cycle (Discover, Dream, Design, and Destiny), was applied together with SOAR analysis to assess potential and identify growth opportunities for the business. The approach focuses on creating and delivering value propositions that align with consumer needs by integrating marketing strategies and analytical tools covering both offline and online channels. The business is therefore committed to achieving sustainable growth and enhancing its competitiveness in the vitamin products market, in

order to adapt to digital-era changes and effectively respond to current consumer behavior.

2. Research Objectives

1. To study consumer impression and positive experiences towards choosing vitamins.
2. To propose a guideline for increasing sales of Yadee Pharmacare vitamins for Panya Pharmacare store, Khon Kaen Province.

3. Literature Review

The research is based on 4 main theories, which include: 1) appreciative inquiry, 2) SOAR analysis, 3) 4Es marketing mix, and 4) value proposition Canvas.

3.1 Appreciative Inquiry (AI)

Appreciative Inquiry is a collaborative process of exploration aimed at discovering the best in people, in organizations, or in the world around them. It is a systematic process used to identify the key factors that contribute to the system functioning at its best, particularly when that system can achieve the highest level of effectiveness (Cooperrider & Whitney, 1999)¹⁶.

Appreciative Inquiry focuses on identifying and leveraging an organization's greatest successes and potential to create sustainable change. It assumes that every system contains inspiring, positive stories that have yet to be amplified, and that these are abundant. This positive core can be connected to any issue. The Appreciative Inquiry cycle can be applied to brief, informal conversations with close acquaintances, or scaled up to facilitate organization-wide transformation. The process begins by defining the problem to be addressed (Define), followed by discovery, the best experiences (peak experiences), developing these into dreams or visions (Dream), planning to turn the vision into reality (Design), and initiating action (Destiny) (Cooperrider, Whitney, and Stavros, 2008)¹⁷.

3.2 SOAR analysis

SOAR analysis is a strategic analysis process in which all members of an organization participate in providing input and examining various aspects related to planning and implementation. It integrates Appreciative Inquiry principles with the organization's vision, goals, and mission to foster a positive culture, emphasize organizational strengths, and build shared inspiration. SOAR analysis comprises four key components, which are Strengths, Opportunities, Aspirations, and Results (Stavros & Hinrichs, 2007; Auppakarakul, 2018)^{18,19}.

3.3 4Es Marketing Mix

Marketing has evolved over time to align with the needs of consumers in each era. The concept of the marketing mix originated from McCarthy (1987)²⁰, who introduced the 4Ps marketing model. Unlike in the past, marketing is no longer primarily focused on mass market strategy. Marketers have shifted their approach from being business-centric to becoming more customer-centric. This shift led to the introduction of the 4Cs model proposed by Lauterborn (1990)²¹, which comprises Customer, Cost, Convenience, and Communication.

In the digital age, marketing has continued to develop to keep pace with the rapidly changing world, giving rise to the concept of the 4Es (Ozuem & Bowen, 2016)²². The 4Es marketing mix is a modern adaptation derived from the traditional 4Ps, which are Product, Price, Place, and Promotion, progressing through the 4Cs, which consist of Customer, Cost, Convenience, and Communication, into the 4Es, which consist of Emotion, Experience, Exclusivity, and Engagement. This evolution enables businesses to better understand and connect with their customers (Carvalho & Isaias, 2019; Hasri, 2021)^{23,24}.

3.4 Value Proposition Canvas

The Value Proposition Canvas is primarily designed to help organizations develop products and services that align

with customer needs while creating additional values that customers can clearly recognize. It consists of two interrelated components. The first is the Customer Profile, which involves identifying customer pains, the jobs they need to accomplish, and the gains they expect from a product or service. This component enables organizations to assess how well their offerings address customer needs. The second is the Value Map, which outlines the products and services offered, the ways in which they alleviate customer pains, and the strategies used to create positive outcomes or gains for the customer (Osterwalder, Pigneur, & Bernarda, 2015)²⁵.

4. Research Methodology

4.1 Participants

The study involved 20 customers of Panya Pharmacare who purchased products in person at the store.

4.2 Data Collection

Data were gathered through in-depth interviews with 20 store customers, following the Discovery stage of the Appreciative Inquiry process. This approach was used to obtain in-depth insights reflecting positive perspectives and suggestions to improve service delivery.

4.3 Research Instruments

The research instrument was a set of five positively framed interview questions, designed in accordance with the Discovery stage of Appreciative Inquiry, and used to guide the interviews with participants. The questions were as follows:

1. How did you become aware of Panya Pharmacare?
2. When deciding to purchase vitamins from the store, what factors influenced your decision?
3. After purchasing vitamins from the store, what impressed you, and in what way?
4. What factors would motivate you to return and purchase vitamins from the store again?
5. If you were to recommend Panya Pharmacare to a friend or acquaintance, what positive impressions would you share?

4.4 Data Analysis

The data analysis for this study was conducted following the 4-step Appreciative Inquiry process as follows:

Step 1 Discovery

Positive interviews were conducted to explore the impressions and positive experiences of consumers regarding their purchase of vitamins from Panya Pharmacare. After transcribing the interviews, the researcher analyzed the data using Atlas.ti23 software to identify the frequency of these impressions and positive experiences. The frequency results were then categorized into convergence factors, which refer to the top three issues with the highest frequency among all identified subjects, and divergence factors, which refer to the bottom three issues with the lowest frequency among all identified subjects.

Step 2 Dream

This step involved envisioning the future in which Panya Pharmacare can deliver the best possible customer experiences, both in terms of products and services, by integrating positive insights gathered from customer interviews into creative development strategies. The aim was to increase sales in the vitamin product category and create a value proposition that reflects the brand's strengths, while also formulating strategies to remain

competitive in a complex and highly competitive market. This was done in combination with the 4Es marketing strategy (Experience, Exchange, Everywhere, and Evangelism), focusing on delivering excellent customer experiences across all channels, both in-store and online, to drive sustainable growth and effectively meet customer needs in the digital era.

Step 3 Design

The design process sought to develop approaches to increase sales at Panya Pharmacare by applying appropriate marketing plans. These included the 4Es marketing concept, general external environmental analysis (PEST analysis), value proposition creation and delivery, and SOAR analysis. The focus was on enhancing customer experiences at every service touchpoint, diversifying communication, and sales channels to expand reach, strengthening brand impressions, and developing an actionable plan to boost sales and drive sustainable business growth.

Step 4 Destiny

This step involved implementing the approaches developed in Step 3 into real operations, executing the action plans within an appropriate period to create positive change and increase sales for Panya Pharmacare. During implementation, continuous monitoring and evaluation were conducted to assess the success of the strategies applied to increase sales in the vitamin product category at Yadee Pharmacare.

5. Result

5.1 Impressions and Positive Experiences of Consumers in Purchasing Vitamins

Results from Step 1 Discovery

The study on impressions and positive experiences of consumers' purchase decision of vitamins at Panya Pharmacare yielded the following findings:

1. The channels through which customers became aware of Panya Pharmacare included convergence factors such as word of mouth from acquaintances, the store's front signage, the store's proximity to households. The divergence factors included the store being located in a market, recognition from the first branch, and Facebook page.
2. The factors influencing customers' purchase decision of medicines, products, and vitamins from Panya Pharmacare included convergence factors such as having pharmacists provide advice and consultation, good service, a wide variety of medicines and products, availability of all needed items, lower prices than other stores, and store's credibility. Divergence factors included word of mouth from acquaintances, a pleasant store atmosphere, in-house pharmacists, quality medicines, store's proximity to households, and the store's opening hours.
3. The aspects that impressed customers after purchasing vitamins or other products from Panya Pharmacare included convergence factors such as advice and consultation from pharmacists or staff, good service, receiving medicines that are appropriate for the symptoms or diseases. Divergence factors included clear pricing display for medicines and products, polite staff, availability of all needed items, quality medicines, lower prices than other stores, and reasonable pricing.
4. The factors that encourage customers to repurchase vitamins from the store had convergence factors including good service, receiving medicines that are appropriate for the symptoms or diseases, and advice and consultation from pharmacists. The divergence factors included receiving store discounts, polite staff, in-house pharmacists, and reasonable pricing.
5. The factors that customers would like to recommend or share about Panya Pharmacare with friends or acquaintances had convergence factors including good service, advice and consultation from pharmacists, quality

medicines, and lower prices than other stores. The divergence factors included convenient and easy access, polite staff, in-house pharmacists, multiple branches, membership programs offering special rewards, the store being located in a market, store's credibility, member discounts, and free membership registration.

5.2 Guideline for Increasing Sales of Yadee Pharmacare Vitamins at Panya Pharmacare Store, Khon Kaen

Results from Step 2 Dream

The envisioned goal for Panya Pharmacare is to become the first pharmacy customers think of when purchasing medicines, vitamins, and healthcare-related products. It aims to be a store where customers make regular purchases and the first store they recommend to others. Additionally, awareness of Yadee Pharmacare vitamins would increase to 1,000 people, with monthly sales reaching 200,000 THB. The market share of Yadee Pharmacare vitamins grows from 10% to 50% of the store's total vitamin sales.

This envisioned goal is linked to the 4Es marketing approach as follows:

1. Experience: Panya Pharmacare becomes the first pharmacy customers think of when purchasing medicines, vitamins, and healthcare-related products.
2. Exchange: Monthly sales of Yadee Pharmacare vitamins reach 200,000 THB.
3. Everyplace: Customer awareness of Yadee Pharmacare vitamins increases to 1,000 people.
4. Evangelism: Customers make regular purchases and the store becomes the first they recommend to others.

Results from Step 3 Design

The Value Proposition Canvas analysis revealed the following:

1. Customer Profile refers to the analysis of the target customer group, divided into three components, with the study results as follows:

1.1 Customer Jobs are defined as the tasks that customers need to accomplish. For in-store customers, these tasks include traveling to the pharmacy, inquiring about vitamins, selecting and purchasing vitamins, making payment, and receiving the products. For online customers, the tasks involve contacting the store through online channels such as Line and Facebook, inquiring about vitamins, selecting and purchasing vitamins, making online payments, and receiving the products at the designated delivery location.

1.2 Pains refer to the problems and challenges that customers face. In this case, customers encounter issues such as insufficient explanation or lack of detailed information about the products, inconsistent product pricing, and delays in receiving their orders.

1.3 Gains refer to the outcomes or benefit that customers expect. In this context, customers expect vitamins that support and enhance the body's functions, high-quality service with guidance and advice from pharmacists or staff, and convenient, fast, and efficient receipt of their products.

2. Value Proposition refers to the analysis of products or services offered to customers. The study divides this into three parts.

2.1 Products & Services: This includes four types of Yadee Pharmacare vitamins: Yadee Applecider Plus, Yadee Astaxanthin 6 mg, Yadee Acerola Cherry Plus, and Yadee Multivitamin Plus. It also includes pharmacist-provided advice and consultation services, as well as daily delivery service to customers.

2.2 Pain Relievers: These include explanations and detailed information about the products provided by

pharmacists and pharmacy staff, a standardized and fixed price of 220 THB for the vitamins, and fast delivery service.

2.3 Gain Creators: These include high-quality vitamins with appropriate supplemental nutrients, personalized advice and consultation from pharmacists, online consultation services, and a membership point system for redeeming rewards.

The SOAR Analysis was conducted to develop a guideline for increasing sales of Yadee Pharmacare vitamins at Panya Pharmacare in Khon Kaen, following the Appreciative Inquiry process, as shown in Table 1.

Table 1: Results from SOAR Analysis

(SOAR Analysis		
Strategic Inquiry	Strengths 1. The store is trustworthy and operates as a modern pharmacy (koryor.1) in compliance with Good Pharmacy Practice (GPP) standards. 2. The store provides excellent service, with pharmacists or staff available to give advice and consultations. 3. Pharmacists are present at the store during all opening hours and can dispense medicines that are appropriate for symptoms or diseases. 4. The store offers a wide variety of medicines and products that meet customer needs. 5. Prices are clearly displayed.	Opportunities 1. People place increasing importance on health care, aiming for good health, stronger bodies, and better disease resistance. 2. Advances in production technology enable the manufacture of high-quality, standardized vitamins. 3. People are increasingly using social media to communicate and seek information.
Appreciative Intent	Aspirations 1. Panya Pharmacare aims to be the first pharmacy that customers think of when purchasing medicines, vitamins, and healthcare products. 2. Increase customer awareness of Yadee Pharmacare vitamins to 1,000 people. 3. Achieve monthly sales of Yadee Pharmacare vitamins totaling 200,000 THB.	Results 1. Market share for Yadee Pharmacare vitamins sales increases to 50% from the previous 10% of total vitamin sales. 2. At least 1,000 people become aware of Yadee Pharmacare vitamins. 3. The store achieves monthly sales of 200,000 THB from Yadee Pharmacare vitamins

From the SOAR analysis, the study designed three projects as a guideline for increasing sales of Yadee Pharmacare vitamins for Panya Pharmacare store, Khon Kaen Province. The three projects were: Project 1 “Nong Panya” with good service and care for customers; Project 2 “Nong Panya” with comprehensive coverage; and Project 3 “Very worthwhile with Nong Panya”. The summary is shown in Table 2.

Table 2: Guideline for increasing sales of Yadee Pharmacare vitamins for Panya Pharmacare store, Khon Kaen Province

No.	Project	Period	Person in Charge	Budget (Baht)
1	“Nong Panya” with good service and care for customers	From January 2025 onwards	Store Owner	7,500
2	“Nong Panya” with comprehensive coverage	From January 2025 onwards	Store Owner	40,000
3	“Very worthwhile with Nong Panya”	From March to June 2025	Store Owner	1,000
Total Budget				48,500

Results from Step 4 Destiny

The implementation of the guideline for increasing sales of Yadee Pharmicare vitamins was managed and evaluated by the store owner, while the pharmacists and sales staff were responsible for conducting the activities. The evaluation of the project was based on the following indicators: the number of customers who recognized Panya Pharmicare store and Yadee Pharmicare vitamins, as well as the monthly sales of Yadee Pharmicare vitamins. These were compared against the set targets of reaching 1,000 customers who recognized Yadee Pharmicare vitamins and achieving monthly sales of 200,000 baht.

After the implementation of the sales-increasing guideline project for Yadee Pharmicare vitamins at Panya Pharmicare store, Khon Kaen Province, it was found that from January to April 2025, the monthly sales of Yadee Pharmicare vitamins had not yet reached 200,000 baht. However, the sales showed a steady upward trend each month. In January, sales were 44,440 baht, which increased significantly from December 2024, when sales were 18,040 baht, and the sales continued to grow month by month. In addition, the number of customers who became aware of Yadee Pharmicare vitamins was measured from the customers who received product information from pharmacists and sales staff at the store, totaling 260 people, along with 1,000 followers who clicked "Like" on the Panya Pharmicare Facebook fan page.

6. Conclusion

The study identified key convergence factors from the findings, including: 1) pharmacists providing advice and consultation, 2) good service, 3) dispenses medicines appropriate for the symptoms or diseases, 4) quality medicines, 5) a variety of medicines and products, and 6) medicines and products that meet customer needs. The subsequent SOAR analysis revealed the store's strengths, which include its credibility as a licensed modern pharmacy (koryor.1) operating according to Good Pharmacy Practice (GPP) standards, with pharmacists available at all opening hours and able to dispense medicines accurately according to customer symptoms or diseases. Opportunities were identified as the increasing public awareness of health care and the desire to maintain good health.

The aspirations are to position the store as the first pharmacy that customers think of when purchasing medicines and vitamins, to increase customer awareness of Yadee Pharmicare vitamins, and to increase sales of Yadee Pharmicare vitamins products. Accordingly, three sales-increase projects were designed, which are Project 1, "Nong Panya," providing attentive and caring service; Project 2, "Nong Panya," ensuring comprehensive coverage; and Project 3, "Very worthwhile with Nong Panya." After implementation, sales of Yadee Pharmicare vitamins showed an upward trend, and customer awareness of Yadee Pharmicare vitamins reached 1,000 people.

7. Discussion

From the study, the key convergence factors are channels that made people aware of the store included word of mouth from acquaintances, the store's front signage, and store's proximity to household. Factors that influenced the customers' purchase decision of medicines, products, and vitamins included pharmacists providing advice and consultation, good service, a variety of medicines and products, medicines and products that meet the needs, lower prices than other stores, and store credibility. Factors that left a positive impression after purchasing vitamins or products included pharmacists or staff providing advice and consultation, good service, and dispensing medicines appropriate for symptoms or diseases. Factors that encouraged repeat purchases of vitamins from the store included good service, dispensing medicines appropriate for symptoms or diseases, and pharmacists providing advice and consultation. Factors that customers wanted to recommend or share their positive impressions with friends or acquaintances included good service, pharmacists providing advice and consultation, quality medicines, and lower prices than other stores, which is consistent with the study by Saely (2018)²⁶, who studied marketing strategies to increase sales at pharmacist-run stores in Mueang District, Khon Kaen Province. The study found that the most important marketing mix factors affecting customers' purchase decision included: quality medicines, medicines meeting Ministry of Public Health standards, a variety of medicines and products, prices appropriate for quality, prices are lower than other stores, products offered in various sizes and brands, location near communities or markets, correct dispensing according to symptoms, asking about symptoms before dispensing, inquiring about medication history and allergies, pharmacists explaining how

to use the medicines, pharmacists' good interpersonal skills and friendliness, licensed pharmacists, knowledgeable pharmacists and staff, and a well-organized and credible store. This is also consistent with the study by Meesuksabai (2020)²⁷, which examined marketing strategies affecting consumers' purchasing behavior in drugstores in Mueang District, Nonthaburi Province, and found that pharmacists' questioning and responses influenced customers' purchase behavior. It also aligns with the study by Wongsamdaeng (2021)²⁸, which investigated strategies to increase online store sales using appreciation inquiry in the case of doyoulike_shopping shop, finding that the key convergence factors were product quality and good service. Similarly, the study by Chuenkingkeaw and Yonwikai (2566)²⁹ on improving service quality and marketing to enhance the image of drugstores found that a quality store must have professional pharmacy service steps demonstrating expertise to build customer confidence, be consistently standard, be easily accessible to foster relationships through marketing communication, and show understanding of customers. Furthermore, the study by Kanjanawin (2023)³⁰ on factors affecting Generation Y's purchase of dietary supplements after the COVID-19 crisis found that the most agreed-upon factors were appropriate price for quantity and product availability.

After implementing the project, the sales of Yadee Pharmacare vitamins, although not reaching the target, showed an increasing trend each month, with the number of customers aware of Yadee Pharmacare increasing to 1,000. This demonstrates that applying the 4E marketing approach combined with appreciation inquiry can increase sales, consistent with the study by Chaikasemsakul (2021)³¹, which applied appreciation inquiry to increase pre-order product sales through online channels in the case of Goodandcheap.official, resulting in a 47.91% increase in sales and 181 new followers.

8. Recommendations

8.1 Recommendations for Business

1. The study found key convergence factors for how customers became aware of the store: word of mouth from acquaintances, the store's front signage, and the store's proximity to household. Therefore, the store should focus on providing excellent service and selling quality medicines to encourage word-of-mouth recommendations. Additionally, signage should be prominent and eye-catching.
2. The study found key convergence factors influencing the customers' purchasing decision of medicines, products, and vitamins: advice and consultation from pharmacists, good service, variety of medicines and products, and availability of products that meets customer needs. Therefore, the store should have a pharmacist always present to provide guidance and consultation. Staff should offer attentive and caring service, and the store should maintain a diverse selection of medicines and products that meet customer needs.
3. The study found key convergence factors for positive experiences after purchasing vitamins or products: pharmacists or staff providing advice and consultation, good service, and dispensing medicines appropriate for the symptoms or diseases. Key factors encouraging repeat purchases included good service, correct dispensing, and professional advice from pharmacists. Therefore, the store should ensure pharmacists are knowledgeable and capable of accurately dispensing medicines while providing excellent guidance and consultation to customers.
4. After implementing the projects, the store should continuously monitor the sales-enhancement initiatives for the Yadee Pharmacare vitamins product line.

8.2 Recommendation for further Research

1. Future research should apply the appreciation inquiry approach to explore customers' impressions and positive experiences from consuming Yadee Pharmacare vitamins. This can help develop marketing strategies for other vitamin product groups.
2. Future studies should include quantitative research using questionnaires to examine customer satisfaction with the marketing mix or service quality. The findings can be used to further improve Panya Pharmacare Store, Khao Suan Kwang Branch.

References

1. Lordan, R., Rando, H.M., Consortium, C. & Greene, C.S. (2021). Dietary supplements and nutraceuticals under investigation for COVID-19 prevention and treatment. *ASM Journals*, 6(3). <https://doi.org/10.1128/msystems.00122-21>
2. Surasakwarakul, R. (2022). **Anti-aging, bright and youthful regardless of age**. Bangkok: Feel Good.
3. Kokande, A.M., Surana, K.R., Ahire, E.D., Keservani, R.K. & Mahajan, S.K. (2024). **Vitamins as nutraceuticals for skin care**. Florida: Apple Academic Press.
4. Grand View Research, (2024). **Dietary Supplements Market Size, Share & Trends Analysis Report**. Retrieved March 7, 2023, from <https://www.grandviewresearch.com/industry-analysis/dietary-supplements-market-report>
5. Siripredawat, N. (2020). **Opportunities for Thai health products in the global market**. Retrieved August 7, 2023, from https://www.forbesthailand.com/commentaries/insights/utm_source=chatgpt.com
6. Chitra, P. (2021). Changing Trends in Advertising, Anti-Covid Products and Brand Promotion. *Revista Gestão Inovação E Tecnologias*, 11(4), 1902-1920.
7. Barbosa, J.P.C. (2022). **The development of a marketing plan for the commercialization of a new supplement in the Portuguese market**. Master Thesis in Management, Faculty of Economics, Universidade do Algarve.
8. Moolprom, P. & Leejoeiwara, B. (2023). Marketing Strategy to Increase Sales of Non-pharmaceutical Medical Supplies Used in Operating Rooms of Tertiary Care in the Northeastern Region of Thailand. *Journal of Business Administration and Languages (JBAL)*, 11(2), 20-37.
9. Martini, K.R. & Rustiadi, S. (2024). Developing Marketing Strategy to Acquire Potential Customers Under 35 Years Old for Dietary Supplements Company: Case Study of 4Life Indonesia. *International Research Journal of Economics and Management Studies*, 3(1), 469-481.
10. Briciu, A., Cogean, C.V. & Gulpe, A.M. (2023). Online Marketing Strategies Used in the Promotion of Dietary Supplements in Romania. *Proceedings in Business and Economics*. (pp.411-419). Cham: Springer.
11. Strocka, J., Religioni, U. & Pinkas, J. (2024). Promotion of dietary supplements - regulations and market practice. *General Medicine & Health Sciences*, 30(1), 174-180.
12. Sirikupt, C. (2024). **Online marketing strategies that influence the purchase decision of instant health supplements made from rice among Thai consumers in the Nest Normal era**. Master's thesis, College of Management, Mahidol University.
13. Carvalho, L. & Isaias, P. (2019). **Handbook of research on entrepreneurship and marketing for global reach in the digital economy**. Pennsylvania: IGI Global.
14. Sklavounos, N. & Tarnanidis, T.K. (2024). **New trends in marketing and consumer science**. Pennsylvania: IGI Global.
15. Berkowitz, E.N. (2021). **Essentials of health care marketing**. Burlington, MA: Jones & Bartlett Learning.
16. Cooperrider, D.L. & Whitney, D. (1999). **A positive revolution in change: appreciative inquiry**. San Francisco, CA: Berrett-Koehler Publishers.
17. Cooperrider, D.L., Whitney, D. & Stavros, J.M. (2008). **Appreciative inquiry handbook: for leaders of change**. 2nd ed. San Francisco, CA: Berrett-Koehler Publishers.
18. Stavros, J. & Hinrichs, G. (2007). **SOARing to high and engaging performance: an appreciative approach to atrategy**. 2nd ed. San Francisco, CA: Berrett-Koehler Publishers.
19. Auppakarakul, A. (2018). **SOAR vs. SWOT Analysis**. Retrieved February 11, 2025, from <https://www.gotoknow.org/posts/441791>
20. McCarthy, J. (1987). **Basic marketing: a managerial approach**. Homewood: R.D. Irwin.
21. Lauterborn, B. (1990). New marketing litany: 4Pc pass; C-words take over. *Advertising Age*, 61(41), 26.
22. Ozuem, G. & Bowen, W. (2016). **Competitive Social Media Marketing Strategies**. Pennsylvania: IGI Global.
23. Carvalho, L. & Isaias, P. (2019). **Handbook of research on entrepreneurship and marketing for global reach in the digital economy**. Pennsylvania: IGI Global.
24. Hasri, D. (2021). **Digital Marketing Black Box Konsep Dasar, Strategi, dan Implementasi**. Yogyakarta: PT Kanisius.
25. Osterwalder, A., Pigneur, Y. & Bernarda, G. (2015). **Value Proposition Design: How to Create Products and Services Customers Want**. Hoboken, NJ: John Wiley & Sons.

26. Saely, B. (2018). **Marketing strategies to increase sales of pharmacies in Mueang District, Khon Kaen Province.** Independent study report, Master of Business Administration, Graduate School of Management, Khon Kaen University.
27. Meesuksabai, H. (2020). **Marketing strategies affecting consumer purchasing behavior in pharmacies in Mueang District, Nonthaburi Province.** Master's thesis in Digital Marketing, College of Business Innovation and Accounting, Dhurakij Pundit University.
28. Wongsamdaeng, N. (2021). **Guidelines for increasing online store sales by applying appreciation inquiry: A case study of doyoulike_shopping.** Independent study report, Master of Business Administration, Graduate School of Management, Khon Kaen University.
29. Chuenkingkeaw, T. & Yonwikai, W. (2023). Guidelines for developing service quality and service marketing to enhance the image of pharmacies. **Thonburi Rajabhat University Journal**, 17(2), 110–125.
30. Kanjanawiwin, A. (2023). **Factors affecting the purchase of dietary supplements by Generation Y after the COVID-19 crisis.** Independent study, Master of Business Administration in Business Innovation, Online MBA Program, Thammasat University.
31. Chaikasemsakul, B. (2021). **Applying appreciation inquiry to increase pre-order product sales via online channels: A case study of Goodandcheap.official.** Independent study report, Master of Business Administration, Graduate School of Management, Khon Kaen University.