

# Fresh Market Management that Corresponds to the Needs of Trading Partners and Customers in the New Normal Era: The Case Study of Ying Charoen Market.

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## Abstract

This research objectives were to study 1) the interrelationship between fresh market management and the needs of trading partners, 2) the relationship between fresh market management and the customers in the new normal era, 3) the correspondence between fresh market management and the needs of trading partners and customers, and 4) the guidelines between fresh market management and the needs of trading partners and customers using Ying Charoen market as the case study. The study is a quantitative research using the questionnaire as a tool in order to distribute to 400 trading partners and 400 customers who purchased products/services at Ying Charoen market. The statistical methods used to analyze the data consisted of mean and standard deviation. The congruence of the data was analyzed using a structural equation modeling (SEM). The results revealed that: 1) the business partners and customers had a high level of overall demand for management in the new normal era and the market management was directly influenced by marketing mix factor. 2) The customers had a high level of overall demand for management in the new normal era and the market management was directly influenced by the marketing mix factor. 3) The two models had consistent indices with empirical data. 4) the fresh market management approach consists of three concepts: (1) before entering process, the market has to create the readiness in order to make a confidence in buying, paying or using the services, (2) entering process, the market has to create simple, convenient and fast trading activities, and (3) after buying process, the market has to create trading in delivery form. This study will be useful for fresh market management in the new normal era as well as promote as the practice guidelines to various market demand as well.

**Keywords:** Management New Normal, New Normal Era Fresh Market

## บทคัดย่อ

งานวิจัยนี้มีวัตถุประสงค์เพื่อศึกษา 1) ความสัมพันธ์การบริหารจัดการและความต้องการของคู่ค้า ในยุคปกติใหม่ 2) ความสัมพันธ์การบริหารจัดการและความต้องการของลูกค้า ในยุคปกติใหม่ 3) ความสอดคล้องระหว่างการบริหารจัดการตลาดสอดคล้องความต้องการของคู่ค้าและลูกค้า ในยุคปกติใหม่ และ 4) แนวทางการบริหารจัดการตลาดสอดคล้องความต้องการของคู่ค้าและลูกค้า ในยุคปกติใหม่: กรณีตลาดยิ่งเจริญ เป็นการวิจัยเชิงปริมาณโดยใช้แบบสอบถามกับคู่ค้าที่ขายสินค้า ในตลาดยิ่งเจริญ จำนวน 400 ตัวอย่าง และลูกค้าที่มาร้านค้าหรือใช้บริการที่ตลาดยิ่งเจริญจำนวน 400 ตัวอย่าง ใช้สถิติ ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน และหาความสอดคล้องด้วยโมเดลสมการโครงสร้าง (SEM) ผลการวิจัยพบว่า 1) คู่ค้ามีความต้องการการบริหารจัดการยุคปกติใหม่ในระดับมากและการบริหารจัดการตลาดมีอิทธิพลทางตรงต่อจากส่วนประสมทางการตลาด 2) ลูกค้ามีความต้องการการบริหารจัดการยุคปกติใหม่ในระดับมากและการบริหารจัดการตลาดมีอิทธิพลทางตรงจากส่วนประสมทางการตลาด 3) โมเดลสมการโครงสร้างมีความสอดคล้องกับข้อมูลเชิงประจักษ์ทั้ง 2 โมเดล และ 4) แนวทางการบริหารจัดการตลาดสอดคล้องในยุคปกติใหม่ประกอบด้วย 3 แนวคิด คือ (1) กระบวนการก่อเริ่มตลาดสอด โดยสร้างความพร้อมในการให้บริการ สร้างความมั่นใจในการจับ จ่าย ใช้บริการ (2) กระบวนการขณะอยู่ในตลาดสอด โดยการสร้างกิจกรรมการซื้อขายให่ง่าย สะดวก รวดเร็ว และ (3) กระบวนการหลังจากซื้อ-ขายสินค้าหรือบริการ โดยการนำเสนอสินค้าขายในรูปแบบเดลิเวอรี่ การศึกษานี้ จะเป็นประโยชน์ต่อการบริหารจัดการตลาดสอดในยุคปกติใหม่และสามารถนำไปใช้เป็นแนวทางปฏิบัติของตลาดอื่นๆ ได้เป็นอย่างดี

**คำสำคัญ:** การบริหารจัดการในยุคปกติใหม่ การบริหารจัดการตลาดสอด

## Introduction

The coronavirus 2019 (COVID-19) has widely spread in the People's Republic of China starting from Wuhan in December 2019 and has dispersed to almost every part of the world. The World Health Organization has declared COVID-19 as a pandemic and advised all countries to speed up surveillance, prevention and control of such pandemic (Department of Disease Control, 2020). For Thailand, the COVID-19 management center has been established to determine preventive measures as well as relief the measures. The measures mainly consider public health factors by taking social and economic factors into the consideration and establishing a central standard for each type of business for all areas to adhere to. Unavoidably, the lockdown measure has affected businesses in all sectors. It negatively affected some types of businesses including tourism, retail and restaurants. However, there are some kinds of businesses that have a higher growth rate according to the lockdown such as health products, online sales, and food delivery businesses.

The measures taken during the COVID-19 pandemic have resulted in a new normal life, to which all people have to adjust their way of living. In easing the lockdown measure according to the Emergency Decree on Government Administration in Emergency Situations B.E. 2548, the first group to approve the waiver has a total of 6 activities and businesses: market, food store, retail and wholesale business, recreational sport, beauty salon, and pet business. After easing the lockdown measure, there has been an evaluation of the trend of infected people (Public Relations and Dissemination Group, Spokesperson's Office, 2020).

Ying Charoen market, located in Saphan Mai district, is a prototype of a standard Thai fresh market. It is the largest retail market in Bangkok, operating for more than 20 years. The Covid-19 situation had been affected the purchasing and sales of goods and services at Ying Charoen market. Therefore, both partners and customers had to adapt to this situation for ongoing. As Bangkok's prototype market, Ying Charoen market has established measures for everyone to strictly, seriously, and continuously following in order to prevent getting infected and spreading the infection.

According to the above reasons, this research evolves the correspondence between fresh market management and the needs of partners and customers in the new normal era using Ying Charoen market as the case study. The study links the new normal living with trading of partners to raise the awareness of prevention of the spread of COVID-19. The objective of this study is to ensure that the market management meets the needs of trading partners and customers as well as achieves sustainable development.

## Objectives of the study

- 1) To study interrelationship between fresh market management and the needs of trading partners in the new normal era using Ying Charoen market as the case study
- 2) To study the relationship between fresh market management and the customers in the new normal era using Ying Charoen market as the case study
- 3) To study the correspondence between fresh market management and the needs of trading partners and customers using Ying Charoen market as the case study
- 4) To find out the guidelines between fresh market management and the needs of trading partners and customers using Ying Charoen market as the case study.

## Literature Review

The researchers investigate 6 factors or 6 M in management (Liliana, 2016) relating to the fresh market management in the new normal era that corresponds to the needs of business partners and customers. Such factors include men, money, material, method, message, and more data. The description of each factors are as follows. Men include customers who come to buy products or services, individuals who sell goods or services, and staff. Money refers to wages, costs of operation, and anything used as a medium for exchanging goods or services. Materials involve raw materials, equipment and appliances, tools, buildings, and factors contributing to the ease of operation. Methods involve methods, procedures, or processes in the purchasing of goods or services. Message is the data management and the use of communication networks for communication with customers. More data is the linking of various information of the environment, current situation, and customers-partners of Ying Charoen market.

Moreover, this research studies marketing mix factors consisting of an 8-factor marketing mix (Azimi, 2017): product/service, price, place, promotion, people, process, physical evidence, and politics. Product/service is the products or services that are sold in Ying Charoen market. Price is the value of a product or service expressed in monetary terms. Place is a space where the market allocates to trading partners to set up sales of goods or services to customers as well as an area where the market facilitates customers. Promotion is a marketing activity that informs trading partners and customers about an activity. Mass communication tools used included advertising, promotion, and public relations. People refer to individuals involving in the market, such as executives, business partners, customers, and employees. The process is the stages from the customer's purchase of goods/services to the completion. Physical evidence is the forms, decoration, arrangement, allocation of the space used in the services, facilities, and tools for use in the service. Finally, politics is the laws or regulations related to market management, including measures to prevent the spread of the COVID-19 according to government policies.

The Bureau of Occupational and Environmental Diseases has established occupational health and safety measures, recommending the use of hierarchy of controls for the control of threats in the workplace. The best measure to control the threats is to keep them away from the establishment. However, in the case of COVID-19, the threat cannot be eliminated. Therefore, effective methods must be used to reduce exposure as much as possible. The most appropriate way to prevent COVID-19 is the use of engineering controls, followed by administrative controls, safe operations, and the uses of personal protective equipment. Choosing any method in its advantages and disadvantages, namely implementation, efficiency, and price. Typically, a combination of methods is used to protect employees as it is not able to use any method separately. Area management, service area allocation, and panel rental are based on customers' convenience by providing them with the easiest access. Moreover, the wet and dry areas are divided to be easier to control the area. (Department of Disease Control, 2020)

Over 64 years, Ying Charoen market has developed in all dimensions. In the situation of the COVID-19 pandemic, Ms. Narumon Thamwattana, Chairman of the Executive Board, has taken measures and campaigns to prevent the spread of COVID-19 at Ying Charoen market. Such measures and campaigns include wearing a mask before entering the market, blood donation to defeat the COVID-19 crisis, the One Person Shares – Many People Receive Campaign, exemption of panel rental fees for traders, and the “Ying Charoen Protects campaign: do not receive, and do not spread”.

## Research Methodology

### Sampling and data collection

1) For quantitative research, the populations in the study included 1,500 trading partners and 30,000 customers. According to the structural equation modeling (SEM) of Hair et al. (2010), the optimal sample number should be at least 5 to 10 times of the scorecard. The questionnaire used in the study had 70 questions. Therefore, the minimum sample size should be approximately 350. In order to avoid an obstacle to statistical calculations according to the number of samples, the sample size of 400 trading partners and 400 customers was used. This study employed stratified sampling. The trading partners are classified by the operational period at Ying Charoen market and the customers are classified by their revenues.

2) For qualitative research, the stakeholders are three executives of Ying Charoen market

### Research instruments

1) The quantitative instrument was questionnaires which was divided into 2 sets: for trading partners and for customers. Both sets consisted of 3 parts. Part 1 was the questionnaire about personal fundamentals. Part 2 was the questionnaire about fresh market management in the new normal era (6M). Part 3 was the market mix variables questionnaire (8P's). The questions of parts 2 and 3 had the characteristic of a 5-level rating scale based on the Likert scale (Saunders et al., 2016). The Index of Item-Objective Congruence (IOC) was used for testing the quality of instrument by experts. The IOC value of each item was higher than 0.5. The study results indicated that the reliability of designed questionnaire for collecting data was high because the value of Cronbach' alpha reliability coefficient was 0.934 for partners and 0.986 for customers.

2) The qualitative instrument was interview form.

### Data analysis

1) Basic statistical values including frequency, percentage, mean and standard deviation were used to analyze the individual characteristics of the respondents, the new normal fresh market management (6M), and marketing mix (8P's). SEM was utilized to determine the correspondence between fresh market management of Ying Charoen market and the needs of trading partners as well as customers in the new normal era. The statistical significance level was set at the 0.05.

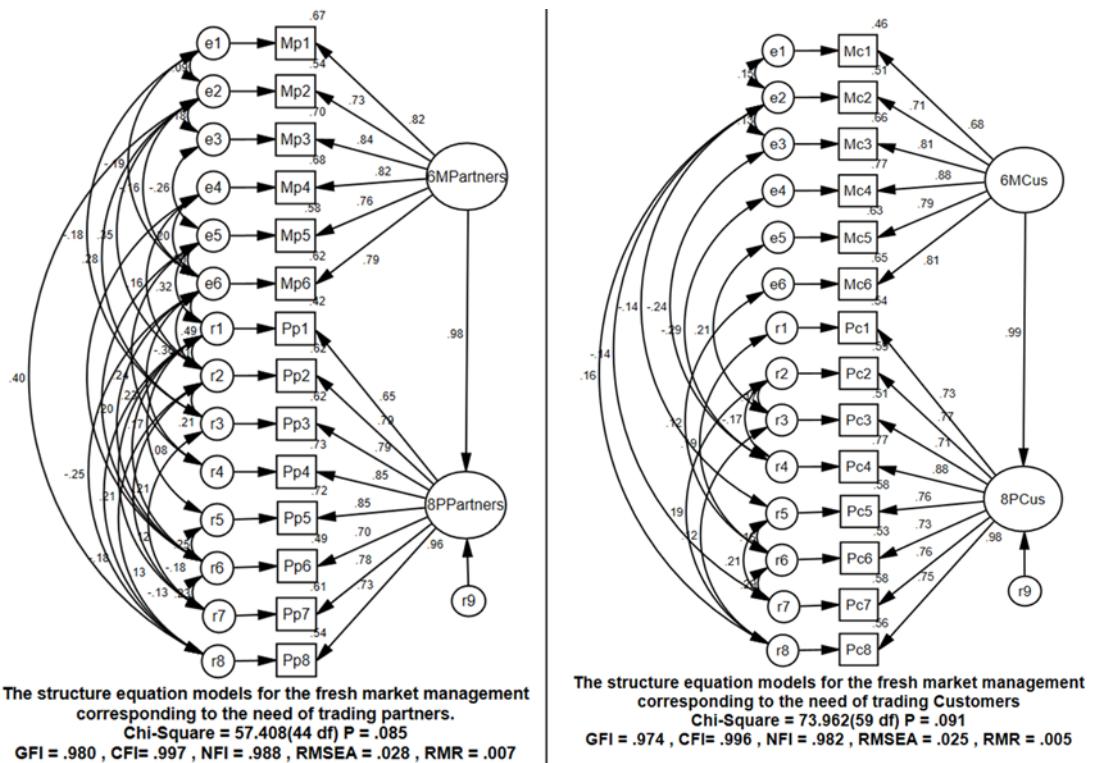
2) Content analysis was based on open-ended questions from Ying Charoen Market Executives to find out the guidelines of the fresh market management approach with the needs of partners and customers in the new normal era: the case of Ying Charoen Market.

## Findings

Table 1 The level of fresh market management of trading partners and customer in Ying Charoen market

	Trading Partners (n=400)			Customers (n=400)		
	$\bar{X}$	S.D.	Level	$\bar{X}$	S.D.	Level
Fresh Market Management in new normal era (6M)	<b>4.22</b>	<b>0.46</b>	<b>High</b>	<b>4.24</b>	<b>0.45</b>	<b>High</b>
1. Men	4.27	0.50	High	4.30	0.44	High
2. Money	4.00	0.67	High	4.12	0.59	High
3. Material	4.19	0.58	High	4.31	0.54	High
4. Method	4.28	0.56	High	4.25	0.54	High
5. Message	4.23	0.55	High	4.14	0.61	High
6. More data	4.36	0.47	High	4.33	0.53	High
Marketing mix (8P's)	<b>4.21</b>	<b>0.46</b>	<b>High</b>	<b>4.24</b>	<b>0.45</b>	<b>High</b>
1. Products or Services	4.38	0.49	High	4.42	0.45	High
2. Price	4.08	0.67	High	4.18	0.52	High
3. Place	4.11	0.63	High	4.11	0.60	High
4. Promotion	4.19	0.59	High	4.26	0.55	High
5. People	4.29	0.54	High	4.36	0.47	High
6. Process	4.33	0.47	High	4.36	0.49	High
7. Physicals	4.23	0.54	High	4.42	0.51	High
8. Politic	4.10	0.66	High	4.19	0.61	High

According to table 1, the overall level of fresh market management in new normal era (6M) and marketing mix were high in partners and customers.



**Figure 1.** The results of the analysis of structure equation modeling for the fresh market management corresponding to the needs of trading partners and customers in Ying Charoen market (after adjusting the model).

According to Figure 1, after adjusting the structure equation models for the fresh market management corresponding to the needs of trading partners and customers, both models had relative chi-squared  $< 3$  (1.30 and 1.25, respectively). The values of GFI (0.980, 0.974), the comparative fit index (CFI) (0.997, 0.996), and the NFI (0.988, 0.982) proved to be more than 0.95. In addition, the values of RMSEA (0.028, 0.025) and the root mean square residual (RMR) were  $< 0.05$ . These indicated that all values were well consistent.

The analysis of the structure equation models for the fresh market management corresponding to the needs of trading partners and customers indicated that the relationship of the fresh market management and the needs in the market differs according to the contexts of using market services (as a customer and as a trading partner). The coherence can be considered according to direct effects (DE), indirect effects (IE) and total effects (TE) as shown in Table 2.

Table 2. Correspondence of the causal influence of fresh market management to the needs of trading partners and customers in Ying Charoen market (Management Variables).

Variable	Management Variables (Partners)			Management Variables (Customers)		
	DE	IE	TE	DE	IE	TE
Influenced						
<b>Management (6M)</b>	-	-	-	-	-	-
Men	0.817***	-	0.817***	0.680***	-	0.680***
Money	0.734***	-	0.734***	0.713***	-	0.713***
Material	0.838***	-	0.838***	0.810***	-	0.810***
Method	0.823***	-	0.823***	0.878***	-	0.878***
Message	0.762***	-	0.762***	0.795***	-	0.795***
More Data	0.787***	-	0.787***	0.806***	-	0.806***
<b>Marketing Mix (8P's)</b>	<b>0.980***</b>	-	<b>0.980***</b>	<b>0.988***</b>	-	<b>0.988***</b>
Product	0.651***	-	0.651***	0.733***	-	0.733***
Price	0.787***	-	0.787***	0.765***	-	0.765***
Place	0.789***	-	0.789***	0.715***	-	0.715***
Promotion	0.853***	-	0.853***	0.876***	-	0.876***
People	0.848***	-	0.848***	0.763***	-	0.763***
Process	0.703***	-	0.703***	0.725***	-	0.725***
Physical	0.781***	-	0.781***	0.762***	-	0.762***
Politics	0.733***	-	0.733***	0.750***	-	0.750***

(\*p < 0.05, \*\*p < 0.01, \*\*\*p < 0.001)

According to table 2, the management (6M) of trading partners was directly affected on the marketing mix (0.980) at significant level .001. The highest independent variable affecting on management was material (0.838), followed by method (0.823) and men (0.817), respectively. Nevertheless, the highest dependent variable affecting on market mix was promotion (0.853), followed by people (0.848) and place (0.798), respectively. The management (6M) of customer was directly affected on the marketing mix (0.980) at significant level .001. The highest independent variable affecting on management was method (0.878), followed by material (0.810) and more data (0.806). Whereas, the highest dependent variable affecting on market mix was promotion (0.876), followed by price (0.765) and physical (0.762).

1) To study interrelationship between fresh market management and the needs of trading partners in the new normal era using Ying Charoen market as the case study. The results indicated that most respondents were female, 249 people, representing 62.25%, aged between 41-50 years, 137 people accounting for 34.25% with diploma/vocational level, 121 people accounted for 30.25%. Most of partners respondents (186 people, representing 46.5%) had been opened a shop at Ying Charoen Market for more than 5 years. The overview of the need for fresh market management in the new normal era (6M) was at high level. When considering each aspect, it was found that the aspect that had the greatest impact on the need was more data, followed by method and men. For the need for marketing mix (8P's) in the new normal era, the overall picture was at a high level. The aspect that had the greatest impact on the need was the product/service, followed by the process and the people, respectively. The results of causal influence analysis revealed that the management (6M Partners) was influenced by 15 variables. The highest causal variable was the marketing mix (8P Partners) 0.980. The results of the causal influence analysis revealed that management (6M Partners) was influenced by 15 variables. Marketing mix (8P Partners) with a total influence value of 0.980, followed by marketing promotion (Pp4=0.853), material stuff (Mp3=0.838), and people (Pp5=0.848), respectively. statistically significant at the 0.001 level

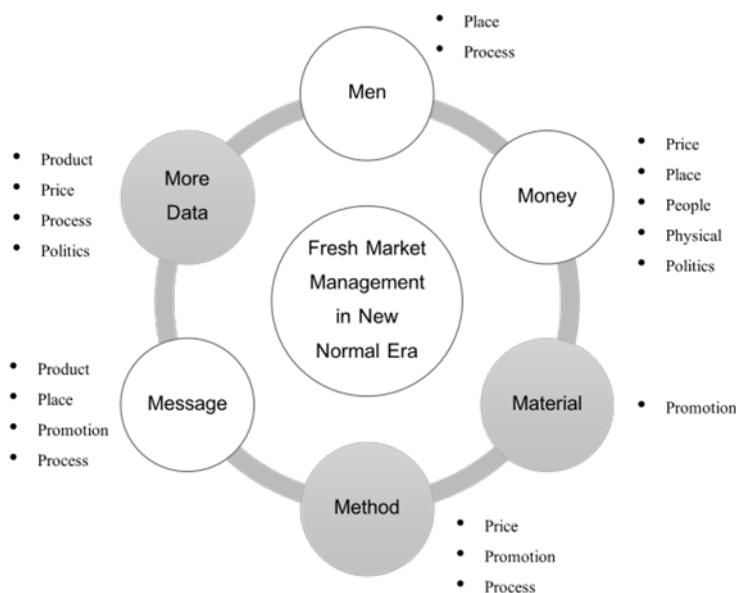
2) To study the relationship between fresh market management and the customers in the new normal era using Ying Charoen market as the case study. The results showed that most respondents were female (236 people, representing 59%), aged between 31-40 years (98 people, accounting for 24.5%, with lower secondary education and bachelor's degree (91 people, accounting for 22.75). Most of them were private employees (110 people accounting for 27%) and the average monthly income were less than 20,000 baht (147 accounted for 36.75%). The results showed that Most of the respondents were female, 236 people, representing 59.00 percent, aged between 31-40 years, 98 people, accounting for 24.50 percent, had a lower secondary education level. and bachelor's degree number 91 accounted for 22.75%, most of them are private employees, number 110 people accounted for 27.50% and the average monthly income is less than 20,000 baht per month, 147 people accounted for 36.75%. The overview of the need for fresh market management in the new normal era (6M) was at high level. The aspect that had the most impact on the need was more data, followed by material and men, respectively. The overall picture of the need for the marketing mix (8P's) in the new normal era was at a high level. The aspects that most affected the need were products/services and physical evidence, followed by people and process. The aspect that had the lowest need was the place. The results of causal influence analysis revealed that the management (6M Cus) was influenced by 15 variables. The highest causal variable was the marketing mix (8P Cus) 0.979.

3) To study the correspondence between fresh market management and the needs of trading partners and customers using Ying Charoen market as the case study. The results of the research found that both trading partners and customer on management aspect had the same top proprieties in management in the new normal era, namely material and method. The examples of material were such as available sufficient alcohol for customers, providing Covid-19 prevention equipment, and the cleanliness and standardized stalls of trading partners. Moreover, the method for management in the new normal era were quite important. The examples of method were checking the temperature before entering the area and providing partition for communication between trading partners and customers in order to preventing Covid-19. Promotion was the first priority in marketing mix for both trading partners and customers. They concentrated on the warning signs of keeping standards for preventing Covid-19. The trading partners followed Ying Charoen market news via Facebook while the customers focused on the PUKSUK Cabinet in order to alleviate the impact of the Covid-19 epidemic. Before conducting SEM, the researchers tested on condition. The Pearson correla-

tion coefficient between the observed variables of the trading partners and the customers was correlated between all 91 variables with the same direction correlation, resulting in a positive direction. Trading partners and customers had correlation coefficients ranging from 0.357 to 0.739 and 0.451 to 0.727, respectively, at a statistical significance of 0.01. Such correlation coefficients were lower than 0.80. Therefore, there is no problem of multicollinearity. Hence, it is suitable to use them to analyze the structural equation modeling.

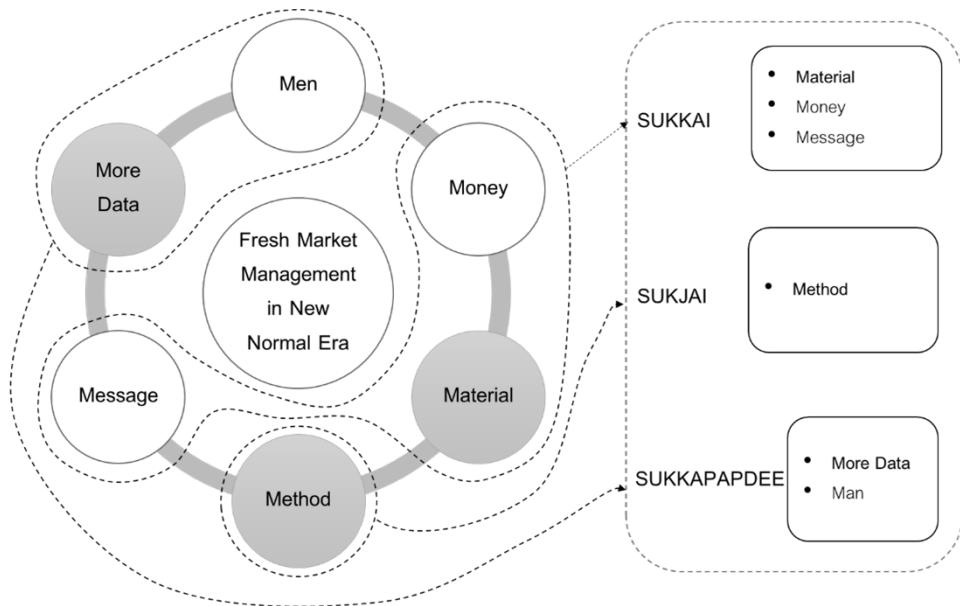
4) To find out the guidelines between fresh market management and the needs of trading partners and customers using Ying Charoen market as the case study.

According to the correspondence of causal effect on marketing mix and the needs of trading partners and customers in Ying Charoen Market, the researchers concluded in the new model of fresh market management in accordance with the needs. The model was classified into three groups per figure 2.



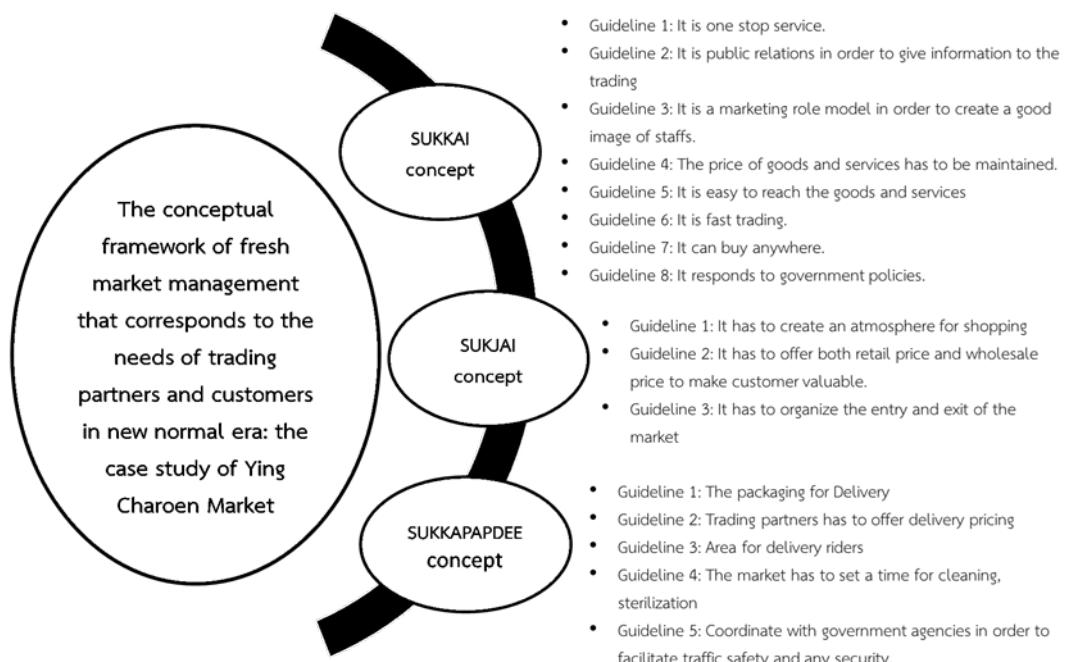
**Figure 2** The Classification of the correspondence of causal effect on marketing mix and the needs of trading partners and customers in Ying Charoen Market

From the figure 2, it found that highest variable on causal effect on marketing mix and the needs of trading partners and customers in Ying Charoen Market was method, following by material and more data respectively. Each variable of management had differently affected on marketing mix. Therefore, the conclusion can be concluded in figure 3.



**Figure 3** The process of the correspondence of causal effect on marketing mix and the needs of trading partners and customers in Ying Charoen Market to the concepts of new fresh market management in the new normal era.

According to figure 3, the researchers were grouping the three variables which had the highest affected on the model into 3 groups. The first group was based on SUKKAI which consisted of material, money and message. The second group was based on SUKJAI which consisted of method. Finally, it was based on SUKKAPAPDEE which consisted of men and more data. Consequently, the model can be grouped into 3 concepts and 16 guidelines per the following figure.



**Figure 4** The conceptual framework of fresh market management that corresponds to the needs of trading partners and customers in new normal era: the case study of Ying Charoen Market

According to figure 4, it can be concluded as follows:

1. SUKKAL concept means the process of fresh market management of trading partners and customers in human resource management, raw material, equipment, facilities including available services, building confidence with buying and selling at Ying Charoen Market. This concept can be classified into 8 guidelines.

Guideline 1: It is one stop service. The customers can buy any variety goods, rare items goods or not sold in the supermarket. The trading partners have to provide the variety of goods, seasonal goods, local product as well as trending products.

Guideline 2: It applies public relations in order to give information to the trading partners and customers. The market has to make a public relation in rotation of each trading partners. Moreover, it has to be communicated in three languages and pictures: Thai, English, and Burmese. Website, Facebook and any channel of public relations had to promote to trading partners and customers in order to recognize the products and services at the market.

Guideline 3: It is a marketing role model in order to create a good image of staffs. It has to reward a good service, and smiling and cheerful staff in order to be a good staff model for others. Besides, a role model of trading partners may be the one who can find success in their life such as providing a good education for their descendent. Consequently, the other trading partners will be confident in financial trading at Ying Charoen Market.

Guideline 4: The price of goods and services has to be maintained in order to create the customer's confidence both selling at stalls and through ordering from delivery services. Ying Charoen Market has to maintain the price for trading partners during the increasing costs.

Guideline 5: It is easy to reach the goods and services at Ying Charoen Market because of traffic facilitation. Parking is also available for both trading partners and customers as well as trading through delivery.

Guideline 6: It is fast trading. The market has to provide a fast service on goods to match the presented fast paced lifestyle. Ying Charoen Market increases the convenience of entering and exiting the market for pedestrians and car parking for customers by arranging effective traffic routes. These traffic routes will help to decrease the traffic jams accumulated on public road.

Guideline 7: It can be bought anywhere. Ying Charoen Market and trading partners are collaborating on selling online. Customers can ask any questions of goods via Line or Facebook including delivery service through KERRY, POSTOFFICE, Lineman.

Guideline 8: It responds to government policies. Customers can use government projects such as the Half-Person project and state welfare card at Ying Charoen Market. The market offers training on government policies to trading partners. Furthermore, the market has a campaign on cashless payment for goods.

2. SUKJAI concept means the process of managing a market with methods and procedures in the new normal era. The objectives are to create easy, convenient, and fast trading activities. It consists of three guidelines.

Guideline 1: It has to create a convenient atmosphere for shopping at Ying Charoen Market in order to stimulate shopping and encourage customers for buying more products from trading partners. Furthermore, Ying Charoen Market has to cooperate with trading partners to organize various activities to stimulate shopping.

Guideline 2: It has to offer both retail prices and wholesale prices to create value for the customer. Trading partners should set prices for retail and wholesale. However, the setting price should not differ greatly between each trading partner in order not to compete at a lower price. This situation may lead to splitting up trading partners in the market.

Guideline 3: It has to organize the entry and exit of the market in order to facilitate trading partners. Ying Charoen Market provides good car traffic management, zoning of products, and delivery time for transporting raw materials to sell at the market in order to avoid inconveniencing customers.

3. SUKKAPAPDEE concept means the process of managing the market after trading activities between trading partners and customers. Ying Charoen Market practices various information of the current situation in form of delivery on cleanliness and standardize hygiene of the fresh market. It consists of 5 guidelines.

Guideline 1: The packaging of the product has to be in perfect condition as fresh as if the customers bought the product by themselves. Ying Charoen Market also recommends packing methods to each trading partners to deliver fresh and clean goods for customers.

Guideline 2: Trading partners have to offer delivery pricing including shipping cost based on distance in order to clarify the pricing system to customers. Customers who find it inconvenient to go the market have an alternative for ordering fresh goods.

Guideline 3: Ying Charoen Market has to arrange a delivery area for delivery riders to park their motorcycles in order to increase and speed up the ordering of products through delivery as fast as possible.

Guideline 4: The market has to set a time for cleaning and sterilization in order to maintain the hygiene of the fresh market. Ying Charoen Market has clarified the cleaning schedule on each zone. Trading partners have to look after and clean their stalls while the Ying Charoen Market has to look after the overall cleaning and sterilization of common areas such as the parking lots and pedestrian walkways.

Guideline 5: Ying Charoen Market has to coordinate with government agencies in order to facilitate traffic safety and any security.

## Discussion

1) To study interrelationship between fresh market management and the needs of trading partners in the new normal era using Ying Charoen market as the case study. According to the study, there was a level demand of fresh market management trading partners in new normal era at Ying Charoen Market through social media such as Facebook, Line, and website, which could be communicated between trading partners and customer. Therefore, the executives played an important role on social media communication to meet trading partners and customer's needs. The results were consistent with Wachiratripob (2015) who found that the commitment from the executives was influenced on passing the standard of fresh market criterion. The role of executives in management on arranging facilities, equipment, clean and fresh products with sufficiency quantity of products were affected on fresh market management. All of them were important to deal with management in the new normal era.

2) To study the relationship between fresh market management and the customers in the new normal era using Ying Charoen market as the case study. The need of customers who came to buy products at Ying Charoen Market was press released on hygiene material and equipment using in the market. Moreover, the products had to clean, fresh, good quality, and with sufficiency quantity of products. The results were consistent with the results were consistent with Phromreesi and Phomanee (2017) who found that product diversity is a marketing factor that affects customer purchasing behavior of community businesses in Bang Khen area. In addition, the dissemination of reliable news through the website. Or through various channels of the market, it is important to build confidence for customers to buy products at the market in the new normal era. The news released via web site or any social media also effects on the customers confidence in new normal era.

3) To study the correspondence between fresh market management and the needs of trading partners and customers using Ying Charoen market as the case study. The variables were directly affecting on Ying Charoen Market management including marketing mix, working procedures, people, money, and sufficiency information. The marketing mixed on people, place, product or services, process, physical and political were indirectly affecting on Ying Charoen Market management. The results were consistent with Khumhaeng et al. (2018) who found that the modern marketing management had a causal relationship to the success of modern marketing management for entrepreneurs to Thailand 4.0.

4) To find out the guidelines between fresh market management and the needs of trading partners and customers using Ying Charoen market as the case study. According to conceptual framework, the fresh market management that corresponds to the needs of trading partners and customers in the new normal era; the case study of Ying Charoen Market could be classified into 3 concepts: 1) SUKKAI was the management process before entering the market; 2) SUKJAI was the management process in the market and 3) SUKKPAPDEE was the management process after trading activities. All of them were guidelines for adaptation of fresh market in new normal era. Moreover, the technology and social media were used to increase channel on buying products as well as respond on customers who wanted speedy, convenience on shopping themselves. The results were consistent with Gaikwad and Kate (2016) who found that traditional marketing would replace by electronic marketing. Zhu and Gao (2019) were also found that the retail marketing would be more integrating with technology by using social media to communicate with customers. Besides, it was consistent with Leong et al. (2021) also found that adaptation during COVID-19 outbreak was using information technology, social media and E-commerce to promote economics and development. According to the results of this research as well as the related researches, it can be seen that it is necessary for the markets to adapt to the new normal. Such adjustment requires cooperation from all parties involved. This was consistent with the report of Amsa-ard and Siriwong (2017) which reported that the key factors in the development of the market to be successful and well-known were the unity and cooperation of the community together with the government.

## Recommendations

1. Applying the fresh market management guidelines the needs of partners and customer in new normal era: the case study of Ying Charoen Market to adapt in new normal era and bringing the practice shortcoming to improve and develop to meet the partners and customer's needs.
2. Developing the Ying Charoen Market to be learning center of new normal market in order to be operational market model of new normal era.

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