

Appendix

มหาวิทยาลัยราชภัฏธนบุรี

Appendix A

List of Experts for Research Instrument Assessment

มหาวิทยาลัยราชภัฏธนบุรี

List of Experts for Research Instrument Assessment

1. Assoc. Prof. Dr. Siripapun Leephajaroen
Faculty of Business Administration and Management
Ubon Ratchathani Rajabhat University
2. Asst.Prof. Nitidetch Koothongsumrit
Faculty of Science
Ramkhamhaeng University
3. Asst. Prof. Dr. Weerawit Piyanonthasin
Mae Hong Son College
Chaing Mai Rajabhat University

มหาวิทยาลัยราชภัฏธนบุรี

No. 0642.09 (R)/243



Graduate Study Program
Dhonburi Rajabhat University
172 Hwaraphap Rd., Thonburi
Bangkok 10600

June 6, 2023

Subject : Invitation Letter for Expert to Validate Research Instruments

Dear : Assoc. Prof. Dr.Siripapun Leephajaroen

Mr.Mu Yang, a graduate student in MBA (Master in Business Administration Program) of Dhonburi Rajabhat University, is currently working on his independent study entitled "Research on Sustainable Competitive Advantage Strategy of Leading Electric Vehicle Enterprises", having Asst. Prof. Dr.Jirapong Ruangoon as his principal advisor.

In lieu with this, the Graduate Study Program would like to request your expertise to validate the research tools used. Details will be informed by the researcher onwards.

We hopefully could have your assistance on this matter as to further academic benefits and would hereby like to express our thanks to you.

Best regards,

A handwritten signature in black ink that reads "Sirikun".

(Lect. Sirikun Buakaw)
Director of Graduate Study Program

Graduate Study Program
Tel. 0-2890-1801 ext. 5
E-mail graduate@dru.ac.th
Website <http://grad.dru.ac.th>

I hereby approve the research instrument validity.

A handwritten signature in black ink that reads "Siripapun Leephajaroen".

(Assoc. Prof. Dr.Siripapun Leephajaroen)

Date _____

*Remark: This letter would be failed for reference use with the absence of expert's signature.

No. 0642.09 (4)/243



Graduate Study Program
Dhonburi Rajabhat University
172 Itsaraphap Rd., Thonburi
Bangkok 10600

June 6, 2023

Subject: Invitation Letter for Expert to Validate Research Instruments

Dear Asst. Prof. Dr. Weerawit Piyanonhasin

Mr. Mu Yang, a graduate student in MBA (Master in Business Administration Program) of Dhonburi Rajabhat University, is currently working on his independent study entitled "Research on Sustainable Competitive Advantage Strategy of Leading Electric Vehicle Enterprises", having Asst. Prof. Dr. Jirapong Ruanggoon as his principal advisor.

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We hopefully could have your assistance on this matter as to further academic benefits and would hereby like to express our thanks to you.

Best regards,

Sirikun

(Lect. Sirikun Buakeaw)
Director of Graduate Study Program

Graduate Study Program
Tel. 0-2890-1801 ext. 5
E-mail: graduate@dru.ac.th
Website: <https://grad.dru.ac.th>

I hereby approve the research instrument validity.


(Asst. Prof. Dr. Weerawit Piyanonhasin)

Date: _____

*Remark: This letter would be failed for reference use with the absence of expert's signature.

No. 0642.09 (4)/๖43



Graduate Study Program
Dhonburi Rajabhat University
172 Itsaraphap Rd., Thonburi
Bangkok 10600

June 6, 2023

Subject Invitation Letter for Expert to Validate Research Instruments

Dear Asst. Prof. Dr.Nitidetch Koochathongsumrit

Mr.Mu Yang, a graduate student in MBA (Master in Business Administration Program) of Dhonburi Rajabhat University, is currently working on his independent study entitled "Research on Sustainable Competitive Advantage Strategy of Leading Electric Vehicle Enterprises", having Asst. Prof. Dr.Jirapong Ruanggoon as his principal advisor.

In lieu with this, the Graduate Study Program would like to request your expertise to validate the research tools used. Details will be informed by the researcher onwards.

We hopefully could have your assistance on this matter as to further academic benefits and would hereby like to express our thanks to you.

Best regards,

Sirkun

(Lect. Sirkun Buskeaw)
Director of Graduate Study Program

Graduate Study Program
Tel. 0-2890-1801 ext. 5
E-mail. graduate@dru.ac.th
Website <https://grad.dru.ac.th>

I hereby approve the research instrument validity.

A handwritten signature in blue ink, appearing to read "Dr. Nitidetch Koochathongsumrit".

(Asst. Prof. Dr.Nitidetch Koochathongsumrit)

Date

*Remark: This letter would be failed for reference use with the absence of expert's signature.



คณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยราชภัฏธนบุรี
172 ถนนอิสรภาพ เขตธนบุรี กรุงเทพมหานคร 10600 เบอร์โทรศัพท์ 02 890 0001
Dhonburi Rajabhat University Institutional Review Board
172 Itsaraparb Rd., Thonburi, Bangkok 10600 Tel No. 662 890 0001

เอกสารรับรองการพิจารณาโครงการจริยธรรมวิจัยในมนุษย์แบบยกเว้น
Certificate of Exemption from Human Research Ethics Review

หมายเลขเอกสารรับรอง (COE NO.) 026/2566

หมายเลขคณะกรรมการจริยธรรมการวิจัยในมนุษย์ (REC NO.) DRUIRB-GOV-66-00015

ชื่อโครงการ (Research title) :

(ภาษาไทย) -

(English) Research on Sustainable Competitive Advantage Strategy of Leading Electric Vehicle Enterprises

เลขที่โครงการวิจัย (Research number) : 027/2566

ผู้วิจัยหลัก (Principal investigator) : (ภาษาไทย) -

(English) Mr. Mu Yang

หน่วยงานที่สังกัด (Institutional affiliation) : Master of Business Administration Program, Faculty of Management
Science, Dhonburi Rajabhat University

ผู้วิจัยร่วม (Co-investigators) : (ภาษาไทย) -

(English) -

หน่วยงานที่สังกัด (Institutional affiliation) :

โครงการวิจัยนี้ ได้รับการรับรองจากคณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยราชภัฏธนบุรี

This research project is approved by Dhonburi Rajabhat University Institutional Review Board

วันที่รับรอง (Certified date) : 27 มิถุนายน 2566 (June 27th, 2023)

(ดร. ผ่องศรี เวสราช์/ Dr. Phongsri Waysarach)

ประธานคณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยราชภัฏธนบุรี
Chairperson of Dhonburi Rajabhat University Institutional Review Board

หมายเหตุ : 1. ไม่ต้องส่งรายงานความก้าวหน้า
2. ส่งรายงานการวิจัยฉบับสมบูรณ์ พร้อมแบบฟอร์มรายงานผลสรุปการวิจัย (DRU - IRB Form 14-01/2.0) เมื่องานวิจัยแล้วเสร็จ

Remarks: 1. No requirement for progress report.
2. When complete the research, please submit a full research report and the research report form (DRU - IRB Form14-01/2.0).

Appendix B

The Analysis Current Situation of A Co Market Competitiveness

มหาวิทยาลัยราชภัฏธนบุรี

The Analysis Current Situation of A Co Market Competitiveness

Dear Ladies / Sir:

I would like to express my gratitude for sparing some time from your busy schedule to complete this questionnaire. Our research focuses on A Co's new energy vehicles, and I am interested in gathering information about your background. The purpose of this questionnaire is to examine and analyze the current competitiveness of A Co. Rest assured that this questionnaire is anonymous, and your personal information will remain confidential. Kindly complete it attentively, and thank you for your cooperation!

I Basic information

1. Gender:

- Male Female

2. Age:

- Under 30 years old 30-40 years old
 41-50 years old Over 50 years old

3. Level of education:

- Senior high school and below Junior college
 Undergraduate Master degree or above

4. Post:

- Grassroots staff Middle management
 Top executives

5. Income:

- 5,000 yuan 5,001-7,500 yuan
 7,501-10,000 yuan 10,000 yuan

II The investigation of the current situation of market competitiveness in A Co

1. The situation of market competitiveness

(1) Where do you get information about automobiles?

- | | |
|--|---|
| <input type="checkbox"/> Advertising network | <input type="checkbox"/> Introduction by others |
| <input type="checkbox"/> Auto show | <input type="checkbox"/> TV magazine |
| <input type="checkbox"/> Net | <input type="checkbox"/> Magazine |
| <input type="checkbox"/> Broadcast | |

(2) Which service do you want most after buying a car?

- Free rescue and maintenance knowledge
- Free inspection
- Free maintenance of driving skills
- Safety knowledge
- Extended service period
- Spare parts discount
- Others

(3) How familiar are you with BYD cars?

- Be familiar with
- Generally know
- Not clear

(4) What do you think of A Co's cost performance?

- | | |
|--|---|
| <input type="checkbox"/> Average price/performance ratio | <input type="checkbox"/> High price/performance ratio |
| <input type="checkbox"/> Low price/performance ratio | <input type="checkbox"/> Unclear. |

(5) What's your attitude towards the future of A Co's new energy vehicles?

- | | |
|---|---|
| <input type="checkbox"/> The prospect is good | <input type="checkbox"/> Difficult to develop |
| <input type="checkbox"/> Not clear | |

2. The consumer purchase factors

(1) Do you think the current price of A Co is reasonable?

- | | |
|-----------------------------------|---|
| <input type="checkbox"/> Too high | <input type="checkbox"/> Basically reasonable |
| <input type="checkbox"/> Too low | |

(2) What do you think of A Co's cost performance?

- | | |
|--|---|
| <input type="checkbox"/> High cost performance | <input type="checkbox"/> average cost performance |
| <input type="checkbox"/> Low cost performance | <input type="checkbox"/> Unclear. |

(3) If you buy A Co new energy vehicles, the acceptable price(yuan) is (multiple choice questions).

- | | |
|--|---|
| <input type="checkbox"/> Under 50,000 | <input type="checkbox"/> 50,000-100,000 |
| <input type="checkbox"/> 100,001-150,000 | <input type="checkbox"/> 150,001-200,000 |
| <input type="checkbox"/> 200,001-500,000 | <input type="checkbox"/> 500,000 or more. |

(4) Why you don't choose A Co's new energy vehicle (multiple choice questions)?

- | | |
|---|---|
| <input type="checkbox"/> Price factor | <input type="checkbox"/> Lack of popularity of charging piles |
| <input type="checkbox"/> Immature technology. | <input type="checkbox"/> Don't know |
| <input type="checkbox"/> Others | |

(5) As a consumer, what aspects of A Co's new energy vehicles are you most concerned about? (multiple choice questions)?

- | | |
|--|--|
| <input type="checkbox"/> Power endurance price | <input type="checkbox"/> Endurance |
| <input type="checkbox"/> Price | <input type="checkbox"/> Appearance |
| <input type="checkbox"/> Supporting facilities | <input type="checkbox"/> National subsidy policy |
| <input type="checkbox"/> Environmental protection effect | <input type="checkbox"/> Maintenance cost |

3. The competitor analysis

(1) What do you think of the brand influence of A Co's new energy vehicles?

- | | |
|--|--|
| <input type="checkbox"/> Great influence | <input type="checkbox"/> Average influence |
| <input type="checkbox"/> small influence | |

(2) Compared with other domestic automobile brands, do you think the comprehensive performance of A Co's new energy vehicles is relatively excellent?

- | | |
|-----------------------------------|---|
| <input type="checkbox"/> Agree | <input type="checkbox"/> Relatively agree |
| <input type="checkbox"/> Disagree | |

(3) Compared with other brands of new energy vehicles, what do you think are A Co's competitive advantages? (multiple choice questions)

- | | |
|--|--|
| <input type="checkbox"/> Product price | <input type="checkbox"/> Product quality |
| <input type="checkbox"/> Core technology | <input type="checkbox"/> Product policy |
| <input type="checkbox"/> Overall service | |

(4) What do you think are the disadvantages of A Co compared with other brands (multiple choice questions)?

- Brand awareness is low,
- manufacturing process is not fine enough,
- Performance is not good enough
- Low safety
- Insufficient technical strength
- poor maintenance service

(5) Would you recommend A Co to others?

- No
- Yes
- Unclear

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Appendix C

The Analysis Forms

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The Analysis Forms

1. PESTEL Analysis Form

Category	Sub-Categories	Factors
Political	government stability, regulations, trade agreements, and taxes.	<ul style="list-style-type: none"> ● ● ● ● ●
Economic	inflation rates, interest rates, and currency exchange rates	<ul style="list-style-type: none"> ● ● ● ● ●
Social	demographic changes, cultural attitudes, and consumer behavior	<ul style="list-style-type: none"> ● ● ● ● ●
Technology	the level of innovation in the industry, technological advancements, and the impact of automation	<ul style="list-style-type: none"> ● ● ● ● ●

Category	Sub-Categories	Factors
Environment	environmental regulations, carbon footprint, and sustainability initiatives	<ul style="list-style-type: none"> ● ● ● ● ●
Legal	labor laws, intellectual property rights, and product safety regulations	<ul style="list-style-type: none"> ● ● ● ● ●

2. Core Competence Analysis Form

Competence	What does this competency allow us to do?	How strategic is it for the future? (1 = Low; 10 = High)	Can competitors copy it? (1=Easy; 10=Hard)	Score of 15 or higher indicates strategic capability & likely differentiator
Company profile				
Technological innovation ability				

Appendix D

The Questionnaire

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The Questionnaire

	Factors	Items	Score
Development Status of Core Competitiveness of A Co New Energy Vehicles	Technological innovation ability	<ol style="list-style-type: none"> 1. A Co's independent research and development capability is relatively good, and its research and development system is relatively perfect; 2. A Co's R&D organizational structure is perfect; 3. The division of labor between technology research and development departments is clear; 4. A Co has an advanced power platform, which can be compatible with different automobile power applications. 	
	Production service capacity	<ol style="list-style-type: none"> 1. A Co has a large production capacity; 2. A Co's supporting facilities are perfect; 3. All-round coverage of A Co product framework; 4. The supply chain system of A Co products is mature; 	
	Marketing service capability	<ol style="list-style-type: none"> 1. A Co's sales channels are diversified 2. A Co brand promotion, promotion efforts. 3. A Co's car promotion activities have various forms. 4. A Co's sales policy is relatively perfect. 	
	Financial management ability	<ol style="list-style-type: none"> 1. A Co's overall revenue situation is good; 2. A Co's overall turnover increased slightly; 3. A Co's overall profit margin is high. 	

	Factors	Items	Score
	After-sales service capability	<ol style="list-style-type: none"> 1. A Co has a certain scale of after-sales service 4S stores. 2. A Co's after-sales service system is perfect; 3. A Co's after-sales service has good handling efficiency and high customer satisfaction. 4. A Co's after-sales service personnel have a high comprehensive level. 	

มหาวิทยาลัยราชภัฏธนบุรี

Appendix E

Questions for Expert Interview

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Questions for Expert Interview

1. What are the competitive advantages of A Co's new energy vehicles?
 - a) Technology
 - b) Price
 - c) Policies
 - d) Supply Chain
 - e) Market share
2. What are the main risks faced by A Co's new energy vehicles?
 - a) Insufficient brand awareness
 - b) The effectiveness of marketing strategies is not significant
 - c) Imperfect promotional strategy
 - d) Limited promotion in domestic and international markets
 - e) The threat of substitutes (Xiaopeng Motors, Tesla)
3. What suggestions do you have for improving the competitiveness of A Co's new energy vehicles?
 - a) Strengthen supply chain integration
 - b) Actively carry out industry strategic cooperation
 - c) Enhancing core technologies of new energy
 - d) Increase market penetration
 - e) Enhance brand awareness
 - f) Improve the production level of enterprises
4. Questions for SOTAR Analysis

SOTAR	Questions
Strengths	<ul style="list-style-type: none"> ● What are the core competencies of A Co Company that give it a competitive advantage in the electric vehicle industry? ● In your opinion, what sets A Co Company apart from its competitors in terms of product quality, innovation, or customer experience? ● How does A Co Company leverage its strengths to create value for its customers and stakeholders?

SOTAR	Questions
Opportunities	<ul style="list-style-type: none"> ● What external trends or factors do you see as particularly relevant to A Co Company's sustainable competitive advantage strategy? ● Are there any emerging markets or segments within the electric vehicle industry that you think A Co Company should focus on? ● How can A Co Company take advantage of partnerships, collaborations, or other opportunities to expand its reach and influence in the industry?
Threats	<ul style="list-style-type: none"> ● What external trends or factors do you see as potential threats to A Co Company's sustainable competitive advantage strategy? ● Are there any emerging competitors or disruptive technologies that could challenge A Co Company's position in the industry? ● How is A Co Company preparing for and mitigating potential threats to its business?
Aspirations	<ul style="list-style-type: none"> ● What is A Co Company's long-term vision for its role in the electric vehicle industry, and how does it align with the company's values and mission? ● What are some of the key challenges or obstacles that A Co Company faces in achieving its aspirations, and how is the company working to overcome them? ● How does A Co Company foster a culture of innovation, creativity, and continuous improvement to achieve its aspirations?
Results	<ul style="list-style-type: none"> ● What specific outcomes or goals is A Co Company striving to achieve with its sustainable competitive advantage strategy? ● How does A Co Company measure progress and success in achieving these outcomes or goals, and what are some of the key performance indicators (KPIs) that the company uses? ● What impact has A Co Company's sustainable competitive advantage strategy had on its stakeholders, including customers, employees, and shareholders?

Thank you so much! Best wishes to you!

Biography

Name Mu Yang
Day Month Year of Birth 06 10 1991
Domicile Qingzhou City, Shandong Province, China

Academic Background

2013 Bachelor of Finance, Shandong University of Finance and Economics
2023 Master of Business Administration
Dhonburi Rajabhat University

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