THAI MULTINATIONAL COMPANIES AND THEIR CORPORATE BRANDING IN THE ASEAN REGION

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ABSTRACT

Title of Dissertation	THAI MULTINATIONAL COMPANIES AND THEIR CORPORATE BRANDING IN THE ASEAN REGION
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The objectives of the study, Thai multinational companies and their corporate branding in the ASEAN region, are to study the process of corporate branding of multinational companies in Thailand, to study the process of corporate branding of multinational companies in the ASEAN region.to study the factors based on the branding process of domestic organizations and expansion to ASEAN and to summarize data based on the corporate branding model for Thai multinational companies to expand to the ASEAN region. The study used qualitative research through conducting in-depth interview with key informants from 6 corporations, consisting of two from service sector, two from industrial sector and another two from agriculture sector. The selection of these key informants is in accordance to Thailand's 20-year National Strategy, in which these corporations are included. Additionally, they are listed in the Stock Exchange of Thailand, and ranked in the top 10 highest brand value by the Faculty of Commerce and Accountancy, Chulalongkorn University. Additionally, the in-depth interview was conducted with other experts from both academic and business sectors, supplementing the main analysis derived from the key informants. Furthermore, quantitative research was also implemented through surveys with recipients of messages, both domestic and international

The results of the process of brand building in all organizations is usually in alignment with the corporate strategies, in order to steer the organization towards the desired direction. The process consists of 1) assessment of brand positioning to identify strengths and weaknesses and bridge business gaps; 2) identifying targets and designing key messages as a part of marketing communication plan, and preparing a back-up as contingency solution; 3) analyzing competitors to differentiate and develop for the better,

as well as being prepared for both defensive and offensive approaches; 4) analyzing target audience and communicate in the way that attracts or satisfies them; 5) identifying interventions and their execution plan, which is flexible enough to be adjusted in any case of unexpected events, and monitoring closely to ensure a proper progress with contingency plan at disposal; and 6) measuring performance results against plan and identifying lesson learned from mistakes, and putting Knowledge Management in place to provide opportunities to learn from both achievements and failures. The process of brand building in ASEAN share a similar approach with the process in Thailand, however differences from the process found in Thailand include 1) a thorough study of cultural, social, technological and economic aspects to understand the business fundamentals of the target countries and 2) human and natural resources required, in order to build trustworthiness among people, which advocate and protect the brand itself. The internal factors which impacts brand building process of Thai businesses in ASEAN include 1) Human factor, including employees of each organization, 2) Tools and working resources, 3) Financial investment and 4) Work process. The external factors which impacts brand building process of Thai businesses in ASEAN include 1) Social, legal, and cultural factors, 2) Political factor, 3) Technological factors and 4) Economic factors.

According to qualitative research through in-depth interview with key informants, who are top management staff responsible for brand building, and quantitative research through survey of organizations to cross-verify the information gained, together with in-depth interview with the experts in the business and academic sectors, the researcher concludes the 4 brand building processes in ASEAN, which are 1) Brand Analysis, 2) Brand Identity, 3) Brand Implementation, and 4) Brand Assessment.

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CHAPTER 1

INTRODUCTION

1.1   STATEMENT AND SIGNIFICANCE OF THE STUDY

Brand building has been the significant concern in companies of all sizes for their customers' accessibility and recognition. This is especially true in private companies. Business growth in these companies has been strongly increased leading to higher competitiveness in several aspects such as price, quality, and marketing. One of their strategies is to expand the business at the international level for enhancing business opportunities. Thus, brand building for customer's recognition in other countries is very challenging.

Good corporate brand is powerful as a navigation tool for business operation. It is related to all stakeholders including employees, shareholders, and customers. They also revealed that the effectiveness of brand building management is originated from the balance of internal and external factors of the organization. Employees in particular are required to participate in the brand building management since they are important people to deliver the company's value to all related external stakeholders.

Branding has been a significantly interesting issue since 1984. Several scholars from the American Marketing Association defined 'Brand' as a word, a symbol, a logo, a design, or anything, which truly represents product or service identity of seller for product differentiation among their competitors. However, (Grassl, 2000) criticized that the brand is not only a logo or symbol. Hence, Alvin A. Achenbuam concluded that 'Brand' is a combination of 1) customer's perception related to product characteristics and its functions; 2) its name and product positioning; and 3) company's relationship to a particular product. This definition of brand is more complex than that of the American Marketing Association.

In the era of globalization since the 21st century, political, economic, social, and technology factors have been rapidly changed. Technology, in particular, connects the world for communications improvement. People and society have focused more on the corporate image, which is currently important for the business operation.

In Thailand, most executives focus on the brand building rather than the corporate brand, because they believe that brand can increase sales volume. As for corporate brand building, they lack confidence for its return on investment and do not fully understand its importance.

At the global scale, corporate brand building has been highly valued by brands such as Apple, Amazon, eBay, and Google. Their corporate brand building has been very beneficial for both long and short term competiveness. Therefore, the brand building nowadays does not only focus on the product or service, but also corporate brand building.

The corporate brand as the commitment between corporate itself and its stakeholders. The commitment will be communicated to every department within the organization and will reflect its unique characteristics. And also agreed with Belmer in regards to the unique characteristics of the corporate. It would depend on the customers' perception in terms of customers' recognition and needs (Ropo, 2009).

The corporate should select a name or symbol as a brand representative that customers will recognize when they buy it. This would reduce the marketing expense and accelerate brand building in aspect of customers, businesses, employees, and suppliers. Foo explained that brand-building process is meaningful and related to customers, employees, and suppliers (Foo, Lowe, & Foo, 2001).

In Thailand, many companies have implemented the corporate brand building strategy for enhancing their competitiveness. However, some of them have not permitted the employees, stakeholders, customer, and society participation in the process which all mentioned parties are significant as internal and external to the business operations.

From aforementioned review, it could be clearly seen that the corporate brand is an integration of stakeholders' involvement process. Corporate brand would firstly be initiated from the mission and vision from the process of brainstorming of all internal and external stakeholders. Mission and vision would lead to the commitment

development of the corporate brand and then deliver this value to the external customers through employees. Thus, the corporate brand building does not mainly focus on the short-term growth, but also more competitiveness in the long-term growth as well.

For a successful corporate brand building, top management level is the key policy maker. A successful corporate brand building would develop the business operations' sustainability, because the brand is already recognized and acknowledged by the customers and the society. Corporate brand building must firstly understand the customers' needs and provide the needs with product or service at the reasonable price later as well as building relationship with the customers. More importantly, business sustainability must rely on the sales growth gradually with the needs of effective planning and corporate brand building strategy.

The matter of business size does not directly relate the business growth. It requires a great understanding, knowledge, patience of changes both controllable and uncontrollable factors. The gradual growth satisfaction is one of key success factors for the corporate sustainability.

Another key factor towards corporate sustainability is the readiness of the business expansion. The business expansion requires corporate readiness as well as challenging risk. However, corporate brand building is also another important factor for business expansion.

Many global brands have strongly expanded their businesses to many regions. They have to confront numerous obstacles and challenges. In Thailand, there are several questions that need answers. For instance, which Thai corporate has already expanded at the international level? Are they really ready to expand? Where to start? Are they going to survive at the global scale?

The aforementioned questions are really interesting issues for Thai businesses. There are several aspects for business expansion wherein ASEAN (Association of South East Asian Nations) is one of the great place for business investment. The objectives of ASEAN are to strenthening the region, creating opportuities and readiness for changes in aspect of political, stability, economic, and threats. People in the region must have better living standards especially in the economic activities. For this reason, there are so many potential corporates in Thailand interested in business expansion within ASEAN. This expansion would be advantagous for the domestic economy as

well as the potential employees to express their performances at the internation level. Moreover, there are more jobs provided for people in each particular country.

In 2017, The Office of the National Economic and Social Development Board of Thaialnd reported that the Gross Domestic Product (GDP) of Thailand can be categorized into three main sectors, namely the service sector which takes into account of 50%, 40% in the industrial sector ,and 10% in the agricultural sector. The Thai government has also strongly supported growth through Thai industrial development strategy version 4.0 in the next 20 years starting from 2017 to 2036. This support would enhance Thai industrial competitiveness at the internaiotnal level Also it increases the country's income, numbers of labor force, social development for nation's stability, prosperity, and sustainainbility (Ministry of Industry of Thailand, 2016). These mentioned sectors will be used as case studies for corporate branding.
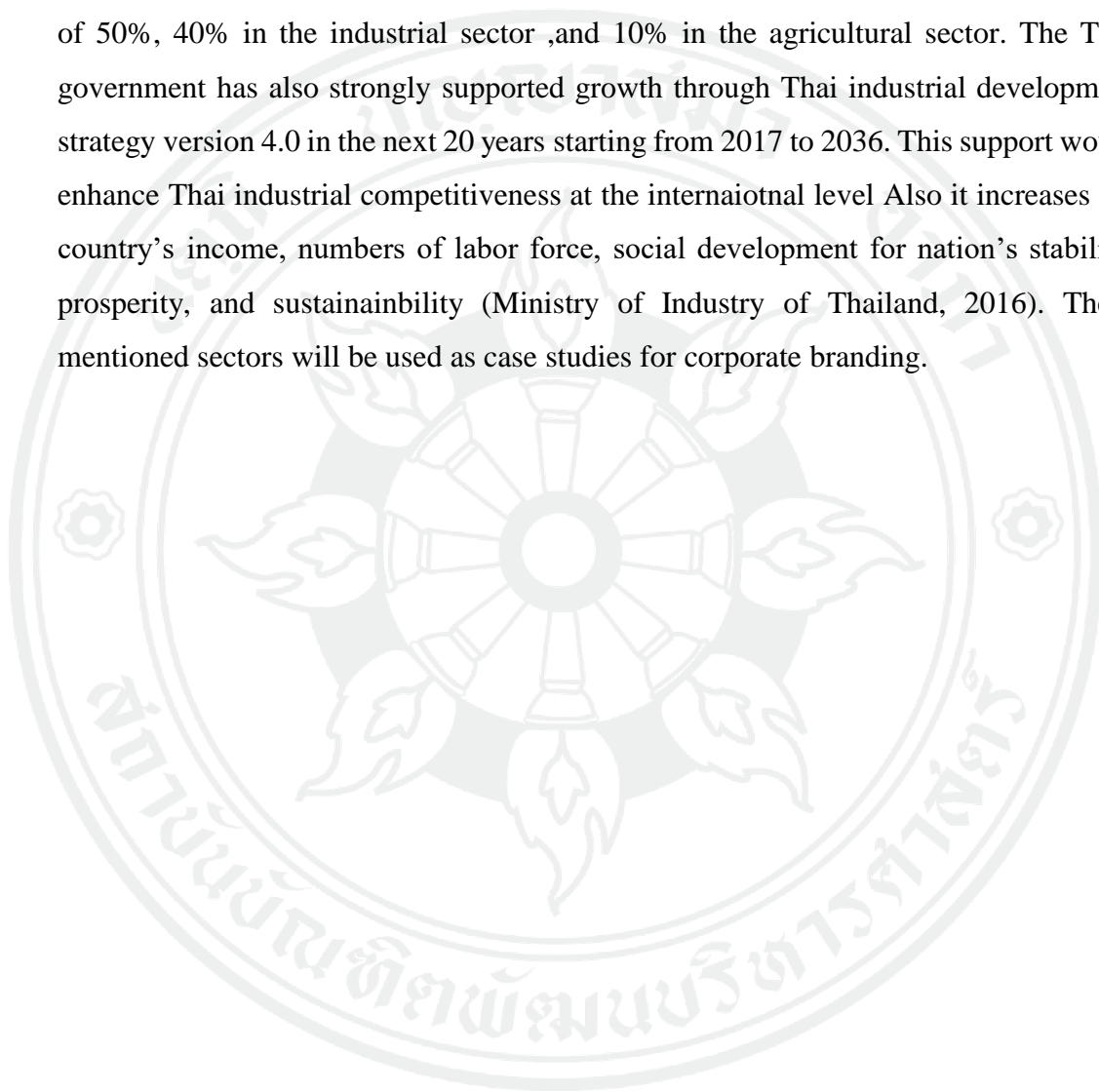
Table 1.1 Case of Thai multinational companies in service sector, industrial sector and
agricultural sector operating in Thailand.

Sector	Company/Information	Profitability in USD[1]
Service sector	THE SIAM COMMERCIAL BANK PUBLIC COMPANY LIMITED	1.39 billion
	KRUNGTHAI CARD PUBLIC COMPANY LIMITED	1.56 billion
	AIRPORTS OF THAILAND PUBLIC COMPANY LIMITED	3.08 billion
	KASIKORNBANK PUBLIC COMPANY LIMITED	1.63 billion
	CENTRAL PLAZA HOTEL PUBLIC COMPANY LIMITED	0.21 billion
	BANGKOK BANK PUBLIC COMPANY LIMITED	1.15 billion
Industrial sector	THE SIAM CEMENT PUBLIC COMPANY LIMITED	2.06 billion
	PTT GLOBAL CHEMICAL PUBLIC COMPANY LIMITED	1.12 billion
	SINO-THAI ENGINEERING AND CONSTRUCTION PUBLIC CO.,LTD.	0.10 billion
	CENTRAL PATTANA PUBLIC COMPANY LIMITED	1.09 billion
Agricultural sector	CHAROEN POKPHAND FOODS PUBLIC COMPANY LIMITED	0.60 billion
	UNIVANICH PALM OIL PUBLIC COMPANY LIMITED	0.23 billion
	MINOR INTERNATIONAL PUBLIC COMPANY LIMITED	0.58 billion
	SRI TRANG AGRO-INDUSTRY PUBLIC COMPANY LIMITED	0.05 billion
	SERMSUK PUBLIC COMPANY LIMITED	0.04 billion
	THAIFOODS GROUP PUBLIC COMPANY LIMITED	0.08 billion
	TIPCO FOODS PUBLIC COMPANY LIMITED	0.02 billion

According to the brand valuation assessment by the Faculty of Commerce and Accountancy, Chulalongkorn University during 2015 to 2016, the results showed that the highest brand value in service sector was the Siam Commercial Bank. Siam Cement Group was ranked as the highest brand value in the industrial sector. At the same time, the Charoen Pokphand Foods PCL was the highest brand value in the agricultural sector.

For the proposed case studies, the basic information as of December 31, 2016 according to the annual reports of these three companies are shown in the Table 1.1.

Table 1.2 Basic Information of the Selected Case Studies

Sector	Company/Information	Profitability in USD[1]	Corporate brand value in USD[2]	International business expansion
Service sector	THAI AIRWAYS INTERNATIONAL PUBLIC COMPANY LIMITED	1.39 billion	9.04 billion	China, Vietnam, Singapore, Laos, Cambodia, Myanmar, Philippines, Malaysia, Indonesia, Switzerland, USA, etc.
	BANGKOK DUSIT MEDICAL SERVICES PUBLIC COMPANY LIMITED	1.63 billion	5.15 billion	Vietnam, Laos, Cambodia, and Myanmar
Industrial sector	THE SIAM CEMENT PUBLIC COMPANY LIMITED	2.06 billion	8.95 billion	China, Vietnam, Singapore, Laos, Cambodia, Myanmar, Philippines, Malaysia, Indonesia, Switzerland, USA, etc.
	PTT GLOBAL CHEMICAL PUBLIC COMPANY LIMITED	1.12 billion	1.06 billion	Singapore, USA, France, Indonesia, Malaysia, Vietnam, UAE
Agricultural sector	CHAROEN POKPHAND FOODS PUBLIC COMPANY LIMITED	0.60 billion	2.90 billion	China, Vietnam, USA, India, Taiwan, Turkey, Russia, Poland, Laos, Cambodia, United Kingdom, etc.
	MITR PHOL SUGAR CORPORATION LIMITED**	N/A	N/A	Laos, China, Australia

Note 1: USD 1 = 34.31 as of June 10, 2017

    2: The information is referred from the brand valuation assessment by the Faculty of Commerce and Accountancy, Chulalongkorn University during 2015 to 2016

** Exceptional case study

      Therefore, business expansion especially in the ASEAN region would be an interesting issue particularly in the corporate branding. For instance, similarity and difference of the corporate branding process domestically and internationally, knowledge sharing of corporate branding from Thailand to other countries, and factors relevant to corporate branding in other countries.
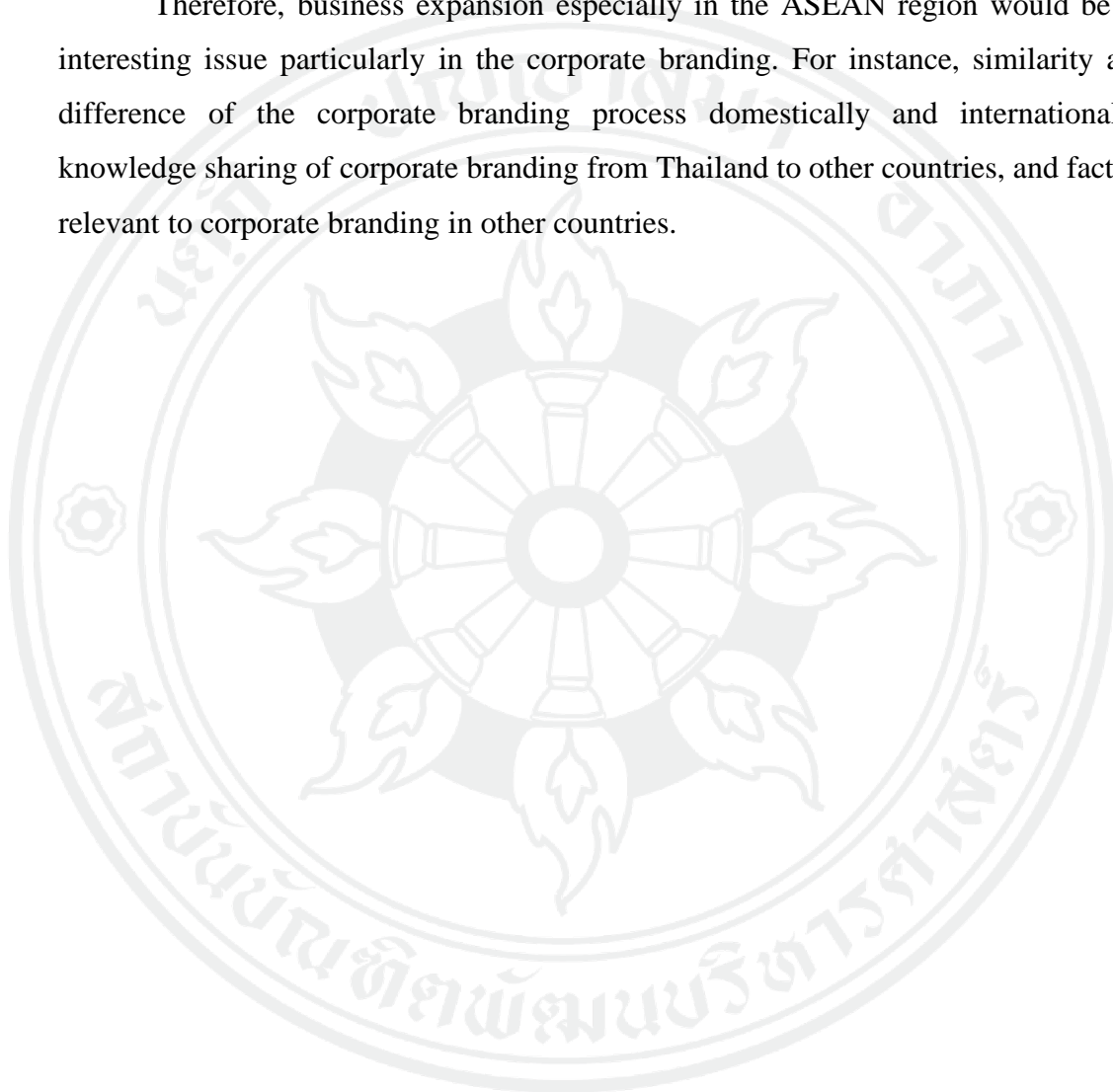
1.2   OBJECTIVES OF THE STUDY

1. To study the process of corporate branding of multinational companies in Thailand.

2. To study the process of corporate branding of multinational companies in the ASEAN region.

3. To study the factors based on the branding process of domestic organizations and expansion to ASEAN.

4. To summarize data based on the corporate branding model for Thai multinational companies to expand to the ASEAN region.

1.3   SCOPE OF THE STUDY

This study will focus on Thai corporate branding in the ASEAN region particularly in Vietnam, Laos, and Cambodia after the formal initiation of the ASEAN Economic Community (AEC). The selected study areas are companies founded by Thais with its headquarters located in Thailand. In addition, the company must expand its business to the ASEAN region. Hence, THAI AIRWAYS INTERNATIONAL PUBLIC COMPANY LIMITED, BANGKOK DUSIT MEDICAL SERVICES PUBLIC COMPANY LIMITED, THE SIAM CEMENT PUBLIC COMPANY LIMITED, PTT GLOBAL CHEMICAL PUBLIC COMPANY LIMITED, CHAROEN POKPHAND FOODS PUBLIC COMPANY LIMITED and MITR PHOL SUGAR CORPORATION LIMITED would be selected for case studies. This study will be based on qualitative research and quantitative research approach by conducting an in-depth interview with key informants as a primary data collection. Documentary research approaches will be used to collect secondary data. And tertiary data will include information from subject matter expert in corporate branding, marketing, international business and other. And also data collection would be conducted using a survey in Vietnam, Laos, and Cambodia by case study.

1.4   OPERATIONAL DEFINITION

Corporate brand is a product or service both tangible and intangible that is relevant to the selected study areas including the environment such as the trustiness, confidence, familiarity, experience, engagement, status, and characteristics.

Thai multinational company is a large company founded by Thais with its headquarters located in Thailand. In addition, the company must expand its business to the ASEAN region. The study based on service sector: THAI AIRWAYS INTERNATIONAL PUBLIC COMPANY LIMITED and BANGKOK DUSIT MEDICAL SERVICES PUBLIC COMPANY LIMITED, LIMITED and Thai medicals company, industrial sector: THE SIAM CEMENT PUBLIC COMPANY LIMITED and PTT GLOBAL CHEMICAL PUBLIC COMPANY LIMITED, agriculture sector: CHAROEN POKPHAND FOODS PUBLIC COMPANY LIMITED and MITR PHOL SUGAR CORPORATION.

ASEAN region is the business investment expansion to ten countries in ASEAN after formally joining the ASEAN Economic Community (AEC) focus on the Thai corporate branding in the ASEAN region particularly in Vietnam, Laos, and Cambodia.

Knowledge transfer process is the process of transferring knowledge and relevant data related to corporate brand building in Thailand and applies to the corporate brand building in the ASEAN market of the companies used for case studies.

1.5   EXPECTED BENEFITS OF THE STUDY

1. Development of corporate branding knowledge of Thai multinational companies.

2. Research findings would be utilized to develop solutions for corporate branding problems as well as the enhancement of the corporate branding for Thai multinational companies.

3. Research findings would be utilized to develop the corporate branding model for Thai multinational companies.

CHAPTER 2

CONCEPTUAL, THEORETICAL, AND LITERATURE REVIEW

The study of Thai multinational companies and their corporate branding in the ASEAN region will apply the conceptual, theoretical, and literature review as follows:

1. ASEAN Information
    a. ASEAN Market
2. International Business Management
    a. Intercultural Communication
    b. Internal and External Factors towards Corporate Brand Building
    c. Internal Organization Communication
3. Brand Building
    a. Integrated Marketing Communication
4. Literature Reviews
5. Research Framework

2.1 ASEAN Information

The Association of Southeast Asian Nations (ASEAN) was formed in 1967 by Indonesia, Malaysia, the Philippines, Singapore, and Thailand to promote political and economic cooperation and regional stability. Brunei joined in 1984, shortly after its independence from the United Kingdom, and Vietnam joined ASEAN as its seventh member in 1995. Laos and Burma were admitted into full membership in July 1997 as ASEAN celebrated its 30th anniversary. Cambodia became ASEAN's tenth member in 1999 (Kotler, 2015).

The ASEAN Declaration in 1967, considered ASEAN's founding document, formalized the principles of peace and cooperation to which ASEAN is dedicated. The ASEAN Charter entered into force on 15 December 2008. With the entry into force of

the ASEAN Charter, ASEAN established its legal identity as an international organization and took a major step in its community-building process.

The ASEAN Community is comprised of three pillars, the Political-Security Community, Economic Community and Socio-Cultural Community. Each pillar has its own Blueprint approved at the summit level, and, together with the Initiation of the ASEAN Integration (IAI) Strategic Framework and IAI Work Plan Phase II (2009-2015). They form the Roadmap for the ASEAN Community 2009-2015.

ASEAN commands far greater influence on Asia-Pacific trade, political, and security issues than its members could achieve individually. This has driven ASEAN's community building efforts based largely on consultation, consensus, and cooperation.

U.S. relations with ASEAN have been excellent since its inception. The United States became a Dialogue Partner country of ASEAN in 1977. Dialogue partners meet regularly with ASEAN at the working and senior levels to guide the development of our regional relations. In July 2009, Secretary Clinton signed the Treaty of Amity and Cooperation in Southeast Asia (TAC), which has greatly enhanced U.S. political relations with ASEAN (Kotler, 2015).

Every year following the ASEAN Ministerial Meeting, ASEAN holds its Post-Ministerial Conference (PMC) to which the Secretary of State is invited. In 1994, ASEAN took the lead in establishing the ASEAN Regional Forum (ARF), which now has 27 members and meets each year at the ministerial level just after the PMC

ASEAN Market

Current Economic Situation

ASEAN is a fast expanding trade bloc in Asia with a growing economic clout. With a combined population of over 630 million, ASEAN's aggregate size surpassing US$2.5 trillion in 2016 (Kotler, 2015).

Marking a major milestone in the regional economic integration agenda, the ASEAN Economic Community (AEC) was officially launched on 31 December 2015 to create a single market to enable an easier movement of goods, services, investment, capital and people across the region. The formal establishment of the AEC does not point to an end of the efforts in achieving further integration among the AEC countries, be it economic, political and socio-cultural. The AEC Blueprint 2025 was adopted by ASEAN leaders in November 2015, providing the broad directions through strategic measures in five areas for the AEC from 2016 to 2025 (Kotler, 2015).

If treated as a single entity, the AEC would be ranked as the third largest economy in Asia and the sixth largest in the world (after the US, China, Japan, Germany and the UK based on 2016 figures). Yet, the AEC is diverse in terms of income level. While the bloc has an average per capita income of around US$4,000, that of individual members ranges from a low of around US$1,300 in Cambodia to more than US$50,000 in Singapore.

The ASEAN economy as a whole expanded by 4.8% in 2016 and the growth is expected to quicken to 5% in 2017, supported by robust domestic consumption and export performance in many member states.

In 2016, inward FDI flow to ASEAN declined by 20.5% to US$96.7 billion from US$121.6 billion in 2015 due to a fall in cross-border merger and acquisition (M&A) activities, according to the ASEAN Investment Report 2017. Performances of ASEAN member states differed, with the Philippines, Cambodia and Malaysia showing a strong increase, while Indonesia and Thailand witnessing a sharp decline.

Despite the sluggishness of the developed markets over the past few years, ASEAN economies have generally remained buoyant, thanks in part to the bloc's expanding intra-Asia trade. In 2016, over 60% of ASEAN's trade was conducted in Asia, with about one-quarter traded among ASEAN members, some 16% with the Chinese mainland, 9% with Japan, 6% with Korea, and 4% respectively with Taiwan and Hong Kong.

While the bulk of intra-Asia trade comprises parts, components, raw materials and machinery needed in export-oriented production, consumer goods are increasingly traded within Asia. As noted by the IMF, the increasing role of intra-Asia trade in final consumption goods, along with a large domestic market, appears to provide the region with a potential source of resilience against global demand shocks.

An expanding middle class in ASEAN, estimated to be over one-quarter of the ASEAN population, has been fuelling consumer spending and retail sales in the organised channels. Within ASEAN, Indonesia is estimated to have the biggest number of middle-class people, while Vietnam has recently shown the fastest growth in the middle class people, despite a much smaller population size.

Total exports from the ASEAN economies dropped by 1.8% to US$1,151 billion in 2016. ASEAN itself is actually the largest market for exports from the trade bloc, accounting for 24% of total ASEAN exports in 2016, followed by the Chinese mainland (12.5%), the US (11.4%), the EU (11.3%), Japan (8.3%), Hong Kong (6.9%), Korea (4%), India (3.3%), Australia (2.9%) and Taiwan (2.7%). The top 10 export markets accounted for 87.3% of ASEAN's total exports.

In terms of imports into ASEAN, the largest supplier was ASEAN itself with a share of 22.1% in 2016, followed by the Chinese mainland (20.7%), Japan (9.7%), the EU (9.5%), the US (7.4%), Korea (7.2%), Taiwan (5.6%), Germany (2.6%), India (1.9%) and Saudi Arabia (1.9%). These top 10 import sources accounted for 88.6% of ASEAN's total imports in 2016 (Kotler, 2015).

Trade Policy

In the 1990s, ASEAN countries established the ASEAN Free Trade Area (AFTA) with a view to raising the bloc's competitive edge as a production base through the reduction or elimination of tariffs and non-tariff barriers on intra-ASEAN trade, in addition to attracting FDI. AFTA adopted a scheme of Common Effective Preferential Tariff (CEPT) among ASEAN members for tariff reduction to between zero and 5% by 2010. The ASEAN Secretariat was given the authority to monitor and ensure compliance with AFTA measures. Despite the AFTA-CEPT, there is no common external tariff on goods imported from outside the trade bloc, with each ASEAN member applying import tariffs based on its national schedules.

On the heels of AFTA and as part of ASEAN's Vision 2020, ASEAN has embarked on a more ambitious strategy of regional economic integration to launch an AEC on 31 December 2015, thereby creating a single market that encompasses more than 630 million people. The AEC objectives are fourfold, intending to achieve (i) a single market and production base, (ii) a highly competitive economic region, (iii) a region of equitable economic development, and (iv) a region fully integrated into the global economy. The AEC is expected to enable an easier movement of goods, services, investment, capital and people across the region.

Under the AEC framework, the more developed ASEAN members, namely, Singapore, Thailand, Indonesia, Brunei, Malaysia and the Philippines, had basically achieved zero tariffs as of the end of 2015, with the remaining four, namely Cambodia, Laos, Myanmar and Vietnam (ASEAN-CLMV), given more flexibility in lowering import duties until 2018.

In addition to FTAs individually secured by ASEAN members, ASEAN as a trade bloc has adopted a pro-active stance towards extra-bloc free trade and regional economic integration, having concluded a number of FTAs and economic partnership arrangements including the China-ASEAN Free Trade Area (CAFTA), ASEAN–India FTA, ASEAN–Japan Comprehensive Economic Partnership (AJCEP) and ASEAN–Korea FTA. Besides, ASEAN is engaged in negotiations on Regional Comprehensive

Economic Partnership (RCEP), a proposed FTA with six countries with which ASEAN has existing FTAs, namely, Australia, China, India, Japan, Korea and New Zealand. RCEP countries, which account for some nearly 30% of the world's GDP and global trade, aim to conclude negotiations in 2018.

In 2015, ASEAN and China concluded an upgraded agreement on CAFTA that expected to raise bilateral trade to US$1,000 billion from about US$480 billion in 2014 and ASEAN-bound FDI to some US$150 billion by 2020. Aside from trade in goods and services, the upgraded CAFTA deal also covers technological cooperation. China's Belt and Road Initiative (BRI) will likely help improve ASEAN's infrastructure both on land and at sea.

In November 2017, ASEAN and Hong Kong signed an FTA and a related Investment Agreement. The agreements, cover six areas, namely trade in goods; trade in services; investment; economic and technical co-operation (ECOTECH); intellectual property rights; and dispute settlement, are expected to enter into force on 1 January 2019 at the earliest.

2.2   International Business Management

Transnational industries

Since 1980s onwards, businesses have expanded its production process to another country. The production process needs technology and ideas expansion for each particular country. Its output must meet the local needs of that country as well (Dinnie, Melewar, Seidenfuss, & Musa, 2010).

The most important characteristic of transnational industries is the mixture between centralization and decentralization of management. Some processes need to be centralized at the headquarters; whereas, some need to decentralize for the product uniqueness. The main policies should be set by the headquarters. Meanwhile the product's research and development should be decentralized to overseas subsidiaries in order to meet the local needs. Overseas subsidiaries cooperation would create exchange

of ideas for further product improvement and increase the company's competitiveness at the global level.

Expats Selection for Overseas Subsidiaries Management

The most popular effective management at the international level is assigning experienced employees at the home country to overseas subsidiaries management. This method was popular for businesses, which just expanded its business abroad. Several countries used this method including Taiwan, Japan, USA, and European countries. The main reason was because the headquarters' policy impacted to its overseas subsidiaries management. Those experienced management would be able to understand the global benefit rather the headquarters' benefit (Budac & Baltador, 2014).

International Business Negotiation

Kuntonbutr mentioned that English is recognized as the global language. Its proficiency must be at the professional level for the most effective communication, because the business negotiation requires the details of each category. However, the local language proficiency is also needed in making a positive first impression to the locals for business negotiation (Azize, Cemal, & Hakan, 2012).

Language and Communication

Language is a symbol, which bridges the understanding of people in the society. Language would create a better relationship and improve the interpersonal skills. The capability of local language communication would make business negotiation easier and reduce chances of misunderstanding (Wilkinson & Balmer, 1996).

Intercultural Communication

Cultural Theory

Cultural theory related to international business management in particular Hofstede's work. Hofstede used comparative research of 116,000 IBM employees. Hofstede classified differentiation into four dimensions, namely 1) power distance, 2)

individual, 3) masculinity, and 4) uncertainty avoidance. One aspect was added later, which was long-term orientation (Wilkinson & Balmer, 1996).

Interracial Communications

Interracial communications is a communications process wherein sender and receiver are different in the aspect of race. This form of communication is very sensitive in the sense of objectives, messages, and understanding. Interracial communications started from conflict between white and black people in the USA such as racism, discrimination. The solution to this problem is role behaviour and role expectation between these two parties, which requires more opportunities in terms of educational accessibility and morals (Payne, Storbacka, Frow, & Knox, 2009).

Intercultural Communications

Cultural issue is sensitive between two different groups of people. They might have different point of views, understanding to a particular circumstance. In general, they live individually. However, if they have to communicate to each other, intercultural communications would occur especially in the multinational company that appoints foreigners at the managerial level.

There were several factors that would lead to intercultural communication problems such as message delivery and the nature of receivers. One way to solve this problem is to understand each individual's culture (Aaker, 1991).

International Communications

International communications exists when each party lives in different country. Each party has a right to reserve his own benefits such as ambassador, governmental representative, and civil service (Mowlana, 2012). Nowadays, globalization makes the society smaller. Each society is connected through technological equipment (Dinnie et al., 2010).

Internal and External Factors towards Corporate Brand Building

External factors by using PEST analysis including

Political

Economic

Society

Technological

Political – Government regulations and legal factors are assessed in terms of their ability to affect the business environment and trade markets. The main issues addressed in this section include political stability, tax guidelines, trade regulations, safety regulations, and employment laws.

Economic – Through this factor, businesses examine the economic issues that are bound to have an impact on the company. This would include factors like inflation, interest rates, economic growth, the unemployment rate and policies, and the business cycle followed in the country.

Social – With the social factor, a business can analyse the socio-economic environment of its market via elements like customer demographics, cultural limitations, lifestyle attitude, and education. A business can understand how consumer needs are shaped and what brings them to the market for a purchase.

Technological – Technology can either positively or negatively impact the introduction of a product or service into a marketplace. These factors include technological advancements, lifecycle of technologies, the role of the Internet, and the spending on technology research by the government (Grassl, 2000).

Internal factors using 4M concept presented as follows:

Man

Money

Material

Management.

Man in management is referred to as a human resource. It is the recruitment, selection, training, promotion and grievances handling of personnel. Payment of compensation gratuity, termination of services is the few issues that have to be dealt effectively to retain the talent within an organization.

Money Management is done to meet day-to-day business requirements. The funds involved in meeting those requirements are known as working capital.

Material is a basic ingredient in management be it a service industry or a product industry. Most of the industries locate close to areas with available material.

Management appropriate operations known as Method in management. In short it means an art of doing. A set of procedures and instructions is known as method. The visible methods of a company include plans, policies, procedures, and data (Thussu, 2010).

Corporate brand building of Thai multinational companies in the ASEAN market should focus on internal factors, namely Man, Money, Material, and Management which are controllable at some certain level by the company. At the same time, the company needs to pay attention to the external factors, which are uncontrollable to reduce impact on internal communications. However, if these external factors highly support the company, there will be opportunities for brand building development (Grassl, 2000).

Internal Organization Communications

The management is required to communicate formally and informally in the organization depending on each circumstance (Juyan, 2007). This communication requires knowledge of message recipients in order to select the appropriate tool to communicate for successful communications (Foo et al., 2001).

Communications process model

Communication process models. For instance, the Schramm's communications model is explained in the following section (Budac & Baltador, 2014)

Schramm's communications model, Schramm applied the linear communication process from Shannon and Weaver for explaining the process of communications in the teaching session. Schramm also focused on communicating, learning, and interpreting which were the most important factors of teaching. Schramm concluded that effective communications would happen if there were common of culture, belief, knowledge, experience between sender and receiver. For example, we will never understand Russian language, if our knowledge of Russian is non-existent.
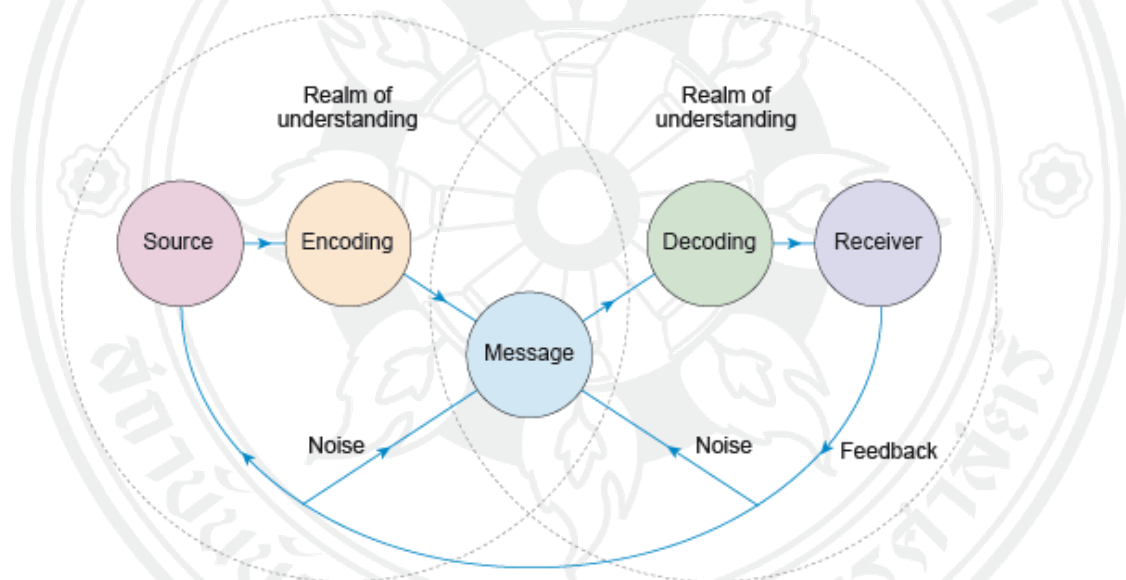
Figure 2.1 Communications Model

In the communication process, the sender never delivers the meaning to the receiver. We are able to deliver only symbols of the meaning such as wording, picture, and music. Therefore, the sender must encode the symbol for receiver's understanding. The symbol represents the signal of something like wording, written, body language. Then, if the receiver has the shared experience with the sender, the receiver would be able to easily interpret those symbols (McLuskie, 2018).

Every communications process must consist of five parties including sender, message, channel, receiver, and feedback. Each communications needs the development and the learning between sender and receiver, which would build the more effective communications in the future. Especially inside the organization, the feedback from the receiver in terms of sender, message, and channel is significant for improving future communications (Hu & Checchinato, 2015).

2.3   Brand Building

Brand Equity

Brand equity is an important concept within the marketing field since the 90's. Nowadays customers play a central role in Marketing. It is therefore important to respond to a certain product offering. Brand equity can play an important role between this adjustment of demand and supply (Aaker, 1991).

In order to clarify the concept of brand equity, the marketing model of David Aaker's Brand Equity is used. This gives a good insight regarding the individual forces that determine brand equity.

Aaker asserts that brand equity is determined by five interdependent factors. The explanation of brand equity would be presented in the following section based on the factors that influence brand equity. It consists of the following factors:

- Perceived value
- Brand Awareness
- Perceived Quality
- Brand Associations
- Other Proprietary
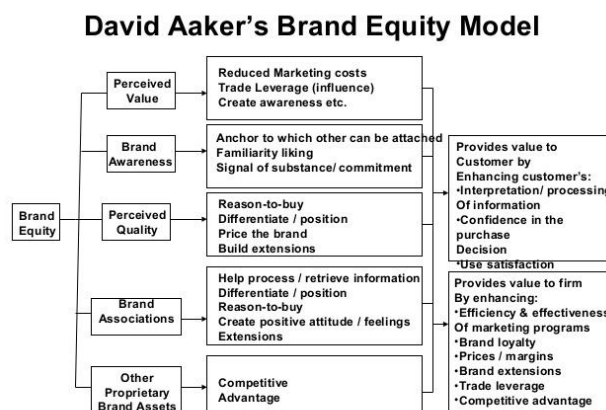
Figure 2.2 Brand Equity Model

Brand building for long-term sustainability is customer focused in all aspects, such as customer care, customer focused strategy. The management needs to pay attention and clearly implement actions for the corporate brand building sustainability. When the corporate receives the loyalty from the customers, the corporate brand on the customers' mind (Yohn, 2014).

There is a tool for corporate brand building sustainability initiated by Kotler called Triad Model as shown in Figure 2.3.
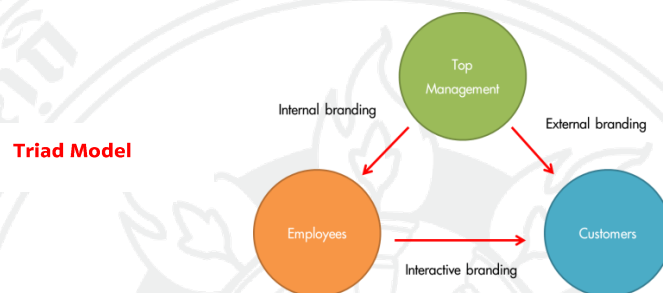
Figure 2.3 Brand Building Model

Success of brand building begins with the owner of the company or top management whom must clearly understand how to build the corporate brand effectively. Corporate brand building requires triad relationship, namely management, employees, and customers (Aaker, 1991).

Figure 2.3 shows the relationship among the three parties. Corporate brand building from the management to the employees is presented as internal branding, from the employees to the customers is presented as interactive branding, and the management to the customers is presented as external branding.

Integrated Marketing Communications (IMC)

The integrated marketing communications as advertising, sales promotion, trade show event, sales in personal, direct sales, and public relations. It is the combination of marketing promotions, which have the similar marketing objectives (Azize et al., 2012).

In general, propose of marketing communications is to communicate the advantages, benefits that customer will receive from the company's sales and services. Marketing communications depends on the type of business. For example, international businesses might select one specific type or mixed of marketing communication. Nowadays, most businesses use the integrated marketing communications for the most effective results. They need to study the environment of international market, which is very diversified and different. It is very challenging to implement the marketing communication effectively (Yohn, 2014).

2.4 Literature Review

Nowadays, doing business is very challenging and competitive. Entrepreneurs need mechanisms to increase their sales as well as receive recognition from consumers. The question is how people recognize who we are and what we sell. Brand creation is an answer. However, the process of brand creation requires time and effort for completion. The brand owner needs to know what key messages of its brand are and the most important questions is which group of customer needs to be targeted. When the brand creation is accomplished, how it will be communicated effectively is another step to be achieved. The objective of this paper is to review literature regarding brand communications process from the previous research studies, including brand, principles of brand communications, brand activities, brand identity processes, brand communications in specific size of businesses and specific region, and brand value creation. To achieve objectives of business operations, effective brand communications is one of tools to be achieved (Kamakura & Russell, 1993).

The word *brand* currently is widely seen in activities. Some might understand that brand is only a specific name of each particular matter, which refers to its product or service. In fact, brand is more complicated than a name provided. Brand is a result of the strategy of market segmentation and product differentiation. In addition, brand is one mechanism to differentiate its characters from others. Companies influence consumers to buy their products by building an effective brand communications. Company brands include the company to advocate transparency and diversity visible

communications and point of contact with the company. From the website to the office and the tangible products brands are required to be consistent and viable (Ropo, 2009).

In addition, there are ways to build each brand effectively. In *What Great Brand Do*, Yohn summarized seven key principles that the world's famous brands constantly experience. These principles include great brand start inside, avoid selling products, ignore trends, don't chase customers, sweat the small stuff, commit and stay committed, and never have to "give back". Yohn also provided the actual implementation of the successful and unsuccessful companies' brand-building as case studies (Yohn, 2014). In addition, Dinnie et al. (2010) examined the country's branding activities, which key organizations engaged in. Such activities were promotion the organizations, investment agencies, and national tourism organizations. These were the principle of coordination of the integrated marketing communications approach (IMC). (Dinnie et al., 2010) also found seven key dimensions of inter-organizational coordination including, sector, organization domicile, mode, strategy formulation, nature, frequency, and target audience.

Prior to establishing brand communications, brand identity needs to be well identified. (Foo et al., 2001) studied the corporate identity. They mentioned the importance of the corporate identity, which is one of the powerful tools to simultaneously communicate the key messages to a wide range of every party in society. Therefore, corporate identity supports the requirement for the corporate community investment. The international academic research community also needs to consider this complex strategic issue for a greater understanding. They would be developed using methodological perspectives to enhance the level of knowledge especially in the aspect of managerial strategy.

Although there were well-documented, in-depth case studies of corporate identity in major organization in terms of the complex nature of identity, but a systematic study related to corporate identity between major publicly-listed corporations were needed to be investigated. Hence, Wilkinson and Balmer focused on corporate identity of the ASEAN corporations in the different levels, namely regional,

national, and industrial level before integrating with the corporate identity strategy (Wilkinson & Balmer, 1996).

The fundamental of brand identity process from its basics, ideals, elements, to dynamics. The author also presented a global brand identity process categorized to five phases: a) conducting research, b) clarifying strategy, c) designing identity, d) creating touch points, and e) managing assets. Lastly, the book introduces the best practices of local and global brands both public and private sectors to inspire the readers for designing their brands identity (Wheeler, 2014). Once brand identity is initiated, brand can be communicated to the public. Hu and Checchinato studied brand communications in aspect of retailing market. They mainly focused on Italian products selling in China. The result showed that the respondents perceived that products from Italy were fashionable and high quality. This study also suggested that by implementing country of brand (COB) communications into the marketing strategy would enhance its brand image especially in the emerging market. However, there was one failure strategy for market failures from inefficient marketing support especially when price needs arise, for example, kitchen and bath fixtures market (Bergström, Landgren, & Müntzing, 2010).

Brand communications was also discussed in small medium enterprises (SMEs), investigated by (Virvilaite, Tumasonyte, & Sliburyte, 2015). The outcome of the study was a model that described the necessary process for SME when building and strengthening its brand. The model consisted of the phases brand essence, brand reflection and brand strategy which result in brand equity. In aspect of brand equity, Virvilaite, Tumasonyte, and Sliburyte studied the influence of word-of-mouth (WOM) communication towards brand equity. The result showed that WOM communications created the positive impact to the brand equity by helping consumers in the process of decision-making to be easier. Brand equity in this study was distinguished into four dimensions, namely brand association, brand awareness, brand loyalty and perceived quality. This could be implied that WOM communications is one effective tool for the brand communications.

Brand communications in relation to brand trust was studied by Azizea, Cemalb, and Hakan (Azize et al., 2012). They mainly specified on global mobile phone brands. The result stated that brand communications is both one-way and two-way created positive relationship to brand satisfaction and brand satisfaction can lead to brand trust afterwards. This study suggested that brand trust should be further studied as a long-term consequence. Brand of the products and their services needed to be well communicated with young people, although they were extremely open-minded, bold, friendly, and fans of those brands. Nevertheless, they were difficult to deal with and to be convinced by one specific brand. Since the new generation perceived any commercial communication channels, brand communications should make those young people feel outstanding from others (Budac & Baltador, 2014).

External factors needed to be considered in aspect of brand creation and communications. For instance, Kotler, Kartajaya, and Huan found that there were three major concerned for leaders if they are doing business in ASEAN: a) a political and government system diversification in different countries based on democratization; b) an unite economic zone according to the concept of decentralization; and c) a single socio-cultural with the region's differentiation. Brand value creation according to the traditional marketing strategy relied on three main factors. Such factors were firms' advertising expenditure, pricing techniques, and product solutions. It can be measured by data collection based on customers' ability to associate brand and their perception towards the brand's quality. (Kamakura & Russell, 1992). Brand value would be called as the productivity of long-term investment plan to build a sustainable and differentiate its advantages from other competitors (Doyle, 1990). In this traditional perspective, consumers are only the receivers of brand value and interact with the companies merely at the point of sale. However, the concept of brand value co-creation becomes extremely relevant recently. The relationship between companies and customers has been changed from the goods and monetary exchange based to the co-creating of brand value through dialogue or social media such as image sharing via the application Instagram (Payne et al., 2009). From the 1980s onwards, several researchers investigated the old "good-dominant logic" which mainly focused on the exchange of tangible goods and switched their concentration to the "service-dominant logic" which mostly emphasized on the

exchange of intangible goods instead, for example, skills, knowledge, and process. Thus, the brand value co-creation has been transformed from "good-dominant logic", which company produces goods and customers directly buy them, to "service dominant logic", which customers participated in the process of product design, production, delivery, and consumption by communicating the feedback and comments to the company.

In addition, the real case studies related to their brand building strategy in the global market have been reviewed. Nestle has concerned effective brand management in several aspects. For example, brand architecture, enhancing brand knowledge, points of parity, points of difference, brand resonance, brand judgements, brand feelings, brand performance, brand imagery, brand salience, brand values, customer lifetime value, corporate brand awareness, brand mantra, brand positioning, corporate social responsibility, celebrity endorsements, and cobranding. Furthermore, in building its brand Apple was creating more sense of ownership and focused more on emotional especially people in the company, which are the employees. The Hong Kong and Shanghai Banking Cooperation or HSBC in short expressed statements related to its brand building was mostly focused on customer by using the concept of the reality of human beings, bridging existing opportunities and realities to the customers, and helping customers to achieve their ambition (Wilkinson & Balmer, 1996).

In conclusion, there are processes and dimensions to be considered prior to establishing brand communication such as brand identity process, brand equity dimension, brand trust, and brand creation. Regarding the aforementioned review on brand value creation, it has been changed from only the supplier side to create its own brand to the brand value co-creation by customers' participation for the best brand creation as well as for the products. Therefore, the most important aspect for the business owner is to know and understand the target customer in every aspect such as taste, class, lifestyle, and expected expenditure before creating and communicating its brand. In addition, what the company should pay attention on is customer relations or after sale service in order to provide the best service for the customer's satisfaction. If the brand itself is well communicated to the right target customer, this will build brand

differentiation from other competitors, be able generate more profits, and eventually create loyalty among customers.

2.5   Research Framework

This study plans to develop corporate branding of the Thai multinational companies in the ASEAN region by involving two main parts, corporate branding and marketing approaches. Corporate branding will be composed of its elements and its intercultural concern. In addition, marketing approaches in relation to corporate branding will be included for an effective corporate branding development. Eventually, corporate branding of the Thai multinational companies in the ASEAN region will be analyzed and presented based on its knowledge transferred development, problems solving and branding management, and corporate branding model development. The research framework is illustrated as the following figure.
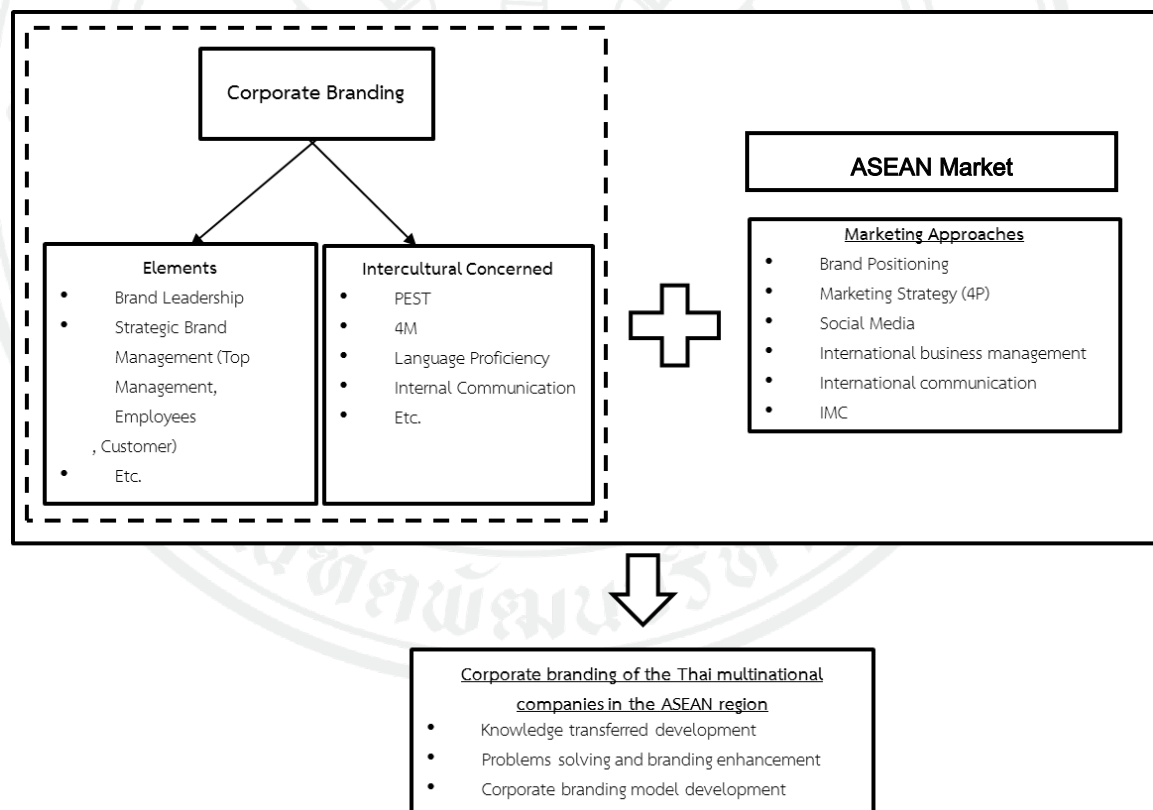
Figure 2.4 Research Framework

CHAPTER 3

RESEARCH METHODOLOGY

In this study, "THAI MULTINATIONAL COMPANIES AND THEIR CORPORATE BRANDING IN THE ASEAN REGION", the researcher used qualitative research through conducting in-depth interview with key informants from 6 corporations, consisting of two from service sector, two from industrial sector and another two from agriculture sector. The selection of these key informants is in accordance to Thailand's 20-year National Strategy, in which these corporations are included. Additionally, they are listed in the Stock Exchange of Thailand, and ranked in the top 10 highest brand value by the Faculty of Commerce and Accountancy, Chulalongkorn University. These corporations are Thai Airways International, The Siam Cement PCL (SCG), Bangkok Dusit Medical Services (BDMS), PTT Global Chemicals (PTT GC), CHAROEN POKPHAND GROUP (CP), and Mitrphol Group. The key informants are those whose responsibilities involve corporate branding within the corporations. Additionally, the in-depth interview was conducted with other experts from both academic and business sectors, supplementing the main analysis derived from the key informants. Furthermore, quantitative research was also implemented through surveys with recipients of messages, both domestic and international, among these corporations, in order to verify and validate the information gained from the key informants. Questions in the survey were designed based on the interviews with the key informants.

3.1 Population selection

The population of this research was based on Thailand's 20-Year National strategy, as well as the criteria of being listed corporations with high brand value as assessed by the Faculty of Commerce and Accountancy, Chulalongkorn University. The two corporations from service sector are Thai Airways International and Bangkok

Dusit Medical Service PCL. The two corporations from industrial sector are The Siam Cement PCL and PTT Global Chemicals PCL. Lastly, the two corporations from agriculture sector are Charoen Pokphand Group, and Mitrphol. Additionally, the experts who provided further insights for this study were selected from the pool of widely renowned and respected experts in the branding community, using Purposive Sampling.

Furthermore, the Simple Random Sampling Methodology, was applied which incorporates data from both domestic and three overseas countries in ASEAN, namely Laos, Cambodia and Vietnam.

Qualitative Research

The purposive sampling was done in the corporations' function whose main responsibility is corporate branding. The research was conducted via in-depth interview with high-rank management staffs, who are directly in charge of branding both in Thailand and other ASEAN countries.

Additionally, the experts sampling was done through Purposive Sampling, which includes the respected individuals with expertise from both within and outside Thailand.

Quantitative Research

The Simple Random Sampling includes data from within Thailand and three other ASEAN countries including Laos, Cambodia and Vietnam.

3.2   Data Source

This study covers data from the following sources:

3.2.1 Primary Data

Primary data of this study include information related to branding of each corporations derived from interview with high rank management staff in the sampling, which include:

Industrial Sector

- Three management staff from Enterprise Brand Management Office, The Siam Cement PCL.

- Two management staff from Corporate Communications Office, PTT Global Chemicals

Service Sector
- Three management staff from Brand Image Communications, Thai Airways International
- Two Management staff from Marketing Communications Office, Bangkok Dusit Medical Service

Agriculture Sector
- Two management staff from corporate communications and public relations office, Chareon Pokphand Group
- Three management staff from marketing planning and product marketing, Mitrphol

3.2.2 Secondary Data

The secondary data was gathered through a survey drawing samples from population both within Thailand and overseas, in which the subject corporations are operating. The researcher determine the number of samples using Taro Yamane's formula:

$$n = \frac{N}{1+N(e)^2}$$

n represents the sample size
N represents the population size
e represents the level of precision

For example, with the sampling data:

Table 3.1 Number of sampling data

Country	N	e	n (rounded)
Thailand	69.2 M	0.05	400
Cambodia (Service)	16.3 M	0.05	400
Vietnam (Industrial)	96.6 M	0.05	400
Laos (Agriculture)	7.0 M	0.05	400

3.2.3 Tertiary Data

The tertiary data was solicited from in-depth interview with experts whose expertise lies on corporate branding, both from academic and business sector, namely

Academic Sector

- Professor, Dr, Ake Pattaratanakul, Chairman of Master in Branding and Marketing (MBM) Englisg program at Department of Marketing, Faculty of Commerce and Accountancy, Chulalongkorn Uiniversity. He serves as consultant on corporate branding for several organizations and also wrote a book named "Marketing Genius".

- Associate Professor Kallayakorn Worrakullatthanee, head of Advertising Department, Faculty of Journalism and Mass Communications, Thammasat University.

Business Sector

- Mr. Kittipong Veeratecha, Managing Director, Y&R Thailand, Dentsu Young & Rubicam, Co., Ltd.

- Mr. Kanpong Panthongprasert, Managing Director, Super Union, a subsidiary of Ogilvy and Mather (Thailand) Co., Ltd.

3.3 Research Tool

The researcher used in-Depth interview with key informants to gather primary data, which was conducted in a semi-formal manner, in order to allow the interviewees to feel comfortable to express opinions, anonymously. All the interviews were conducted in person by the researcher himself. The questions started from engaging with general conversation for familiarization purpose. Then, the researcher went into the formal interview. Should there were any information yet to be covered, the researcher raised the real situations as examples, as learned from literature review in order to help the interviewees to understand the questions clearer.

After the researcher gained primary data from the in-depth interview, those data was used in designing the questionnaire as a tool for gathering secondary data from the sampling population in Thailand, Laos, Vietnam and Cambodia. The questionnaire is consisted of four parts:

Part 1

Questions regarding the perception of message within the sampled corporations

Scoring criteria

Questions regarding characteristics of the respondents e.g. gender, education level, and perception of message, analyzed in form of percentage.

Part 2

Questions regarding understanding of the respondents towards corporate branding of the sampled corporations.

Scoring criteria

The understanding of the respondents was measured with the following criteria:

Well understand	equals to	4
Understand	equals to	3
Did not understand	equals to	2
Did not understand at all	equals to	1

Part 3

Questions regarding attitudes of the respondents towards corporate branding within the corporation.

Scoring criteria

The attitude of the respondents was measured with the following criteria:

Strongly agree	equals to	4
Agree	equals to	3
Disagree	equals to	2
Strongly disagree	equals to	1

3.4   Analysis methodology in the qualitative research

The researched conducted two types of analysis in the qualitative research. One is Cause and Effect Analysis, which analysed how the cause leads to the effect, and analysed the outcome to identify the factors that bring about such effect. The other is Componetial Analysis, which breaks down data in to parts in order to identify process, aiming to tell the difference on how each corporation manage corporate branding.

Quantitative Research

In this research, the researcher used statistical analysis on perception, understanding and attitude of population towards each corporation's branding. The returned data was analyzed as follows:

$$\text{Interval (I)} = \frac{\text{Rage (R)}}{\text{Class (C)}}$$

$$= \frac{4 - 1}{4}$$

$$= 0.75$$

Descriptive Statistics analysed frequency, percentage, and average. The average was determined using Class Interval to calculate the size of each class with the below formula:

The average score of questionnaire result was then calculated, considering the following criteria:

Questions regarding understanding of the sampling population toward corporate branding

Average of 3.25 – 4.00	is	Well understand
Average of 2.50 – 3.25	is	Understand
Average of 1.75 – 2.50	is	Do not understand
Average of 1.00 – 1.75	is	Do not understand at all

Questions regarding attitude of the sampling population towards the corporate branding

Average of 3.25 – 4.00	is	Strongly agree
Average of 2.50 – 3.25	is	Agree
Average of 1.75 – 2.50	is	Disagree
Average of 1.00 – 1.75	is	Strongly disagree

Once both the primary and secondary data were gathered, the researcher conducted the analysis on such data and further seek information from corporate branding experts to analyse together with the aforementioned primary and secondary data.

3.5 Reliability

To ensure reliability in the research, the researcher used Triangulation to verify the accuracy of data, analysis and analysis result. The Triangulation of Data Sources was done by cross-verifying data from in-depth interview with high-rank management staff in the sampling corporations both within Thailand and other overseas countries, from survey with the sampling population of the subject corporations operating in Thailand, Vietnam, Laos and Cambodia, and lastly, from interview with the experts, in order to ensure the optimal reliability of the research result.

CHAPTER 4

RESEARCH FINDINGS

The research " THAI MULTINATIONAL COMPANIES AND THEIR CORPORATE BRANDING IN THE ASEAN REGION" used mixed method research combining both qualitative research with a group of multinational corporations and interview with industry experts, along with quantitative research with respondents in Thailand and other ASEAN countries. The quantitative study was conducted in order to gain insights on perception, attitudes and understanding of those who receive messages regarding brand building. The research findings is to be presented based on the following objectives:

1. To study the process of brand building in the Thai multinational corporations in Thailand.
2. To study the process of brand building in the Thai multinational corporations in ASEAN.
3. To study issues or obstacles affecting the corporate brand building of Thai multinational corporations in ASEAN.

4.1 The research findings of brand building process of Thai multinational corporations in Thailand, issues and obstacles affecting their brand building in ASEAN

4.1.1 Qualitative research result in service sector

4.1.1.1 Thai Airways PCL operates business with vision to become the first airline of choice, providing service with excellence and Thai style hospitality. The company aims to create maximum customer satisfaction under effective management of budget and cost consciousness. Additionally, it attempts to stay adaptive to the change in business landscape and provides stakeholders with as much as benefit as deemed fit.

The key strategy that Thai Airways used in brand building in both Thailand and Cambodia is Plan-Do-Check-Act.
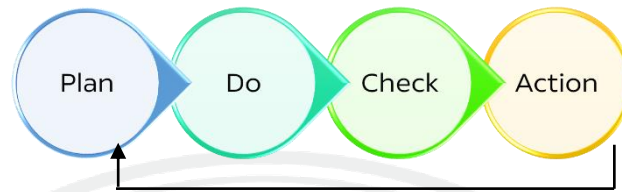
Figure 4.1 The key strategy of Thai Airway

Plan, Process, and Preparation

Once the company has set the direction in offering maximum comfort throughout the flight, with the most modern aircraft and wide selection of flying routes, as well as airline of choice, the brand building agents have a key role in driving the organization towards the desirable goals. The planning for such brand building has five components as follows:

1) Market research was conduct to gather information on customer's needs and to survey their perception of the company's positioning, in order to design the offerings that best meet such demands. The survey shows that as a premium priced airline, the company offers impressive services and a good variety of flying routes, yet not the first airline of choice.

2) Market analysis helps to understand and identify what needs to be done in order to attract customers as well as to create understanding about the better offerings at a premium price when compared with other airlines. Additionally, the analysis helps in identifying what works well that needs to be maintained and what can be improved through the branding.

3) Brand positioning process allows for STP or segmentation, targeting and positioning. Thai Airways segmentation includes customers at all age range who seek comfort all through their travel. The target is private company officers, businessmen and business owners and their family

members. The positioning of the brand is to be premium price airline who offers a maximum comfort and services with a slogan "different kind of comfort". The contingency solution is also prepared in case that the company fails to achieve the target.

4) The brand communication, which follows the brand positioning, consists of S-M-C-R, which is explained in the following section.

- Senders, which must possess 3 key qualities, i.e. brand building knowledge, marketing knowledge and internal and external communication skills

- Message, which must convey content designed based on market research and STP or segmentation, target and positioning. The message that Thai Airways wants to reach their customers is "Service with comfort", which has been used in both in Thailand and Cambodia.

- Channel, as well as the content design, should align with the market research and analysis that reveals the respondents' preferred channels such as TV for conventional channel and Facebook, YouTube, website or magazine for online channel.

- Receivers, which are identified through brand positioning, allows the organization know who the target respondents is, who needs proper communication and who are general public respondents.

5) The monitoring process and measurement must be implemented to evaluate the performance of brand building as well as to identify areas for improvement.

During the planning process of brand building in Cambodia, Thai Airways has gone through a similar process as implemented in Thailand, except the market research. This is because the company needs to understand the demographic information, and legal and cultural aspects of the country in order to avoid any potential harm on corporate

brand. Additionally, it required individuals who understand local language well to achieve the best possible communication.

Do, the execution of the plan

In addition to implementation of the execution, all staff should also ensure that knowledge management (KM) is in place. KM is a means to record all the successes and failures in forms of corporate knowledge, which is sharable among related parties. KM will aid learning and greatly benefit the brand building efforts in Cambodia. Additionally, KM will also prevent the repetition of the same mistakes and avoid any potential failures.

In this execution phase, the strategy used was a combination of marketing and communications or IMC, which enhances brand penetration to respondents and create understanding. The three essential elements of this phase include Key Message, Knowledge Management and Performance Monitoring, which makes brand building in both Thailand and Cambodia effective.

Check: Analysing Performance Result

In the Check phase, to analyse the result, information was gathered through two channels: internal survey and third party survey. The result was divided into two categories: perception and attitude. The perception of Thai Airways brand in Thailand and Cambodia are rated from high to low: 1) service excellence 2) variety of flying routes 3) trustworthiness 4) modern fleet of aircrafts and 5) corporate social responsibity activities.

For the attitude part, in general, customers have a good attitude towards Thai Airways brand. The analysis shows that customers appreciate the service excellence, variety of routes and state-of-the-art technology. Customers highly value the great hospitality and premium services; however, CSR activity is in need of improvement since the

company has not been focusing or investing in this matter, both in Thailand and Cambodia.

Action: the improvement efforts

Analysis shows that CSR side of branding needs to be improved, along with the trustworthiness, which is ranked relatively lower than other international airlines.

Once the improvement areas are identified, the plan process will start once again in order to achieve the desirable goal of becoming the first airline of choice. Thai Airways launched a new marketing campaign with a slogan, "Feel the Different Comfort", in which Thai-styled service excellence takes key role. The brand used Mr.Napat Siangsomboon, a famous Thai Actor who represents the young generation, portrayed as target customer who seeks comfort during his world traveling seeking new experiences. This campaign is expected to appeal to the target group and able to communicate the right message as an airline that serves a modern travel lifestyle.

The issues and obstacles in brand building of Thai Airways in Cambodia

The factors impacting brand building of Thai Airways in Cambodia came from both internal and external.

The internal factors and people management and budgeting. Most of the staff responsible for brand building are local Cambodians, who have different working culture, such as lower flexibility on working hours and lower communication technology savviness, due to less advanced technology in the country in general.

External factor includes technology. As a developing country, Cambodia is still lacking behind in terms of technology available internally. Some aspects of production are limited such as printing technology, causing the communication materials to be imported. Additionally, the social and cultural differences, which are very sensitive. There have been controversies at the national level regarding

cultural icons, for example, Khon, and ownership of historic locations. Thai Airways avoided incorporating these into brand communications.

4.1.1.2 Bangkok Dusit Medical Services or BDMS aims to provide premium, trusted medical services with high internationally accepted standard to bring about highest satisfaction. In addition it is dedicated to continuous improvement of management system, and service quality for all.

The key strategy that BDMS used in brand building in Thailand and Cambodia is Understand-Create-Deploy-Monitor.
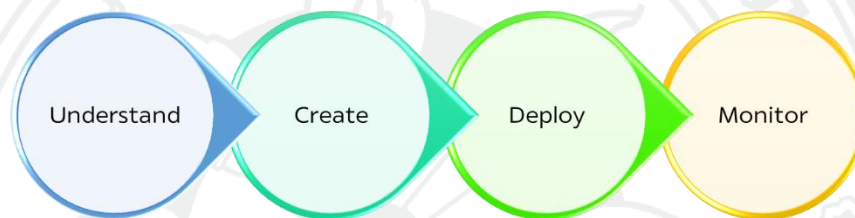
Figure 4.2 The key strategy of BDMS

Understand

Before building the corporate brand, it is essential to properly study the current state in order to achieve the desired goals. The planning can be divided into two parts:

1) Internal Brand Audit helps the employees understand the brand since they are representatives of the organization who help communicate and build the brand. Thus, in this step it is crucial to identify the perception of brand among employees. This aids in designing the communication channel. The key element that all employees need to understand is service excellence and medical expertise must be the heart and soul of all and everyone works to create a better quality of living. Moreover, the local employees in Cambodia must be well aware of company's direction.

2) Study of the customer's perception of brand showed that they are well aware of medical expertise and service excellence that BDMS has to offer.

Create the message and plan for communication

The design of the message and communication strategy is done through building trustworthiness and satisfaction. The message was categorized into 2: Need to Know and Nice to Know.

1) Need to know message includes the medical treatment offerings, basic symptoms and treatments, and most importantly the related service fee. The message must cover wide range of information that meets customer's expectations, which accentuate the position of leading hospital with excellent service and profound medical expertise.

2) Nice to know message covers the peripheral information such as exercise techniques, healthy dietary or preventive measures for seasonal diseases, and other information. These are informational and benefit the organization in branding perspective.

To meet with customer's behavior of receiving messages, BDMS chose to communicate mostly through online channel (60%) such as website, Facebook, YouTube and Line. The rest (40%) is through magazines, newspapers and billboards. However, in Cambodia, BDMS communicate mainly via offline channel (70%) such as billboards, magazine, newspapers and leaflets. The online channel is accounted for only 30% due to behavior of message recipients in general.

Deploy

In this phase, there are two execution plans: Internal Branding Rollout and External Branding Rollout. Both plans were executed in

parallel, aiming to build brand awareness and achieve the corporate mission.

Internal Branding Rollout started with the management team's communication regarding branding in order to create proper understanding of the brand itself and how to communicate to externally. The message was both Nice to Know and Need to Know, prepared in forms of email, poster and several other activities, in Thailand and Cambodia.

In the External Branding Rollout process, there were three communication channels selected: 1) communication through employees, as brand agents who best understand the message and have good attitude toward the organization 2) online channels 3) offline channels. Both online and offline channels were used in parallel.

Monitor the performance

To monitor and measure the performance and to find out if the brand building efforts yield the desired outcomes, the measurement was done via two approaches: 1) survey with targeted employees and customers 2) 3rd party survey with external parties to learn about corporate brand perception. The result of these two surveys was relatively similar in that service excellence and medical expertise meet expectation, yet expenses and ability to expand business to overseas are still in need of improvement.

The result in Cambodia is relatively similar to that of in Thailand. The message recipients value the service excellence and medical expertise; however, it still lacks specialists in several medical practices, which leads to patient-transfer to Thailand in several cases. This is the area for further improvement.

The issues and obstacles in brand building of BDMS in Cambodia

The factors impacting brand building of BDMS in Cambodia came from both internal and external.

Internal factors are human resource management. The main issue is that it is staffed with local citizen, who possess different service skills. This led to longer time spent on recruiting staff, as well as training prior to performing the job, since service is the key to success of medical service provider. Additionally, Cambodia is still behind in terms of current communication technology.

External factor is social and cultural difference. It is highly sensitive when communicating due to different way of living, beliefs and preferences, such as color theme. Additionally, it is important to communicate with local language; however, English is also acceptable but in a smaller font size.

Summary of qualitative research in service sector

From the research in service sector with both Thai Airways and BDMS, it is found that both organizations strongly focus on message recipients, as customer's satisfaction is the key to business success. The model used in brand building process of both corporations is relatively similar. Thai Airways uses Plan-Do-Check-Act, while BDMS uses Understand-Create-Deploy-Monitor. They all pay attention to analyzing target customers and build their brand in a way that responds to the customer's demand. Furthermore, they create contingency solutions and closely monitor their performance in order to ensure satisfaction, loyalty and customer's word-of-mouth.

Branding Model of Thai Airways

Branding Model of BDMS
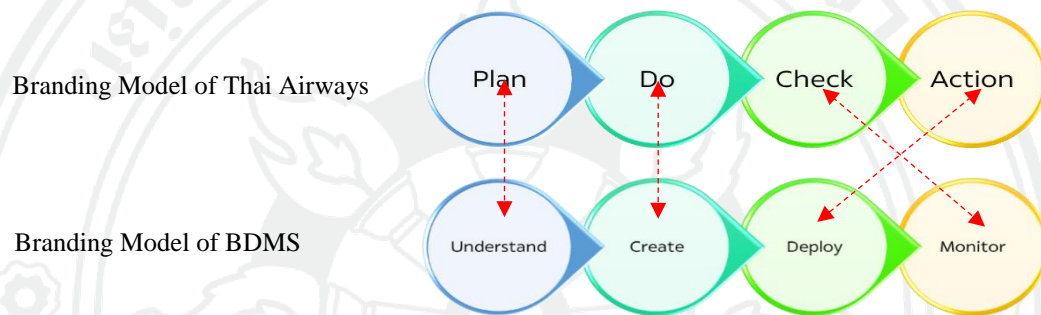
Figure 4.3 Comparing the key strategy between Thai Airway and BDMS

The process of brand building in overseas operations is also similar in that they started with studying the fundamental way of working, regulations, prohibitions, as well as conducting SWOT analysis to identify their competitiveness. However, the difference was that Thai Airways has been present in Cambodia for a longer period of time, while BDMS has just recently entered this market; consequently, it has been dealing with more issues.

4.1.2   Qualitative research result of manufacturing sector

4.1.2.1 PTT Global Chemicals PCL (PTT GC) is determined to combine sustainability with innovation management in order to create better value to the business, society and environment. PTT GC is devoted to the development of eco-friendly and light-weighted materials, which is required in the growing demand for Smart City. The company is well aware of the risks involved in several aspects of innovation; thus, it focuses on intellectual property management, technology prioritization, profitability and impacts to environment. Also, it has short-term, medium-term and log-term plans for innovation of the future, with aim to becoming a sustainable leader in the industry. Additionally, PTT GC has been driving its businesses through research collaboration in both domestic and international level, knowledge management as well as knowledge transfer to business partners.

The strategy that PTT GC has utilized in the brand building process in both Thailand and Vietnam is Analysis-Design-Distribution-Evaluation.
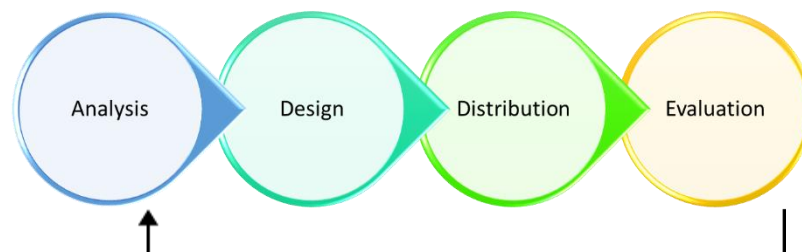
Figure 4.4 The key strategy of PTT GC

Analysis of Corporate Brand Image

SWOT was used in the analysis, which shows that its strength lies within trustworthiness of the brand in both Thailand and Vietnam. The weakness is its lack of environmental-friendliness and low approachability. The opportunity is based on the fact that the business has been growing continuously and widely accepted in the international level; these allows it to expand to overseas with ease while create more brand value. The threat PTT GC faces is that a large number of

Vietnamese have false belief regarding environment issue. This is an obstacle to the corporate brand building effort.

With all the analysis done, the status of its brand is revealed. Since the business direction is toward growing sustainably and environmental and community-friendliness, the analysis result aided in brand building to achieve the goal.

Design the content with adherence to key message

The design of message content is not only to emphasize the key message but also to shine light on brand positioning. Its key message is to become an organization with sustainable growth in environment and community-friendliness. The brand itself is widely accepted for its trustworthiness and stability. Thus, the key elements of message design are 1) focus on quality of chemicals products 2) business activities which are environmental-friendly and other CSR 3) direction toward becoming innovative leader for chemicals. The main channels used are TV, magazine, newspaper and other online channels such as Facebook, YouTube and Line.

Distribution, the communication and execution

During the execution, it is required to identify timeline, target audience and risk mitigation. With the key message designed, and channels selected, it is essential to also prepare a contingency plan. Moreover, before communicating to externally, it is very crucial to communicate internally to employees. This is not only important since employees represent the company as brand agents, but also to make them feel that they are an important part of the business.

In terms of target audience, there was no distinguishing between stakeholders and others, since to build the corporate brand; everyone in the society is impacted by the company activities. Consequently, it is important to communicate to all, yet, with proper categorization based on importance of the messages and audience groups. These groups are

shareholders, employees, communities, NGOs, press, government sector, students and general public. Each of these groups needs to be communicated with different levels of priority but with the same key message.

Evaluation for monitoring and improvement

After communication is done to all target audience groups, it is essential to evaluate and monitor to identify area for improvement. The evaluation of brand building efforts was conducted via two channels. First, a survey with both employees and customers was conducted to analyze areas for further improvement. Second, an external third party consultant was hired to evaluate how the brand is perceived. The results from both channels align revealing that product quality is well accepted, the business management pays great attention to environment, the CSR activities are consistent and it is perceived as a leading chemicals innovator.

The result of brand building in Vietnam is similar to that of in Thailand in that its product quality is widely-accepted, the business management pays attention to environment, and it is perceived as a leading chemicals innovator.

The issues and obstacles regarding brand building process of PTT Global Chemicals in Vietnam

The issues and obstacles regarding brand-building process of PTT Global Chemicals in Vietnam come from both internal and external factors.

The internal factor is people management. Since most staff members are local citizens, they possess different knowledge level compared to Thais. This leads to time-consuming effort in recruiting process and in any necessary pre-work training. Furthermore, there are a great number of multinational corporations operating in Vietnam; this causes an intense war for talents. It is critical to pay close attention to

taking care of talents in order to decrease turnover rate, especially in the management level. Difference in technologies also impact the brand building process because it requires expatriates from Thailand to re-learn to become competent enough to perform tasks, affecting performances and acceptability of the supervisor level staff.

The external factor is about the social and cultural differences. It is crucial not to embed too much Thai culture into any communication campaign. It is also very sensitive to compare both cultures, and oftentimes, it makes locals feel unappreciated. So, any communication campaign must remain neutral and international, while language mainly used must be Vietnamese, with English as secondary,

4.1.2.2 The Siam Cement PCL (SCG) is widely celebrated as a leading innovative organization with corporate governance and sustainable development. SCG aims to become regional market leader who focuses on both business excellence and establishment of sustainability in ASEAN and any communities that SCG is present. Creating values for customers, employees and stakeholders, managing with world-class standard and good governance, operating with high safety standard, bringing about a better quality of life through high quality products and services, improving technology and innovating continuously, believing in the values of individuals, working with transparency and providing a great place to work for all. These are missions SCG aims to fulfill.

The main strategy that SCG uses in brand building process is Discover (Brand Audit) - Position (Brand Definition) –Create (Brand Guidelines) – Apply (Brand Assets).
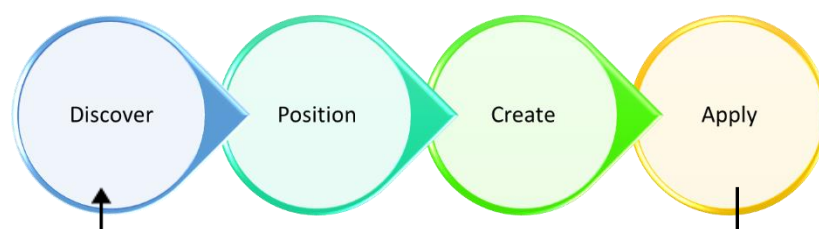
Figure 4.5 The key strategy of SCG

Brand Audit

To ensure that branding building efforts will support the business direction, a brand audit was conducted. It is shown that SCG is widely celebrated for its high trustworthiness and innovation. Also, it is accepted as an organization with good CSR and sustainable development. These results came from internal survey and third-party survey by external consultant.

However, in Vietnam, SCG is perceived as a mid range organization due to its presence over short period and limited penetration into the local market. This causes the brand image to be less known, comparing to how well it is known in Thailand.

The survey result in both Thailand and Vietnam provided insightful information for improving brand perception in broader arena.

Position (Brand Definition)

SCG aims to become market leader in ASEAN with innovation and sustainability. This causes the company to position its brand as approachable, customer-centric and as favorite brand that customer would turn to for products and services. Additionally, SCG is adaptive to change, open for collaboration and challenge, to create better innovative products, services and solutions that meet customer demands.

Create (Brand Guidelines)

Since SCG wants to become a market leader in ASEAN, it has defined its brand direction under the guideline called "Passion for Better", which encompasses four key messages:

1) Customer-centric - This is to deeply understand customer demands, which are varied, and truly realize what they need which, oftentimes, is not explicit.

2) Solution First - This is to deliver value and utility to customers that they really need, provide solutions that really

solve their problems and offer comprehensive service at every contact point.

3) Leading the way - This is to become change leader who proactively adapt with timeliness and constantly raise the standard bar through delivering innovations.

4) Advancing Communities - This is to create a better quality of life for customers, society and environment sustainably. Additionally, the company operates businesses with good governance and sincerely brings about value to the communities. This is achieved through collaboration and idea exchange together with supporting the local community to become independent and sustainable.

These four key messages were defined to support the corporate direction towards becoming sustainable and innovative market leader in ASEAN.

Apply (Brand Assets)

After the key messages were defined in response to corporate directions, SCG has selected brand communication channels, which include TV, newspaper, radio, and other online media such as Facebook, YouTube, Line@, and email. To choose which channels to be used, it is crucial to identify the depth of contents to be communicated as well as the target audience. SCG has two main groups of audiences, which are stakeholders such as shareholders, employees, dealers, nearby communities, and non-stakeholders such as students, press, NGOs, investors and community leaders.

Once the brand is communicated, performance monitoring is required, which is basically to go back to the first step (Brand Audit), to find out whether or not the brand is perceived as desired.

The issues and obstacles in brand building process of SCG in Vietnam

     The issues and obstacles regarding brand building process of SCG in Vietnam came from both internal and external factors.

     The internal factor is people management, since most staff are local citizens. The difference in background knowledge causes time and effort needed in recruiting and preparing before performing tasks. Additionally, Vietnam has limited natural resources. Consequently, the government conserves the authority to regulate the allocation of resources, in order to ensure maximum efficiency and productivity.

     External factor is political issue. Since the government reserves high level of authority. It takes time to audit and review, and oftentimes, restart the process. So, it is important to prepare paperwork as well as possible to avoid any delays. Additionally, the cultural difference and preference causes the communication campaigned to be designed with different color theme, which is usually more colorful than that of in Thailand.

Summary of qualitative research in manufacturing sector

From the research in manufacturing sector with PTT GCC and SCG, it is found that the two corporations share a few similarities and differences in brand building process. Similarities include the fact that both analyze their current brand perception, their customers and their own organizations, in order to gain insights that benefit the brand strategy formulation. What different is that SCG used the research result to plan for brand positioning and align with the corporate directions. Moreover, PTT GC assessed its performance after all activities executed, while SCG assessed as a whole, not by activity.
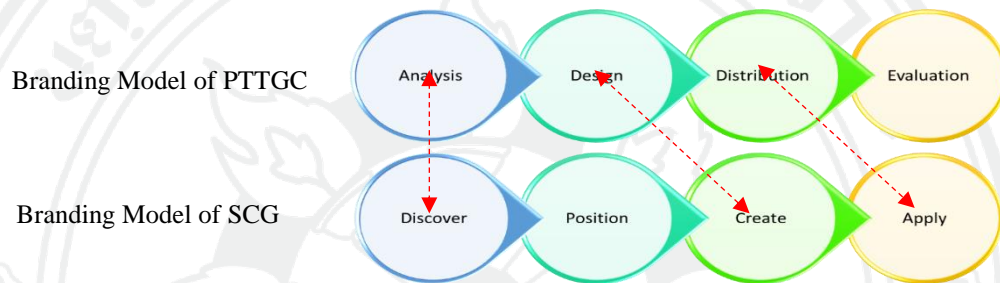
Figure 4.6 Comparing the key strategy between PTTGC and SCG

The brand building activities in Vietnam by both organizations are relatively similar in that they pay attention to local way of life, laws and regulations, and economic situation, in order to appropriately design brand building process. The issues and obstacles that both companies face are also similar since they both are operating in the same manufacturing sector.

4.1.3　Qualitative research result of the agriculture sector

4.1.3.1 Charoen Pokphand Foods PCL (CPF) has a vision to become "kitchen of the world". The company is determined to research and develop continuously to manufacture high quality food products that serve customer's ever-growing and ever-changing demand. Additionally, it adheres to business policies, which encompasses environmental-friendliness, social responsibility, and efforts to manufacture "safe and high quality food" for all lives on earth. The three pillars that serve as the heart and soul of the organization is "food security, self-suffiency society and balance of nature"

Key strategy that CPF uses in brand building process is Analyze-Plan-Communicate-Evaluate.
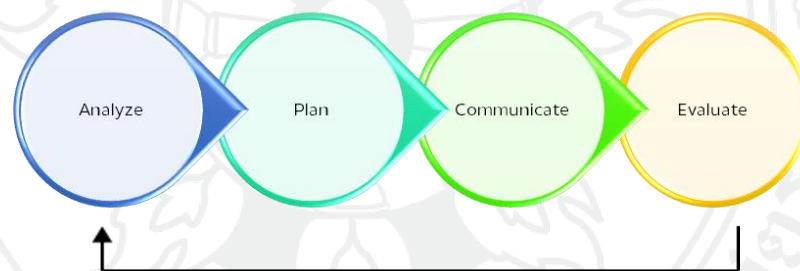
Figure 4.7 The key strategy of CPF

Regarding to CPF's vision to become "kitchen of the world" that provides safe and high quality food, it is essential to identify and analyze the current perception of the brand among audience and customers in both Thailand and Laos. The survey was conducted by both CPF itself and by the external consultant. That result showed that CPF is widely accepted as trustworthy manufacturer who offer wide range of products and is highly competitive in the global market. The brand is similarly perceived in Laos where CPF's processed foods is a favorite choice; however, freshly cooked food is generally preferred.

The analysis also showed that CPF needs to offer more variety of food products that meet diverse customer's demands. The company needs to also communicate the brand goal to become kitchen of the world to all Thais, as a part of brand reinforcement. For Laos, the research needs to study the nature of consuming food among locals and offer products, which are as good as freshly cooked meals.

Plan for Brand Building

During the planning for brand building, three key messages were incorporated which are: 1) Dedication toward becoming "kitchen of the world"; 2) Operating businesses with environmental-friendliness and corporate social responsibility; and 3) Manufacturing safe and high quality food products. These key messages were used in communication in both Thailand and Laos. The brand targets customers with fast paced lifestyle such as students, working people who have to live through rush hours. These groups have a strong purchasing power and demands for convenience. Yet, it is important not to neglect other groups of customers, too, since the brand aims to provide products for all.

The planning for channels to be used was partly different between Thailand and Laos. In Thailand, multiple channels were selected such as TV, radio, newspaper, billboard, and other online media such as Facebook, YouTube, Line@. Another key communication channel is 7-11 stores, which serve as a convenient, highly accessible customer contact point. For Laos, the online channels were not focused, while the company mainly used the billboards and in-store supermarket advertisements.

Communicate as planned

To communicate effectively as planned, it is important to reach the internal audience or employees, since they represent the brand and organization. Additionally, the processes in both Thailand and Laos share a similar aspect, which is to communicate to all channels simultaneously but stay adaptive for better effectiveness.

Evaluate the success of brand building process

Once the brand is communicated to the target audience, the evaluation of success was done against the corporate directions. The methods utilized were 1) internal survey and 2) external consultant's survey. The results of both conform.

The issues and obstacles in brand building process of CPF in Laos

The issues and obstacles in brand building process of CPF in Laos came from internal and external factors.

Internal factor is people management issue. Since the people management system in Laos is different from Thailand, as well as cultural and demographical difference, it is necessary to stay adaptive in terms of operation management. The work schedule must be flexible enough to accommodate local tradition in which people are obliged to help out their neighbors during ceremonies or local activities. Understanding the local culture and tradition and allowing for flexibility are very important.

The external factor is economic factor. In general, Laos has a slow economic growth rate. Besides, people in Laos prefer freshly cooked food to frozen processed food, causing difficulties for CPF to penetrate the market. A less advanced technology also causes more effort on training the staff. Lastly, there is also a cultural sensitivity rooting from that fact that Laos is frequently referred to as a less civilized or less developed than Thailand. This is highly sensitive and requires extra cautions in all activities.

4.1.3.2 Mitr Phol Sugar Corporation (Mitrphol) has a vision to be the world-class sugar and bio-based leader by combining our fully integrated agribusiness model with innovative technology and management talent to create value for better life for all. For over 60 years, Mitrphol has been in the business with corporate social responsibility and good governance. The company operates with transparency, care for all stakeholders and attention to crating value for society and communities. Mitrphol believes that these elements of business will take it to a sustainable, world-class, leading

position. The communication was conducted under the campaign named "Sweet Happiness".

The key strategy that Mitrphol used in brand building process is Plan-Design-Do-Analysis.
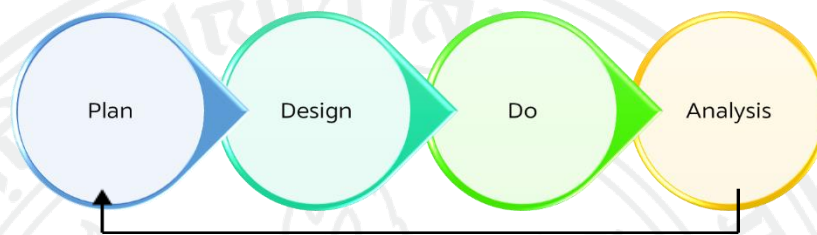
Figure 4.8 The key strategy of Mitrphol

Since the business has set the direction to be the world-class sugar and bio-based leader by combining fully integrated agribusiness model with innovative technology and management talent to create value for better life for all, the planning for brand building was laid down with two goals: 1) trustworthiness of the brand in sugar industry and 2) brand with accessibility to wide range of customers. To achieve the planned goals, an appropriate communication strategy is needed in order to meet customer's demands and create improved competitiveness.

Design the key message and select channels for brand building

As the company has identified two goals, which are trustworthiness of the brand in sugar industry and accessibility to wide range of customers, the key message to be used is "Sweet Happiness", is communicated to all audience groups. The main channel chosen was in-store restaurant where the product is present and the key message can be reinforced. Other channels used in both countries partly varied in that there are more billboards used in Laos, while online channels are used more in Thailand.

Do what was planned in the brand building

Once the plan and key message were designed completely, the execution phase is composed of two activities: 1) executing as planned and 2) monitoring and developing the contingency plan. Moreover, knowledge management is crucial as a platform to share the lesson learned during the execution and provide others with proper preparation.

Analysis of the performance

After the communication was done with key message conveyed to the audience, it is found from the survey that people in both Thailand and Laos have good perception of the brand as a favorite choice for sugar products. However, there is a high competition in Laos. Even though customers have good perception of the brand, it is not far different from other competitors. It is generally up to whever considered most convenient to buy when it come to purchasing the products. This let the company be aware of the area for improvement.

The issues and obstacles on brand building of Mitrphol in Laos

The issues and obstacles on brand building of Mitrphol in Laos came from internal and external factors.

The internal factor is regarding tools and materials required for brand communication. Since there are very limited resources to utilize, it requires imports of communication materials from Thailand. This leads to additional costs for logistics, which is needed to be considered.

The external factor is about social issue and cultural sensitivity. Although Thais are taught to consider Laos as a neighbor, oftentimes, people consider it as an inferior. This is highly sensitive and cause frustration among Laotians. In addition, the communication technology in Thailand is more developed and able to develop more effective materials, so import of certain tools is necessary.

Summary of qualitative research in agriculture sector

From the research on brand building in CPF and Mitrphol, it is found that both corporations share a relatively similar brand building model. CPF's model is Analyze-Plan-Communicate-Evaluate, while Mitrphol uses Plan-Do-Design-Analysis model. When analyzing into details, we can see that both organizations pay the similar attention during the brand building in that they study the customers and use such result on designing the process as well as evaluate the performance to further improve the effectiveness.
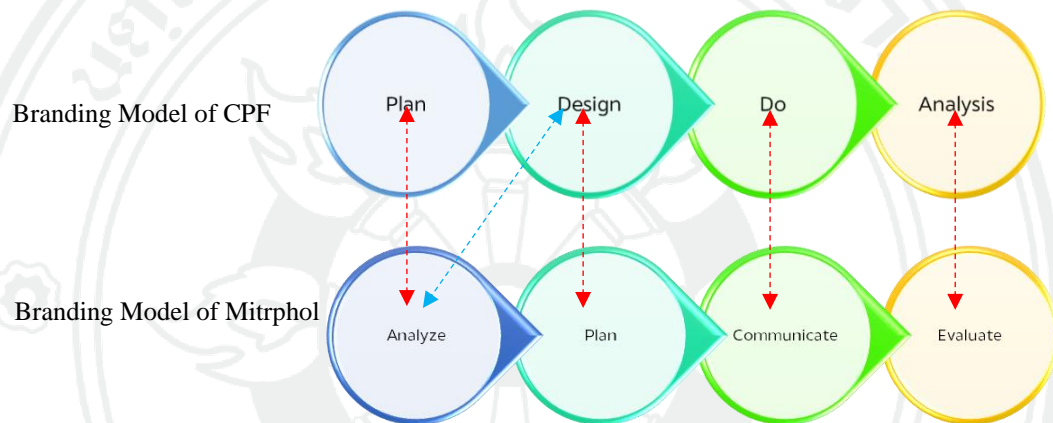
Figure 4.9 Comparing the key strategy between CPF and Mitrphol

For the brand building of CPF and Mitrphol in Laos, CPF is more accepted and trusted due to its longer presence in the country and the accessibility of its products. However, Mitrphol's brand is also considered as well-accepted as a result of its product quality.

Summary of qualitative research in three business sectors

The qualitative research was conducted with in-depth interview with the key informants, who are the high-rank management staff, responsible for brand building, of the sampled corporations. It is found that all corporations have alignment between brand building and business directions in order to achieve the business objectives. The process includes 1) assessment of current status; 2) planning for targeting and designing the key messages for communication; 3) analyzing the competitors; 4) analyzing the customers or target group; 5) executing the plan; and 6) evaluating the performance. The differences between process in Thailand and in overseas operations are 1) studying the fundamental information of the country such as social cultural way of living, and 2)

human resource and natural resource. Each sector has different approaches as presented in the following section.

Service Sector

From research in the service sector with Thai Airways and BDMS, it is shown that both companies pay close attention to customers or message recipients, since customer satisfaction is the key toward success of any businesses in this sector. The two companies share a similar brand building model, which are Plan-Do-Check-Act at Thai Airways and Understand-Create-Deploy-Monitor at BDMS. Both organizations focuses on analyzing the target customers, building the brand in the way that attracts them, and planning the contingency solutions, as well as evaluating the performance to ensure the maximum customer's satisfaction and brand loyalty.

Manufacturing Sector

From the research in manufacturing sector with PTT GC and SCG, it is found that they have both similarities and differences in their brand building processes. The similar elements are that the two corporations assess both their own organizations and their customers, along with the current perception of their brands. The result of such assessment provides insights on how to effectively build the brand. However, the differences are that SCG used the assessment result in setting the direction of the brand in alignment with business objectives, while PTT GC pays attention to evaluating the performance of each activity done for brand building, when SCG evaluates as a whole.

Agriculture Sector

From the study of brand building in agriculture sector with CPF and Mitrphol, it is revealed that both corporations share similar brand building model, which are Analyze-Plan-Communicate-Evaluate at CPF and Plan – Design – Do – Analysis at Mitrphol. After in-depth analysis, it is obvious that both corporations are on the same page regarding brand building for their efforts on studying customer's perception and utilizing the result on designing brand building process. Additionally, there was evaluation of the brand communication performance to identify any potential areas for improvement.

4.1.4 The result of qualitative research via the interview with the experts

In this research, in-depth interview approach was used to gather insights from industry experts in both academic and business sectors. The information gained aided in further analysis of the main information from the survey. The information gained is presented in the following section.

Academic Sector

The 1st expert in brand building

Professor, Ekk Pataratanakul, Ph.D., President of Master in Branding and Marketing (MBM), and professor at Faculty of Commerce and Accountancy, Chulalongkorn University, consultants for branding to many private corporations and the author of "Marketing Genius", has provided insights on brand building ASEAN as presented in the following section.

Process of brand building

Corporate brand building is crucial and requires appropriate planning. The essential steps of brand building are 1) aligning with business objectives, visions and missions; 2) assessing the current perception of the brand; 3) planning for improvement based on assessment result and designing the key message based on brand positioning and customer's expectations; 4) monitoring the performance and preparing the contingency plan; and 5) evaluating the result of all activities done to identify areas for improvement

Qualifications of brand building agents

Brand building agent should be eager to learn and stay adaptive to change. Certain fields of knowledge such as marketing, branding, and strategy formulation, are needed. Moreover, it is crucial to be understand the legal information of countries in ASEAN, in order to appropriately design and plan the brand building in this region.

Corporate brand building in ASEAN

There are cautions in brand building in ASEAN. Since social and cultural differences are relatively prevalent and highly sensitive, it is important to be aware of these and avoid any potential negative impacts. Additionally, understanding the legal requirements of each country will help prevent issues due to differences in

laws and regulations. Lastly, the most important is to understand the company's strengths, weaknesses, positioning, and customer's expectations, which is known as "Outside In" approach.

The 2nd expert in brand building

Associate Professor Kanlayakorn Worrakullatthanee, Head of Advertising Department, Faculty of Journalism and Mass Communications, Thammasat University, has provided insights on brand building in ASEAN as presented in the following section.

The process of brand building

Process of brand building is dynamic, depending on the context or situations, as well as business directions. The key elements are 1) identifying the positioning and what desirable outcomes look like; 2) being aware of the target groups and what they expect in order to respond appropriately; 3) understanding the competitors and realizing how to buiukd competitive advantages; 4) coming up with solutions to continuously improve the brand; 5) designing the key message in alignment with business directions; 6) monitoring the situations closely to be ready to tackle the unexpected events; and 7) evaluating the performance to identify areas for improvement.

Qualifications of brand building agents

It is necessary to be imaginative, enthusiastic, open for new ideas and innovative. Additionally, one must possesses knowledge in marketing, planning and business administration, as they are essential to effectively build corporate brand.

Brand building process in ASEAN

It is highly important to be cautious of the cultural sensitivity. Lack of technologies needed in communication may obstruct the organization during the brand building. Thus, it is crucial to be aware of these matters and take measures to plan and prevent negative impacts.

Business Sector

The 1st expert in brand building

Mr. Kittipong Weeratecha, Managing Director, Y&R Thailand, Dentsu Young and Rubicam Co., Ltd., has given opinions on brand building in ASEAN as presented in the following section.

The process of brand building

In brand building process, the major component is target audience or customers. It is this group of people who can tell if the brand communication is effective or creates any added value. Every component of the organization is important, ranging from the top management to the bottom as they represent the organization as brand agent. They must be able to present and protect the brand image. A good branding can be judged from how it creates brand loyalty among all stakeholders, not limited to just customers. Brand has its own value, and without proper protection measures, it can be devalued, and leads to decrease in trustworthiness.

Qualifications of brand building agents

It is necessary to be dynamic, eager to learn, aware of trending situations, and to stay updated to news, since the more and the faster information gained, the better. Moreover, knowledge in both corporate and product branding, marketing and communications are critical to the success of brand building.

Process of brand building in ASEAN

Each organization must be proactive, innovative and adaptive to the change in business situation. Additionally, it is critical to understand one's own strengths and weaknesses in order to reinforce the brand, as well as understand the social and cultural contexts of each country.

The 2nd expert in brand building

Mr. Kantapong Panthongprasert, Managing Director, Supper Union Co., Ltd., a subsidiary of Ogylvy and Meather (Thailand), has provided opinions on brand building in ASEAN as follows.

The process of brand building

There are multiple approaches to building a corporate brand. Each organization must know its own positioning in order to design the key message to be communicated. It is difficult to build a brand effectively without realizing our own organization's DNA on value creation. Additionally, the process must align with the business policies and visions, and incorporate the communication of key messages via the effective channels, based on the analysis of target audience or customers. Lastly, it is important to monitor the performance all through the process and adapt the approach as needed.

Qualifications of brand building agents

Branding agent must be aware of market situations and able to analyze them. The person has to creative and eager to learn new things, in order to innovate for the better outcomes.

The process of brand building in ASEAN

It is critical not to hold on to success in the past, but to continuously improve for the better, as well as to make the brand more approachable and prevent it from any resistance from the public.

Summary of the qualitative research via in-depth interview with the experts in academic and business sectors

The process of brand building

The brand building process is dynamic, depending on the business contexts and directions. It is important to understand the target audience or customers, as they are the ones to tell if the brand is well-perceived. Alignment with the business objectives is essential to the success of brand building, too. Additionally, all employees from top to bottom play vital roles in building the brand, as they represent the organization as brand agents.

Qualifications of brand building agents

The branding agents need to be eager to learn new things, adaptive to change, and knowledgeable in marketing, branding, and strategy formulation. Moreover, it is needed to be aware of legal aspects of business administration in each country in order to effectively plan for brand building.

Process of brand building in ASEAN

It is essential to be adaptive, innovative, and attentive to improve continuously. Understanding the organization's strengths and weaknesses will aid in building a stronger brand image. Furthermore, social and legal aspects of each country cannot be neglected as they are highly sensitive and may cause negative impacts. And lastly, it is required to consider the technological readiness because it can obstruct the organization during the brand building process.

Summary of qualitative research

From the qualitative research conducted via in-depth interview with key informants, who are high-rank staff responsible for brand building in the sampling corporations, and with experts in brand building in both academic and business sectors, it is found that all organizations need to ensure the alignment between brand building and business directions. The process is consisted of the following steps: 1) assessment of current status; 2) targeting and designing the key message; 3) analyzing the competitors; 4) analyzing the target audience or customers; 5) executing; and 6) evaluating the performance. However, there are certain differences, which when building the brand in other countries. These include 1) need to study the social and cultural aspects of those countries and 2) human and natural resources available.

4.2 Quantitative research via survey on respondents' behavior, attitude, understanding and perception regarding brand of Thai multinational corporations in Thailand and countries in ASEAN

In addition to the qualitative data gained from in-depth interview with the key informants regarding the brand building, the researcher has also conducted a quantitative research using the survey method. This is done in order to understand the performance of brand building activities of the respondents. The result is to be discussed in the following section.

4.2.1 The survey result on respondents' behavior, attitude, understanding and perception regarding brand of Thai multinational companies in Thailand

Table 4.1 Table displaying number and percentage of preferred channels among respondents in Thailand

Communication channels	Number	Percentage
TV	235	58.75
Newspaper	167	41.75
Magazine	103	25.75
Radio	98	24.50
Billboard	78	19.50
Website	276	69.00
YouTube	265	66.25
Facebook	343	85.75
In-theater ads	192	48.00
LINE	371	92.75
Instagram	242	60.50

Table shows that the most preferred channel among respondents in Thailand is Line with 343 respondents or 92.70%. Second is Facebook with 343 respondents or

85.75%. The rest are website with 276 respondents or 69.00%, YouTube with 265 respondents or 66.25%, Instagram with 242 respondents or 60.50%, TV with 235 respondents or 58.75%, in-theater ads with 192 respondents or 48.00%, newspaper with 167 respondents or 41.75%, magazine with 103 respondents or 25.75%, radio with 98 respondents or 24.50%, and lastly, billboard with 78 respondents or 19.50%.

Thai Airways International PCL

Table 4.2 Table displaying average score and level of understanding of Thai Airways brand in Thailand

Contents	Average score	Level of understanding
Quality of service	3.73	Highly understand
CSR activities	3.15	Understand
Variety of flying routes, domestic and international	3.95	Highly understand *
Trustworthiness in airline industry	3.91	Highly understand
Campaign "Different kind of comfort"	3.73	Highly understand
Total	3.69	Highly understand

Remark: * item with highest score

Result in Table suggests that the respondents highly understand the contents from brand communication. This shows that Thai Airways brand communication is effective to create appropriate level of understanding.

Table 4.3 Table displaying average score and level of attitude towards Thai Airways
brand in Thailand

Contents	Average Score	Level of Attitude
Quality of service	3.83	Strongly Agree
CSR activities	3.42	Strongly Agree
Variety of flying routes, domestic and international	3.93	Strongly Agree *
Trustworthiness in airline industry	3.76	Strongly Agree
Campaign "Different kind of comfort"	3.37	Strongly Agree
Being leading company in Thailand	3.84	Strongly Agree
Able to compete with other international corporations	3.71	Strongly Agree
Total	3.69	Strongly Agree

Remark: * item with highest score

Result in Table suggests that the respondents strongly agree with the branding
activities and have good attitude towards brand communication of Thai Airways.

Bangkok Dusit Medical Service PCL

Table 4.4 Table displaying average score and level of understanding of Bangkok Dusit Medical Service brand in Thailand

Contents	Average Score	Level of Understanding
Quality of medical service	3.23	Understand
CSR activities	3.01	Understand
Service excellence	3.47	Highly understand
Trustworthiness in medical service industry	3.32	Highly understand
Improving quality of life for all	3.58	Highly understand*
Total	3.32	Highly understand

Remark: * item with highest score

Table shows that the respondents highly understand the contents of the brand. This is a result of an effective brand communication, which helps create proper understanding of the brand.

Table 4.5 Table displaying average score and level of attitude towards BDMS brand
in Thailand

Contents	Average Score	Level of Attitude
Quality of medical service	3.93	Strongly agree*
CSR activities	2.92	Agree
Service excellence	3.91	Strongly agree
Trustworthiness in medical service industry	3.72	Strongly agree
Dedication toward improving quality of life	3.66	Strongly agree
Being leading company in Thailand	3.84	Strongly agree
Able to compete with other international corporations	3.08	Agree
Being the first medical service of choice	3.72	Strongly agree
Total	3.60	Strongly agree

Remark: * item with highest score

Result in Table suggests that the respondents strongly agree with the branding
activities and have good attitude towards brand communication of BDMS.

Summary of quantitative research result of brand building in service sector in Thailand

The quantitative research conducted to measure the level of understanding and attitude towards brand of Thai Airways and BDMS in Thailand shows that both corporations receive high level of understanding of branding contents and high level of agreement upon the brand building activities.

PTT Global Chemicals PCL

Table 4.6 Table displaying average score and level of understanding of PTT GC brand
in Thailand

Contents	Average score	Level of understanding
Quality of products & services	2.88	Understand
CSR activities	3.15	Understand
Sustainability of business	2.92	Understand
Trustworthiness in chemicals business	3.02	Understand
Innovation	3.31	Highly understand*
Improving quality of life for all	2.81	Understand
Total	3.02	Understand

Remark: * item with highest score

Table suggests that the respondents relatively understand the contents from
brand communication. This shows that PTT GC brand communication is effective
enough in creating the appropriate level of understanding.

Table 4.7 Table displaying average score and level of attitude towards PTT GC brand
in Thailand

Contents	Average Score	Level of Attitude
Quality of products & services	3.24	Agree
CSR activities	3.43	Strongly agree
Sustainability of business	3.40	Strongly agree
Trustworthiness in chemicals business	3.71	Strongly agree
Innovation	3.45	Strongly agree
Improving quality of life for all	3.18	Agree
Being leading company in Thailand	3.94	Strongly agree*
Able to compete with other international corporations	3.04	Agree
Total	3.42	Strongly agree

Remark: * item with highest score

Table suggests that the respondents strongly agree with the branding activities
and have good attitude towards brand communication of PTT GC.

The Siam Cement Public Company Limited

Table 4.8 Table displaying average score and level of attitude towards SCG brand in
Thailand

Contents	Average score	Level of understanding
Quality of products & services	3.73	Highly understand
CSR activities	3.80	Highly understand
Sustainability	3.45	Highly understand
Trustworthiness	3.74	Highly understand
Innovation	3.77	Highly understand*
Improving quality of life for all	3.32	Highly understand
Content of campaign "Passion for Better"	3.11	Understand
Total	3.56	Highly understand

Remark: * item with highest score

Table suggests that the respondents highly understand the contents from brand communication. This shows that SCG brand communication is highly effective in creating the appropriate level of understanding.

Table 4.9 Table displaying average score and level of attitude towards SCG brand in
Thailand

Contents	Average Score	Level of Attitude
Quality of products & services	3.88	Strongly agree
CSR activities	3.89	Strongly agree
Sustainability	3.24	Strongly agree
Trustworthiness	3.51	Strongly agree
Innovation	3.30	Strongly agree
Improving quality of life for all	3.35	Strongly agree
Campaign "Passion for Better"	3.11	Agree
Being leading company in Thailand	3.98	Strongly agree*
Able to compete with other international corporations	3.82	Strongly agree
Total	3.56	Strongly agree

Remark: * item with highest score

Table suggests that the respondents strongly agree with the branding activities
and have good attitude towards brand communication of SCG.

Summary of quantitative research result of brand building in manufacturing sector in Thailand

        The quantitative research conducted to measure the level of understanding and attitude towards brand of PTT CG and SCG in Thailand shows that PTT GC receives a good level of understanding of the branding contents, while SCG receives a higher level. However, both corporations receive a high level of agreement upon the brand building activities.

Charoen Pokphand Foods PCL

Table 4.10 Table displaying average score and level of understanding of CPF brand in
Thailand

Contents	Average score	Level of understanding
Quality of products	3.89	Highly understand
CSR activities	3.31	Highly understand
Sustainability	3.42	Highly understand
Trustworthiness	3.94	Highly understand*
Innovation in food industry	3.19	Understand
Improving quality of life for all	3.52	Highly understand
Campaign "Safe and high quality food products"	3.89	Highly understand
Total	3.59	Highly understand

Remark: * item with highest score

Table suggests that the respondents highly understand the contents from brand communication. This shows that CPF brand communication is highly effective in creating the appropriate level of understanding.

Table 4.11 Table displaying average score and level of attitude towards CPF brand in
Thailand

Contents	Average Score	Level of Attitude
Quality of products	3.89	Strongly agree
CSR activities	3.19	Agree
Sustainability	3.20	Agree
Trustworthiness	3.96	Strongly agree*
Innovation	3.33	Strongly agree
Improving quality of life for all	3.23	Agree
Campaign "Safe and high quality food products"	3.83	Strongly agree
Being leading company in Thailand	3.96	Strongly agree*
Able to compete with other international corporations	3.82	Strongly agree
Total	3.60	Strongly agree

Remark: * item with highest score

Table suggests that the respondents strongly agree with the branding
activities and have good attitude towards brand communication of CPF.

Mitr Phol Sugar Company Limited

Table 4.12 Table displaying average score and level of attitude towards Mitrphol
brand in Thailand

Contents	Average score	Level of understanding
Quality of products	3.66	Highly understand
CSR activities	3.30	Highly understand
Sustainability	3.32	Highly understand
Trustworthiness in sugar industry	3.74	Highly understand*
Innovation	3.34	Highly understand
Contents of campaign "Sweet Happiness"	3.31	Highly understand
Total	3.45	Highly understand

Remark: * item with highest score

Table suggests that the respondents highly understand the contents from brand communication. This shows that Mitrphol brand communication is highly effective in creating the appropriate level of understanding.

Table 4.13 Table displaying average score and level of attitude towards Mitrphol
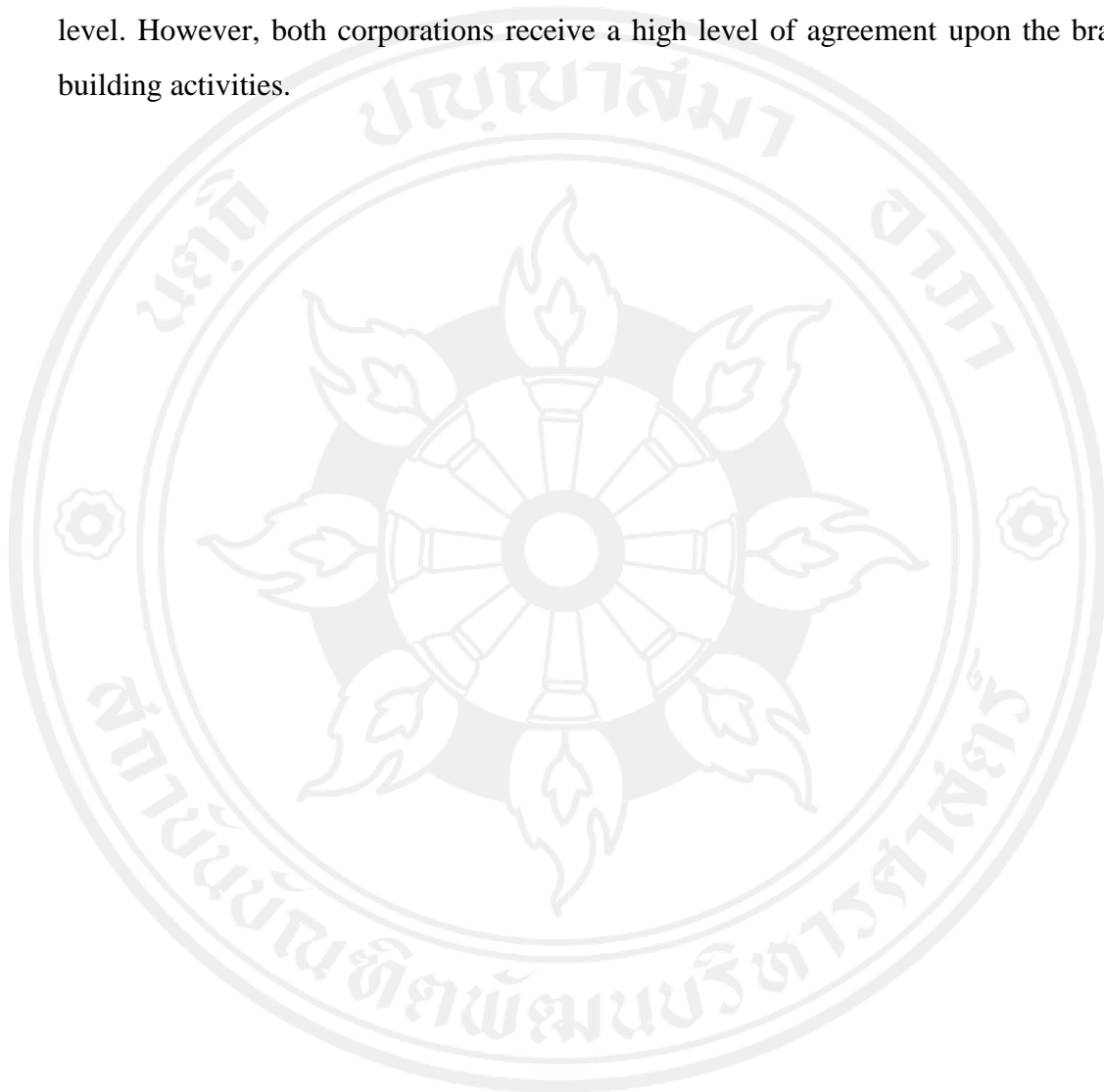brand in Thailand

Contents	Average Score	Level of Attitude
Quality of products	3.83	Strongly agree*
CSR activities	3.40	Strongly agree
Sustainability	3.53	Strongly agree
Trustworthiness in sugar industry	3.76	Strongly agree
Innovation	2.83	Agree
Contents of campaign "Sweet Happiness"	3.61	Strongly agree
Being leading company in Thailand	3.76	Strongly agree
Able to compete with other international corporations	3.34	Strongly agree
Total	3.51	Strongly agree

Remark: * item with highest score

Table suggests that the respondents strongly agree with the branding activities
and have good attitude towards brand communication of Mitrphol.

Summary of quantitative research result of brand building in agricultural sector in Thailand

The quantitative research conducted to measure the level of understanding and attitude towards brand of CPF and Mitrphol in Thailand shows that both corporations receive high level of understanding of branding contents and high level of agreement upon the brand building activities.

4.2.2 The survey result on respondents' behavior, attitude, understanding and perception regarding brand of Thai multinational companies in ASEAN

Table 4.14 Table displaying number and percentage of preferred channels among respondents in Cambodia

Communication channels	Number	Percentage
TV	228	57.00
Newspaper	70	17.50
Magazine	145	36.25
Radio	182	45.50
Billboard	253	63.25
Website	149	37.25
YouTube	97	24.25
Facebook	258	64.50
In-theater advertisements	43	10.75
LINE	259	64.75
Instagram	65	16.25

Table shows that the most preferred channel among respondents in Cambodia is Line with 259 respondents or 64.75%. Second is Facebook with 258 respondents or 64.50%. The rest are Billboard with 253 respondents or 63.25%, TV with 228 respondents or 57.00%, radio with 182 respondents or 45.50%, website with 149 respondents or 37.25%, magazine with 145 respondents or 36.25%, YouTube with 97 respondents or 24.25%, newspaper with 70 respondents or 17.50%, Instagran with 65 respondents or 16.25%, and lastly, in-theater ads with 43 respondents or 10.75%.

Thai Airways International PCL

Table 4.15 Table displaying average score and level of understanding of Thai
Airways brand in Cambodia

Contents	Average score	Level of understanding
Quality of service	3.81	Highly understand
CSR activities	2.95	Understand
Variety of flying routes, domestic and international	3.91	Highly understand
Trustworthiness in airline industry	3.94	Highly understand*
Campaign "Different kind of comfort"	3.79	Highly understand
Total	3.68	Highly understand

Remark: * item with highest score

Result in Table suggests that the respondents highly understand the contents from brand communication. This shows that Thai Airways brand communication is effective in creating the appropriate level of understanding.

Table 4.16 Table displaying average score and level of attitude towards Thai Airways
brand in Cambodia

Contents	Average Score	Level of Attitude
Quality of service	3.89	Strongly Agree
CSR activities	3.03	Agree
Variety of flying routes, domestic and international	3.92	Strongly Agree
Trustworthiness in airline industry	3.82	Strongly Agree
Campaign "Different kind of comfort"	3.73	Strongly Agree
Being leading company in Thailand	3.92	Strongly Agree*
Able to compete with other international corporations	3.67	Strongly Agree
Total	3.71	Strongly Agree

Remark: * item with highest score

Result in Table suggests that the respondents strongly agree with the branding
activities and have good attitude towards brand communication of Thai Airways.

Bangkok Dusit Medical Service PCL

Table 4.17 Table displaying average score and level of understanding of Bangkok
Dusit Medical Service brand in Cambodia

Contents	Average Score	Level of Understanding
Quality of medical service	3.51	Highly understand*
CSR activities	2.90	Understand
Service excellence	3.37	Highly understand
Trustworthiness in medical service industry	3.33	Highly understand
Improving quality of life for all	3.31	Highly understand
Total	3.28	Highly understand

Remark: * item with highest score

Table shows that the respondents highly understand the contents of the BDMS brand. This is a result of an effective brand communication, which helps in creating the proper understanding of the brand.

Table 4.18 Table displaying average score and level of understanding of Bangkok
Dusit Medical Service brand in Cambodia

Contents	Average Score	Level of Attitude
Quality of medical service	3.69	Highly understand
CSR activities	2.82	Understand
Service excellence	3.82	Highly understand*
Trustworthiness in medical service industry	3.35	Highly understand
Dedication toward improving quality of life	3.67	Highly understand
Being leading company in Thailand	3.06	Understand
Able to compete with other international corporations	3.01	Understand
Being the first medical service of choice	3.58	Highly understand
Total	3.38	Highly understand

Remark: * item with highest score

Result in Table suggests that the respondents strongly agree with the
branding activities and have good attitude towards brand communication of BDMS.

Summary of quantitative research result of brand building in service sector in Cambodia

The quantitative research conducted to measure the level of understanding and attitude towards brand of Thai Airways and BDMS in Cambodia shows that both corporations receive high level of understanding of branding contents and high level of agreement upon the brand building activities.

Table 4.19 Table displaying number and percentage of preferred channels among
respondents in Vietnam

Communication channels	Number	Percentage
TV	257	64.25
Newspaper	86	21.50
Magazine	134	33.50
Radio	92	23.00
Billboard	267	66.75
Website	343	85.75
YouTube	195	48.75
Facebook	259	64.75
In-theater ads	53	13.25
LINE	266	66.50

Table shows that the most preferred channel among respondents in Thailand is website with 343 respondents or 85.75%. Second is billboard with 267 respondents or 66.75%. The rest are Line with 266 respondents or 66.50%, Facebook with 259 respondents or 64.75%, TV with 257 respondents or 64.25%, YouTube with 195 respondents or 48.75%, magazines with 134 respondents or 33.50%, radio with 92 respondents or 23.00%, newspaper with 86 respondents or 21.50%, and lastly, in-theater ads with 53 respondents or 13.25%.

PTT Global Chemicals PCL

Table 4.20 Table displaying average score and level of understanding of PTT GC

brand in Vietnam

Contents	Average score	Level of understanding
Quality of products & services	3.13	Understand
CSR activities	3.15	Understand*
Sustainability of business	2.96	Understand
Trustworthiness in chemicals business	2.91	Understand
Innovation	2.96	Understand
Improving quality of life for all	3.07	Understand
Total	3.03	Understand

Remark: * item with highest score

Table suggests that the respondents relatively understand the contents from brand communication. This shows that PTT GC brand communication is effective enough in creating the appropriate level of understanding.

Table 4.21 Table displaying average score and level of attitude towards PTT GC
brand in Vietnam

Contents	Average Score	Level of Attitude
Quality of products & services	3.74	Strongly agree*
CSR activities	3.63	Strongly agree
Sustainability of business	2.91	Agree
Trustworthiness in chemicals business	3.07	Agree
Innovation	2.96	Agree
Improving quality of life for all	3.12	Agree
Being leading company in Thailand	3.34	Strongly agree
Able to compete with other international corporations	3.03	Agree
Total	3.23	Agree

Remark: * item with highest score

Table suggests that the respondents relatively agree with the branding activities
and have good attitude towards brand communication of PTT GC.

The Siam Cement Public Company Limited

Table 4.22 Table displaying average score and level of attitude towards SCG brand in
Vietnam

Contents	Average score	Level of understanding
Quality of products & services	3.62	Highly understand*
CSR activities	3.58	Highly understand
Sustainability	2.89	Understand
Trustworthiness	3.38	Highly understand
Innovation	3.05	Understand
Improving quality of life for all	3.13	Understand
Content of campaign "Passion for Better"	3.00	Understand
Total	3.24	Understand

Remark: * item with highest score

Table suggests that the respondents understand the contents from brand
communication. This shows that SCG brand communication is effective in creating the
appropriate level of understanding.

Table 4.23 Table displaying average score and level of attitude towards SCG brand in
Vietnam

Contents	Average Score	Level of Attitude
Quality of products & services	3.46	Strongly agree
CSR activities	3.27	Strongly agree
Sustainability	2.89	Agree
Trustworthiness	3.03	Agree
Innovation	3.05	Agree
Improving quality of life for all	2.89	Agree
Campaign "Passion for Better"	2.93	Agree
Being leading company in Thailand	3.52	Strongly agree*
Able to compete with other international corporations	2.95	Agree
Total	3.11	Agree

Remark: * item with highest score

Table suggests that the respondents agree with the branding activities and have
good attitude towards brand communication of SCG.

Summary of quantitative research result of brand building in manufacturing sector in Vietnam

The quantitative research conducted to measure the level of understanding and attitude towards brand of PTT CG and SCG in Vietnam shows that both corporations receive a good level of understanding of branding contents and a good level of agreement upon the brand building activities.

Table 4.24 Table displaying number and percentage of preferred channels among
respondents in Laos

Communication Channels	Number	Percentage
TV	321	80.25
Newspaper	59	14.75
Magazine	142	35.50
Radio	87	21.75
Billboard	241	60.25
Website	189	47.25
YouTube	93	23.25
Facebook	177	44.25
In-theater advertisement	53	13.25
LINE	244	61.00

Table shows that the most preferred channel among respondents in Laos is TV
with 321 respondents or 80.25%. Second is Line with 244 respondents or 61.00%. The
rest are billboard with 241 respondents or 60.25%, website with 189 respondents or
47.25%, Facebook with 177 respondents or 44.25%, magazine with 142 respondents or
35.50%, YouTube with 93 respondents or 23.25%, radio with 87 respondents or
21.75%, newspaper with 59 respondents or 14.75%, and lastly, in-theater ads with 53
respondents or 13.25%.

Charoen Pokphand Foods PCL

Table 4.25 Table displaying average score and level of understanding of CPF brand in Laos

Contents	Average score	Level of understanding
Quality of products	3.83	Highly understand
CSR activities	3.26	Highly understand
Sustainability	3.48	Highly understand
Trustworthiness	3.90	Highly understand
Innovation in food industry	3.36	Highly understand
Improving quality of life for all	3.50	Highly understand
Campaign "Safe and high quality food products"	3.46	Highly understand
Total	3.54	Highly understand

Remark: * item with highest score

Table suggests that the respondents highly understand the contents from brand communication. This shows that CPF brand communication is highly effective in creating the appropriate level of understanding.

Table 4.26 Table displaying average score and level of attitude towards CPF brand in
Laos

Contents	Average Score	Level of Attitude
Quality of products	3.92	Strongly agree
CSR activities	3.01	Agree
Sustainability	3.50	Strongly agree
Trustworthiness	3.96	Strongly agree*
Innovation	3.35	Strongly agree
Improving quality of life for all	3.34	Strongly agree
Campaign "Safe and high quality food products"	3.86	Strongly agree
Being leading company in Thailand	3.96	Strongly agree*
Able to compete with other international corporations	3.80	Strongly agree
Total	3.63	Strongly agree

Remark: * item with highest score

Table suggests that the respondents strongly agree with the branding activities and have good attitude towards brand communication of CPF.

Mitr Phol Sugar Company Limited

Table 4.27 Table displaying average score and level of attitude towards Mitrphol
brand in Laos

Contents	Average score	Level of understanding
Quality of products	3.86	Highly understand*
CSR activities	3.00	Understand
Sustainability	3.27	Highly understand
Trustworthiness in sugar industry	3.85	Highly understand
Innovation	3.33	Highly understand
Contents of campaign "Sweet Happiness"	3.64	Highly understand
Total	3.49	Highly understand

Remark: * item with highest score

Table suggests that the respondents highly understand the contents from brand
communication. This shows that Mitrphol brand communication is highly effective in
creating the appropriate level of understanding.

Table 4.28 Table displaying average score and level of attitude towards Mitrphol
brand in Thailand

Contents	Average Score	Level of Attitude
Quality of products	3.91	Strongly agree*
CSR activities	3.08	Agree
Sustainability	3.20	Agree
Trustworthiness in sugar industry	3.86	Strongly agree
Innovation	3.32	Strongly agree
Contents of campaign "Sweet Happiness"	3.63	Strongly agree
Being leading company in Thailand	3.78	Strongly agree
Able to compete with other international corporations	2.96	Agree
Total	3.47	Strongly agree

Remark: * item with highest score

Table suggests that the respondents strongly agree with the branding activities
and have good attitude towards brand communication of Mitrphol.

Summary of quantitative research result of brand building in agricultural sector in Laos

The quantitative research conducted to measure the level of understanding and attitude towards brand of CPF and Mitrphol in Laos shows that both corporations receive a high level of understanding of branding contents and a high level of agreement upon the brand building activities.
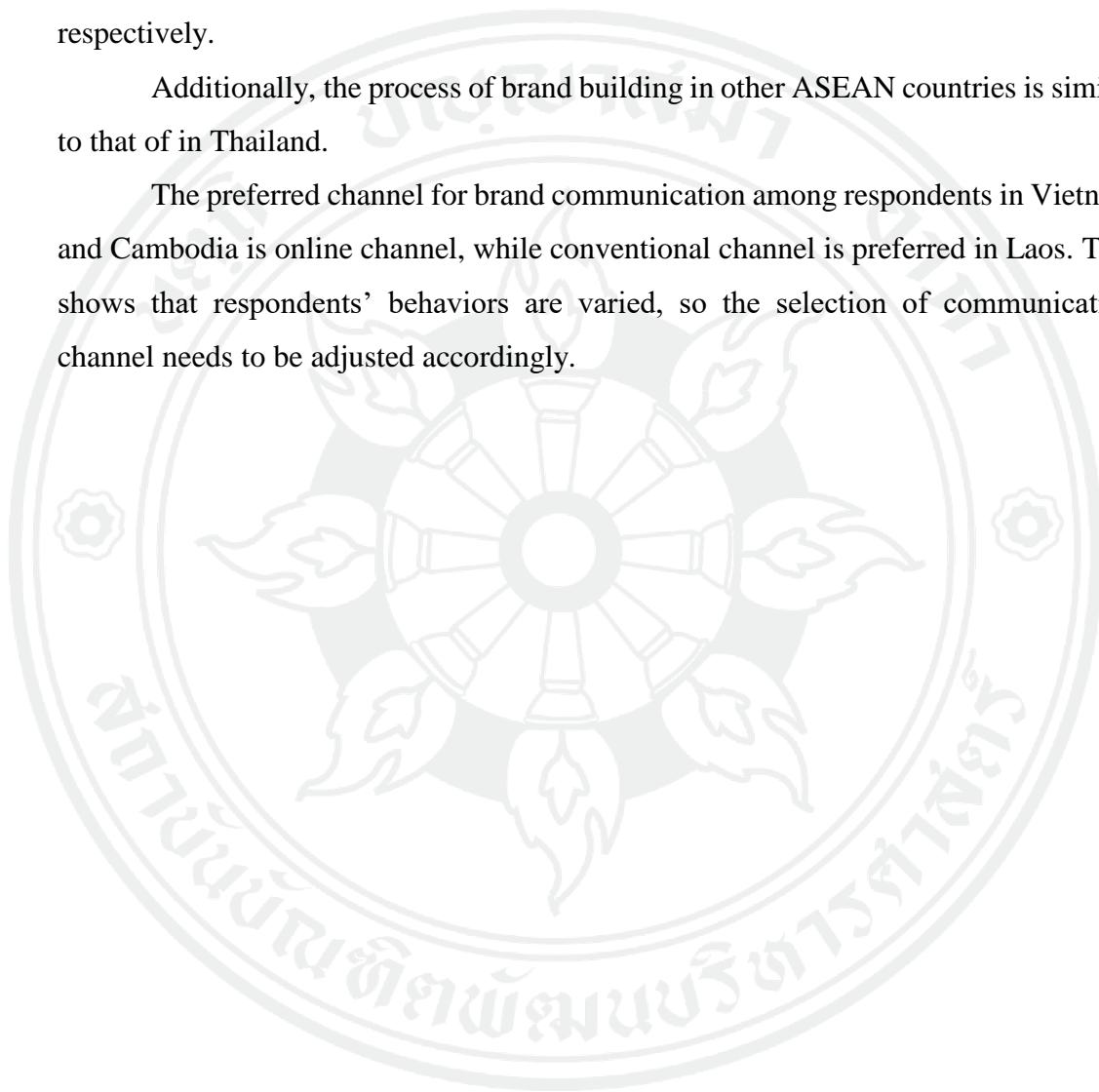
Summary of quantitative research of 3 sectors (service, manufacturing and agriculture) in Thailand and other ASEAN countries

The quantitative research conducted via survey with respondents in Thailand shows that the most preferred channels regarding brand communication are online channel, which includes Line, Facebook, Website, YouTube and Instagram, respectively.

Additionally, the process of brand building in other ASEAN countries is similar to that of in Thailand.

The preferred channel for brand communication among respondents in Vietnam and Cambodia is online channel, while conventional channel is preferred in Laos. This shows that respondents' behaviors are varied, so the selection of communication channel needs to be adjusted accordingly.

Summary of quantitative research

The qualitative research, conducted via in-depth interview with key informants, who are high-rank management staff responsible for brand building, as well as other experts in both academic and business sectors, together with the result from the quantitative research, show that the top 5 preferred channels for brand communication in Thailand are all online platforms, namely Line, Facebook, website, YouTube and Instagram, respectively. The process of brand building of Thai multinational corporations in other ASEAN countries is also similar to Thailand. The preferred channel for brand communication among respondents in Vietnam and Cambodia is online channel, while conventional channel is preferred in Laos. This means that respondents' behaviors are varied from one country to another, so the selection of communication channel needs to be adjusted accordingly to allow for the maximum effectiveness.

CHAPTER 5

RESEARCH SUMMARY, DISCUSSION AND SUGGESTIONS

This research, " THAI MULTINATIONAL COMPANIES AND THEIR CORPORATE BRANDING IN THE ASEAN REGION", aims to study the process of brand building in the multinational corporations, both within Thailand and in other ASEAN countries. In addition the study aims to explore factors affecting corporate brand building, thus, identifying the structure or pattern of brand building in these corporations.

The qualitative research was conducted through in-depth interview with key informants, who are top management staff responsible for corporate brand building. The quantitative research was also conducted among message recipients both in Thailand and in other ASEAN countries. The companies sampled were selected in order to cross-verify the information gained from the interview. Additionally, experts in academic and business sectors were also involved through in-depth interviews in order to gain insights and aid in analyzing the information as gathered through the aforementioned research, presented in the Chapter 4. This chapter will cover the following topics:

5.1 Research Summary

5.2 Discussion

5.3 Suggestions

5.1 Research Summary

5.1.1 The process of brand building in Thai businesses

The process of brand building in all organizations is usually in alignment with the corporate strategies, in order to steer the organization towards the desired direction. The process consists of 1) assessment of brand positioning to identify strengths and weaknesses and bridge business gaps; 2) identifying

targets and designing key messages as a part of marketing communication plan, and preparing a back-up as contingency solution; 3) analyzing competitors to differentiate and develop for the better, as well as being prepared for both defensive and offensive approaches; 4) analyzing target audience and communicate in the way that attracts or satisfies them; 5) identifying interventions and their execution plan, which is flexible enough to be adjusted in any case of unexpected events, and monitoring closely to ensure a proper progress with contingency plan at disposal; and 6) measuring performance results against plan and identifying lesson learned from mistakes, and putting Knowledge Management in place to provide opportunities to learn from both achievements and failures.

5.1.1.1 The Reception of Messages of Thai Respondents

The majority of respondents prefer to receive messages via online channel. According to the survey, top 5 most preferred channels are 1) Line (370 respondents or 92.70%); 2) Facebook (343 respondents or 85.75%); 3) Website (276 respondents or 69.00%); 4) YouTube (265 respondents or 66.25%) and 5) Instagram (242 respondents or 60.50%)

Other channels through which respondents receive messages are TV (235 respondents or 58.75%), advertisements in theater (192 respondents or 48.00%), newspaper (167 respondents or 41.75%), magazines (103 respondents or 27.75%), radio (98 respondents or 24.50%), and billboard (78 respondents or 19.50%)

5.1.2 The process of brand building in Thai businesses in ASEAN

The process of brand building in ASEAN share a similar approach with the process in Thailand, which are 1) assessment of current brand positioning; 2) identifying targets and designing key messages; 3) analyzing competitors; 4) analyzing target audience; 5) identifying interventions and execution plan; and 6) measuring performance results.

Differences from the process found in Thailand include 1) a thorough study of cultural, social, technological and economic aspects to understand the business fundamentals of the target countries and 2) human and natural

resources required, in order to build trustworthiness among people, which advocate and protect the brand itself.

5.1.2.1 The reception of message in Cambodian Respondents

The top 2 channels of message reception are online. The channel with highest reception is Line, 259 respondents or 64.75%. The number 2 is Facebook with 258 respondents or 64.50%.

Other channels are Billboard, 253 respondents or 63.25%, Television 228 respondents or 57.00%, Radio 182 respondents or 45.50%, Website 149 respondents or 37.25%, magazine 145 respondents or 36.25%, YouTube 97 respondents or 24.25%, newspaper 70 respondents or 17.50%, Instagram 65 respondents or 16.25%, and movie theater advertisement 43 respondents or 10.75%.

5.1.2.2 The reception of message in Vietnamese Respondents

The majority of message reception is through online channels. The channel with highest reception is website, 343 respondents or 85.75%. The number 2 is billboard with 267 respondents or 66.75%. Other channels are Line 266 respondents or 66.50%, Facebook 259 respondents or 64.75%, television 257 respondents or 64.25%, YouTube 195 respondents or 48.75%, magazine 134 respondents or 33.50%, radio 92 respondents or 23.00%, newspaper 86 respondents or 21.50%, and movie theater advertisement 53 respondents or 13.25%.

5.1.2.3 The reception of message in the sampling population in Laos

The majority of message reception is through conventional channels. The channel with highest reception is television, 321 respondents or 80.25%. The number 2 is Line with 244 respondents or 61.00%. Other channels are billboard 241 respondents or 60.25%, website 189 respondents or 67.725%, Facebook 177 respondents or 44.25%, magazine 142 respondents or 35.50%, YouTube 93 respondents or 23.25%, radio 87 respondents or 21.75%, newspaper 59 respondents or 14.75%, and movie theater advertisement 53 respondents or 13.25%.

5.1.3 Factors impacting brand building process of Thai businesses in ASEAN

Factors impacting brand building process of Thai businesses in ASEAN can be categorized as internal and external.

5.1.3.1 Internal factors impacting brand building process of Thai businesses in ASEAN

The internal factors which impacts brand building process of Thai businesses in ASEAN include the following:

1. Human factor, including employees of each organization - This is different from Thailand due to the impact of cultures and academic background. This requires attention on equipping people with skill sets and demands continuous development to ensure consistent working standard.

2. Tools and working resources - Due to limited tools or resources to build communications materials, imports from Thailand or other countries are required, which causes higher costs and complicates work process.

3. Financial investment is highly impacted due to the fact that several tools or resources must be imported.

4. Work process is affected by all of the above factors, namely human resource, financial investment, and oftentimes, by other external factors.

The external factors which impacts brand building process of Thai businesses in ASEAN include the following:

1. Social, legal, and cultural factors sometimes hinder the process of brand building and consequently delay the expected goals.

2. Political factor - Due to differences in the form of bureaucracy, there may be difficulties in the branding process. In several cases, rebranding is also required because of such factors. Misalignment of processes between federal and local government can profoundly affect the brand building in those countries as well.

3. Technological factors also impact other internal factors. For instance lower level of technology advancement causes negative impacts on human resource, management systems and financing.

4. Economic factors – Lesser developed economies cause corporations to invest more financially and requires more human capital in efforts to enhancing profitability.

5.2 Discussion

5.2.1 Brand building process of Thai corporations in Thailand

Brand building process is usually aligned with corporate business directions, in order to attain business goals. The process is usually consisted of 1) assessment of current brand positioning; 2) identifying targets and designing key messages; 3) analyzing competitors; 4) analyzing target audience; 5) identifying interventions and execution plan; and 6) measuring performance results. This process concurs with the Brand Management Model by Martin Roll (2015), which stated that brand building process starts with assessment of current positioning. It requires support from management, employees and customers, and aligns with business plan. In order to create brand identity, each organization needs to analyze not only its own brand positioning, but also competitors', as well as identify customer's needs in order to develop suitable differentiated results. The brand implementation process needs to take place both internally and externally. It must encourage employees to take the role of brand ambassador, who not only represents the corporate brand, but also promotes and preserves the reputation of the company. Finally, evaluation of results is needed to pinpoint the room for improvement and allows for internal knowledge management.

5.2.1.1 Reception of message in Thai respondents

The majority of respodents receives messages through online channel. The top 5 online channels are Line, Facebook, website, YouTube and Instagram. To enhance the effectiveness of communication to the maximum, each organization needs to adapt the channels used in order to reach the target audience efficiently. This concurs with IMC concept by Dinnie, K., Melewar, T. C., Seidenfuss, K. U., & Musa, G. (2010), which stated that message recipient's

behavior may change in accordance to the environment. Monitoring of these changes in behaviors is crucial for each organization to adapt and improve its communication channels. Through this study, it is shown that Thai message reception behavior has changed toward online channel; however, it is recommended for each organization not to neglect those who prefer to receive messages via other channels in order to ensure a complete coverage of the target.

5.2.2 Brand building process of Thai corporations in ASEAN

The process of brand building in ASEAN countries is generally similar to that of in Thailand, which includes 1) assessment of current brand positioning; 2) identifying targets and designing key messages; 3) analyzing competitors; 4) analyzing target audience; 5) identifying interventions and execution plan; and 6) measuring performance results. The different processes include 1) study of each country's different fundamentals ranging from cultural to social perspectives and 2) different human and natural resources. These concur with the study on Cross-cultural Communication by Foo, Lowe, and Foo (2001), which said that when investing overseas, a thorough study in all aspects is crucial due to different culture and history. This will benefit the communication and business management.

5.2.2.1 Reception of message in Respondents from Cambodia, Vietnam and Laos

Majority of respondents in Vietnam and Cambodia received messages via online channel, while Laos received via conventional channel. This explicitly shows that different channel of communication is needed for the best possible result. According to IMC by Dinnie, Melewar, Seidenfuss, and Musa (2010), recipient's behavior may change in accordance to environments. Thus, monitoring of these changes in behaviors is crucial for each organization to adapt and improve its communication channels.

5.2.3 Factors impacting brand building process of Thai businesses in ASEAN

Factors impacting brand building process of Thai businesses in ASEAN can be categorized as internal and external.

5.2.3.1 Internal factors impacting brand building process of Thai businesses in ASEAN

Internal factors, which directly impact the brand building process in ASEAN, are human resource, working tools, financial resource and management system. This concurs with the concept of internal communication management by Wilkinson, and Balmer (1996), which stated that the most crucial internal factor of internal communication is human or employee. They are the key resources that run the business and represent the organization when communicating to external parties. Thus, employees need to be well informed of any key messages. Financial resource, management system, as well as any other necessary tools must be well prepared for the ease of business operations.

5.2.3.2 External factors impacting brand building process of Thai businesses in ASEAN

External factors impacting brand building process in ASEAN are social, legal, cultural, political and technological factors. This concurs with concept proposed by Kotler, Kartajaya, and Huan (2015), which stated that external factors are difficult to manage. They require proper administration and good relations. Politics, economics, society and technology (PEST) vary from country to country without common pattern. Each organization needs to conduct a thorough study and formulate careful plan to avoid any possible negative outcomes.

5.2.4 Model of the process of brand building of multinational corporations in ASEAN

According to qualitative research through in-depth interview with key informants, who are top management staff responsible for brand building, and quantitative research through survey of organizations to cross-verify the information gained, together with in-depth interview with the experts in the business and academic sectors, the researcher concludes the 4 brand building

processes in ASEAN, which are 1) Brand Analysis, 2) Brand Identity, 3) Brand Implementation, and 4) Brand Assessment presented in Figure 5.1.
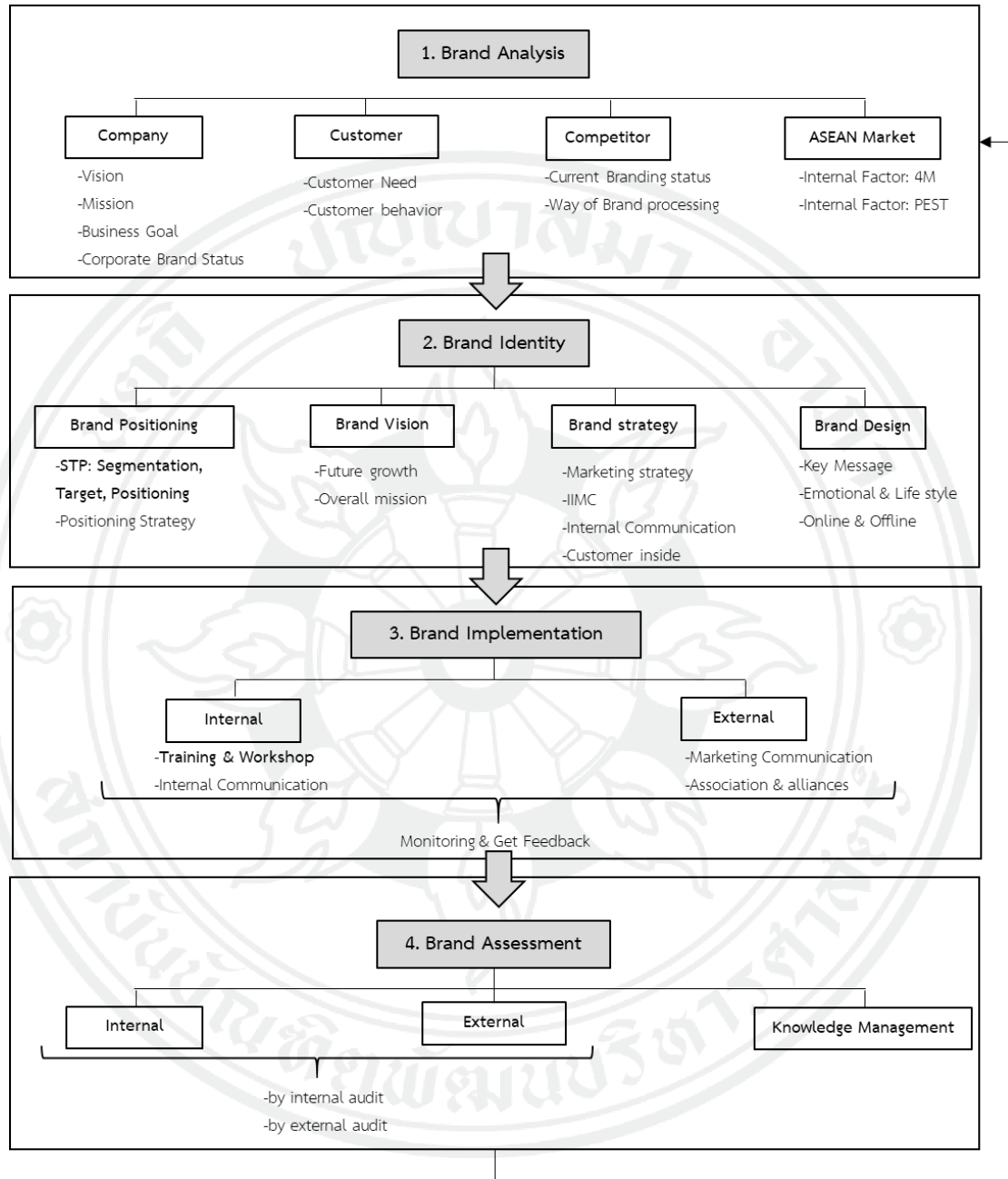

Figure 5.1 Model of Brand Building Processes of Multinational Corporations in ASEAN

5.3   Suggestions from the Research

5.3.1 Suggestions for this Research

The research has brought about suggestions which business corporations can take away and embed into brand management planning, as well as corporate brand building strategies both within Thailand and other ASEAN countries. The research analysis presents the following recommendations:

1) To build brand image in Thailand, online channels are preferred to the offline ones. To effectively manage these channels, the six processes are required for brand building. They include 1) assessment of current brand positioning; 2) identifying targets and designing key messages; 3) analyzing competitors; 4) analyzing target audience; 5) identifying interventions and execution plan; and 6) measuring performance results and knowledge management.

Even though online channels are preferred in ASEAN, in some countries, offline channels are at the top. Thus, besides the aforementioned 6 processes, a thorough study of other factors is crucial. The additional steps required are 1) study other fundamental aspects such as culture, social way of living, etc. and 2) study human and other natural resource available in order to come up with effective management plan

Factors impacting brand building in ASEAN can be categorized as internal and external factors. Internal factors include human capital, tools and working resources, financial resource and management system. External factors include social, legal, cultural, political, technological and economic factors. These two types of factors cannot be overlooked when planning for brand building.

The model of brand building process in ASEAN consists of 4 processes - Brand Analysis, Brand Identity, Brand Implementation, and Brand Assessment.

5.3.2 Suggestions for Future Research

From this research, the result provides suggestions and guidance for corporations to build their corporate brand in ASEAN. The suggestions for those who will study the brand building process in ASEAN include the following:

1. This research studied 6 listed companies in 3 industries, which are service, manufacturing and agricultural sectors. It did not cover the small to medium size enterprises, thus the application of the research must be done with caution. Therefore any research in the future should include small to medium size enterprises in order to gain a more well rounded insights for an effective brand building.

2. The research should incorporate the satisfaction of message recipients toward corporate branding, which affects the decision of customers to purchase products or service of the brand.

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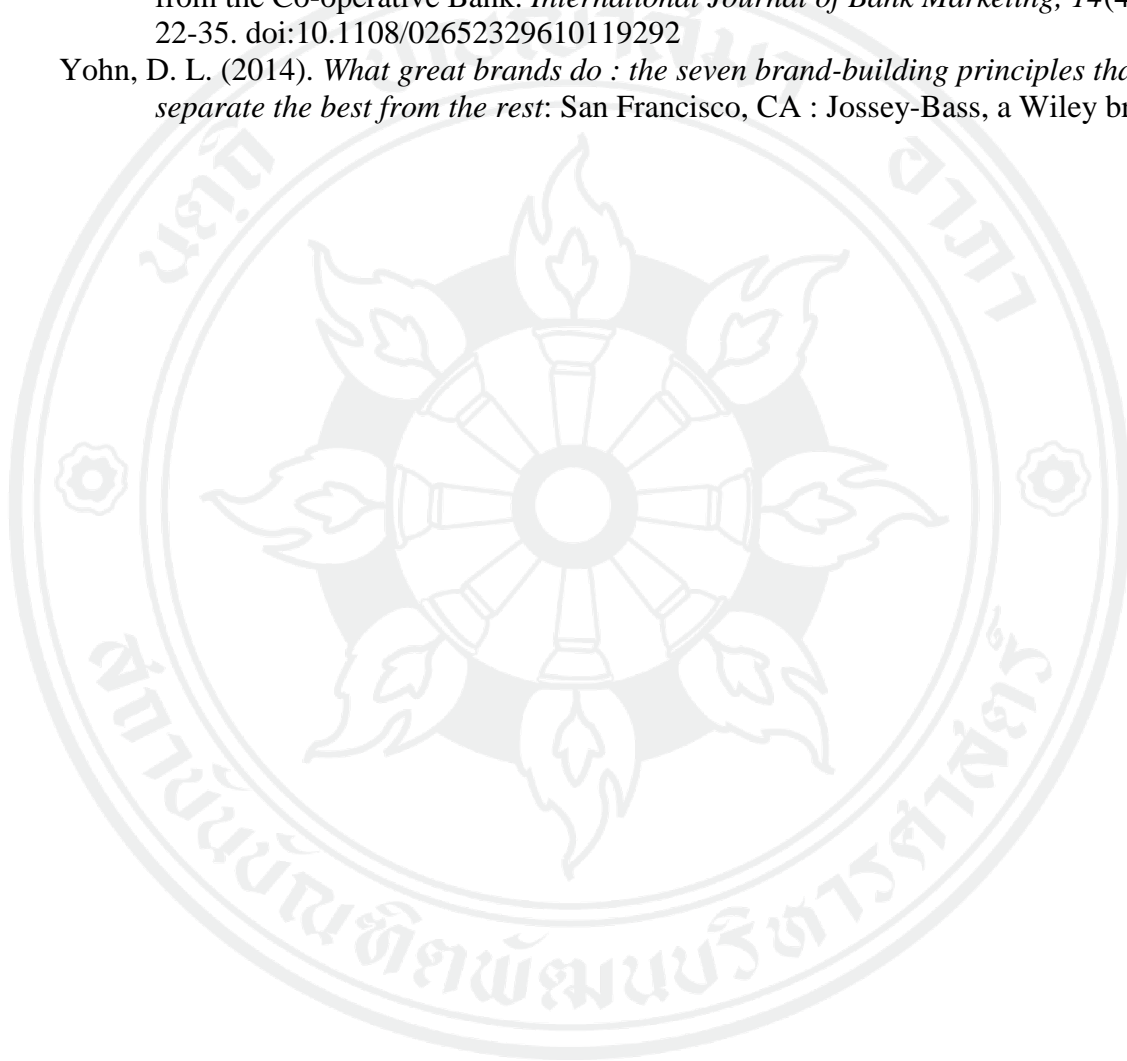
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