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# BUILDING BRAND IDENTITY STRATEGY

– Creating a brand identity strategic guide for Chaidim



ชาйдิม  
**Chaidim**  
Premium organic tea



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## BUILDING BRAND IDENTITY STRATEGY

This thesis is commissioned by E.L.F.B (Thailand) Company Limited with a request to assist the firm's managers in developing a brand identity strategy for its flagship brand – Chaidim Premium Organic Tea. The thesis aims to develop a strategic brand identity manual that would provide the ideological platform and direction for Chaidim to manifest its brand soul (including its core purpose and values) and personality to its customers and prospects.

Chaidim is a rising young Thai brand that provides premium organic tea not only to Thailand but also international markets. The problem of the brand is that although being on the market for two years (launched in 2013) Chaidim still has not identified the ideology platform for its brand identity to be built on, including its core purpose, values, vision, mission), thus being unclear about which direction the brand should follow to powerfully manifest its soul to appeal to its customers and prospects. The research question this thesis tries to answer is "What is the brand identity strategy for Chaidim brand?"

The literature review presents an overview of the existing brand identity concepts and theories, starting from the concept origin to the dynamic development of brand identity's theories in 90s as well as in the modern time. The author does not only introduce the mainstreams concepts and frameworks that construct brand identity but also deepens into their insights and perspectives by analyzing and synthesizing to point out the important similar and different points in their works. Based on literature review, the author develops a theoretical framework to guide the brand identity strategy building process for Chaidim.

The research is of qualitative and quantitative approaches. Interview and survey are conducted to collect primary data for the analysis.

The result of this thesis is a brand identity manual that presents Chaidim's core ideology platform that brand identity should center around and the direction for what steps Chaidim should take next to powerfully manifest its brand identity to the customers & prospects.

### KEYWORDS:

Brand identity strategy, Chaidim Organic Teas, StoryBranding process, Brand Identity Planning Model

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# 1 INTRODUCTION

## 1.1 Motivation

Brand identity, to me, has always been an area of intriguing mystique in the center of the marketing universe. Though brand is an overused buzzword in the marketing world, there is no consensus among researchers and practitioners on the definitions of what brand is. It is the multiple perspectives and various ways on understanding, defining, creating and implementing brand identity that makes this field a mystical marketing incantation. However, I believe that it is not impossible to understand or even master “an old practice, but a very young science” if one could keep a balance between “science and “art” in brand building (Franzen & Moriarty, 2009). In other words, one should rely on branding theories and models to guide her thoughts but could not let the system thinking carry away her creativity. With a deep desire to learn more about the identity brand-building process, I always look for opportunities to observe and learn from real-life brand projects. The chance came when the managers at E.L.F.B (Thailand) Company Limited allow me to assist them to create the brand identity for their flagship brand, named Chaidim. I was more than grateful to be given this opportunity, thus I promise to make the best attempt to produce a high-quality research on creating brand identity strategy for Chaidim.

## 1.2 Background of the thesis

### 1.2.1 The thesis commissioner – E.L.F.B Company Ltd. and its flagship brand

This thesis is commissioned by E.L.F.B (Thailand) Company Limited with a request to assist the company in “developing Chaidim’s brand identity for future brand communication implementation” (Chaidim Organic Tea, 2015). E.L.F.B., founded in December 2013, was primarily established to commercialize Chaidim, a premium organic tea brand (Chaidim Organic Tea, 2015). Chaidim is a flagship brand of E.L.F.B and it was also founded on December 2013 with a purpose to promote a healthy lifestyle selling flavorful Oolong tea from Thailand worldwide.” (Interview - Appendix 2). Even though being a young brand, Chaidim is growing

fast as a trusted provider of high-quality organic tea not only to Thailand but also international markets. “Chaidim teas are 100% organic. The leaves are locally grown in Northern Thailand, Chiang Rai province, thus guaranteeng a continuously secured source of raw materia” (Chaidim Organic Tea, 2015). The product line under Chaidim brand name includes Organic Oolong Tea, Organic Black Tea, Organic Green Tea, Organic Japanese Style Tea and Organic Herbal Tea, in which “Oolong Tea and Herbal Tea have been successfully introduced in Thai market” (Chaidim Organic Tea, 2015). Chaidim’s products meet EU and US standards for organic products, gaining organic certifications issued by both national-scaled and international-scaled accreditation bodies, such as Organic Thailand label, USDA Organic label and Halal label. The packaging of Chaidim’s product with a touch of artistry, simplicity in its design indicates the brand’s focus on premium quality and taste of its products. Currently, Chaidim’s Organic Herbal Tea and Organic Oolong Tea product lines are sold through out 35 major retailers across Thailand such as: Siam Paragon, Emporium, EmQuartiers, Villa Market (15 branches), Isetan, Central Group (8 branches) and Fuji Store (2 branches) (Chaidim Organic Tea, 2015). The products are also sold worldwide via an e-commerce website [www.chaidim.com](http://www.chaidim.com). Currently, Chaidim’s head office is located in Bangkok, Central Thailand while the tea farms & processing factory are located in the beautiful and unspoiled province of Chiang Rai, Northern Thailand. According to the managing director of Chaidim, during the past two years, the company has not produced “a proper branding plan” for Chaidim and is still in the “brand creation phase” (Interview - Appendix 2).

### 1.2.2 The problem of Chaidim and its need for a brand-identity strategy

The company has high ambition for growth through brand extention. It plans to introduce a new range (individual teabags) and aims to gain a significant piece of the market share within the next 12 months (E.L.F.B Ltd., 2014). However, with a noticeable lack of brand identity, the company executies realize its flagship brand Chaidim might not be able to maintain the consistence and direction needed for further growth. In different theories, many researchers and practitioners (Joachimsthaler; Aaker, 1997; Levine, 2003; de Chernatony, 2010) already pointed out the indispensable role of brand identity. Joachimsthaler and

Aaker (1997) emphasized that “when a clear and strong brand identity is lacking, a brand is like a ship without a rudder”. A company must have a clear brand identity with depth and texture so that those designing and implementing the communications programs do not inadvertently send conflicting or confusing messages to customers”. Otherwise, the brand can easily spin out into an inconsistency of communication and representation “by the often changing tactical communication objectives of product or market managers” (Joachimsthaler; Aaker, 1997). Therefore, managers at E.L.F.B consider building brand identity strategic guide with a comprehensive strategy to implement that brand identity to strengthen the brand-prospect relationship the company’s top priority at this moment. This brand identity strategic guide should be a physical manifestation of Chaidim’s soul, characteristics, purpose and core values. The company having this guide is like the ship having back the rudder that helps the marketing team avoid falling in to the inconsistency of representing the brand towards the customers and prospects.

### 1.3 Research objectives and Research questions

The purpose of this thesis is to help E.L.F.B managers create a brand identity strategic guide as a strategic brand creation & management internal guiding document. The guide will be composed of important brand identity elements such as the brand ‘s core values, beliefs, product attributes in relation to the prospects’ needs, value proposition, positioning statement and a strategy on how to deliver brand identity in a way that strengthens the brand-prospect relationship. The objectives of this thesis will be achieved by answering following main and sub-research questions. The main question is: “What is the brand identity strategy for Chaidim brand?” which is broken down to four sub-questions:

- RQ.1: “What is the brand’s current situation?”
- RQ.2: “What constitute the inner layer and outer layer of Chaidim’s brand?”
- RQ.3: “What constitute inner layer and outer layer of Chaidim’s prospects?”
- RQ.4: “What level of connection obstacles does the brand need to overcome to connect with the customers/prospects?”



## 1.4 Research structure

The thesis structure, comprising of five parts is illustrated in the figure below.

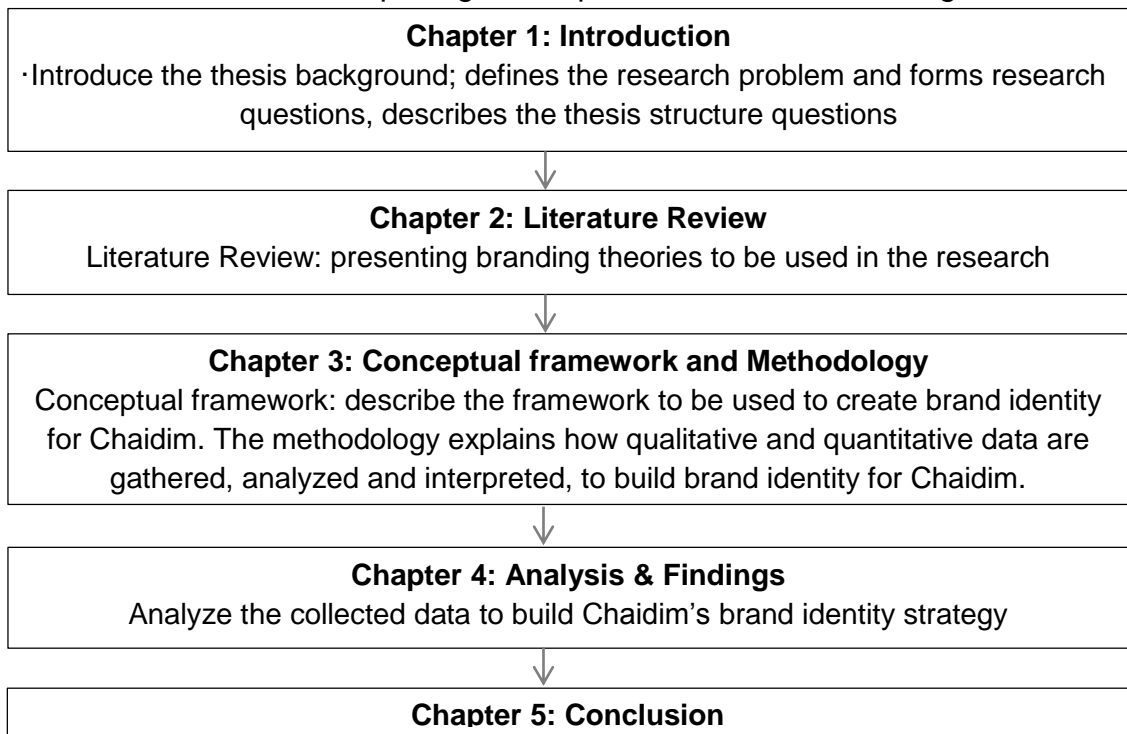


Figure 1 Research structure

The Literature Review chapter presents important conception of brand identity & theoretical framework of brand identity creation process. Next, based on the presented theories and practices, the author constructs a conceptual framework to guide the process of creating brand identity strategy for Chaidim, this is presented in Chapter 3. The framework serves as a guideline to answer the research questions, conduct empirical investigation and the analysis parts. The empirical data is of both qualitative and quantitative data, which is acquired from interviews with E.L.F.B owner, managers, marketing officers, partners, and from surveying the prospects and customers. The most important part is Chapter 4, in which the author will utilize all the information collected to analyze and create a high-quality content guide of brand identity strategy for Chaidim.

## 2 LITERATURE REVIEW

In this chapter, the author aims to present available concepts, theories and models of brand identity in the branding literature, which are directly linked to the research topic. The author does not only introduce the mainstreams concepts and frameworks that construct brand identity by significant researchers and practitioners like Aaker and Signorelli but also deepens into their insights and perspectives by analyzing and synthesize to point out the important similar and different points in their works. What is presented in the literature review will set the ground for the author to deduce what theories are suitable to apply to create a strong brand identity for Chaidim.

### 2.1 The conception of “brand” and “brand identity”

#### 2.1.1 What is “brand”?

Brand seems to be a highly broad topic especially when going through a dozen of definitions of brand does not make it easier to grasp a comprehensive answer to “What is the definition of brand?”. This is likely because “each expert comes up with his or her own definition of brand or nuances of definition” (Kapferer, 2008). According to L. Wood, “brand may be defined from the consumers’ perspective and/or from the brand owner’s perspective. In addition, brands are sometimes defined in term of their purpose and sometimes described by their characteristics” (Wood, 2000). For example, Keller (1998) defined brand identity from consumers’ perspectives while Kapferer’s definition (1992) is more from the managers’ perspectives. In addition, some authors attempt to define brand only in term of either tangible or intangible building-elements of the brand (AMA, 1960; Kapferer, 1998; Keller, 1998) while others emphasize on both tangible and intangible brand components (Franzen & Moriarty, 2009; Kotler & Armstrong, 2012). As brand has different definition depending on the perspective it is viewed, the author compiles mainstream definitions of brands in a table below and categorize them based on the original researchers’ perspectives e.g. the brand is defined by tangible or intangible characters, from brand manager’s or consumers’ perspectives, etc.

Table 1 Perspectives of brand's definition

Definition of brand	Manager's perspective	Consumers' perspective	Tangible characters	Intangible characters
"A name, term, sign, symbol, or design, or a combination of them which is intended to identify the goods or services of one seller or a group of sellers and to differentiate them from those of competitors" (AMA, 1960)	✓ (Brand as a means of differentiation)	✗	✓ (name, term, sign, symbol, design)	✗
"A brand is not a product. It is the product's essence, its meaning, and its direction, and it defines its identity in time and space." (Kapferer, 1992)	✓ (brand conveys a business's vision and direction)	✓ (the product's meaning perceived by consumers)	✗	✓
"Brand is a set of mental associations held by the consumer, which add to the perceived value of a product or service (Keller, 1998)	✗	✓	✗	✓ (mental association)
"Brand is the intersection between core company (or product or service) strengths and what customers value" (LePla & Parker, 2002)	✓	✓	✗	✗
"Brand is a complex, interrelated system of management decisions and consumer reaction that identifies a product (goods, services or ideas), builds awareness of it and creates meaning for it" (Franzen & Moriarty, 2009)	✓ (Brand emanates from management decisions; Brand as a means of differentiation)	✓ (Brand also takes into account consumers' inputs)	✓ (as a product)	✓ (build awareness and create meaning)
"Brand is not merely a collection of names & symbols but a key element in company's relationship with consumers because brand represents consumers' perceptions and feelings about a product and its	✓ (build brand-customer relationship)	✓ (consumers' perception and feelings are taken into account)	✓ (names, symbols)	✓ (brand-customer relationship element)

performance” (Kotler & Armstrong, 2012)				
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Going through the mainstream definitions of brand, it is apparent that the conception of brand evolves over time. The earlier definitions pertain to portray brand from unilateral perspective e.g. defining brand by tangible identity elements like name, sign, symbol, design, etc. Later definitions are built on multilateral perspectives e.g. Franzen & Moriarty, Kotler, Aaker, Signorelli, etc. simultaneously incorporate brand managers’ and consumers’ perspective and describe brand by both tangible and intangible characters. After having a general idea of what brand is, it is necessary to understand the definitions of “identity” and “brand identity”, which will be presented in the next section.

### 2.1.2 What is “identity” and “brand identity”?

In order to know what brand identity is, it is important to understand the denotation of identity and its characteristics. The etymology of “identity” indicates that “an entity has an identity if it remains the same over a certain period” and “repetition, continuity and consistency” over the time are primary characteristics of “identity” (Franzen & Moriarty, 2009). In addition, Dictionary.com defines identity as (1) the state or fact of remaining the same or ones, as under varying aspect or conditions, (2) the condition of being oneself or itself, and not the another; Synonyms of “Identity” are individuality, distinctiveness, uniqueness ((APA), 2015). This modern definition of identity infers that besides being consistently the **same over time**, being **singular** and **distinctive** is another important feature of “identity”.

Several researchers have applied this concept of identity to brand while highlighting its characteristics of being consistent, continual, individual, unique and distinctive. For example, Aaker defines brand identity as “a **unique** set of brand associations that the brand strategist aspires to create or **maintain**” (Aaker, 1996). In addition, “the brand identity must express the particular vision and **uniqueness** of the brand, and the brand identity must be of a **long-lasting** or **permanent** nature (Heding, et al., 2009). The concept of brand identity with its unique, consistent, long-lasting characteristics are reflected in many the theories and framework of Aaker (1996), Signorelli (2014), Kapferer (Kapferer, 1992), de

Chernatony (1999), etc. For example, Aaker's brand identity planning model (BIPM) and Signorelli's StoryBranding process both agree that brand has inner layer & outer layer, and it is the inner layer (which contains the core meaning, values, purposes, personality of a brand) that drive the consistency, the uniqueness, distinctive, long-lasting characteristics of the brand.

In addition, similar to the formation of brand's concept, many authors have debated over whether brand identity is of internal or external perspectives. While "most of the literature on brands sees brand identity as an internal construct, constructed by the brand manager" (Franzen & Moriarty, 2009), there is an insight that "identity should originate among insiders (e.g. the organization's members, if an organization; the brand managers, if a brand) and outsiders (e.g. consumers can participate in the creation, maintenance, and change of brand identity (Hatch & Schultz, 2004; Silveira, et al., 2011)). For example, while Aaker's BIPM suggest that brand identity emanates from brand managers' ideal – what they want the brand to be, which is present through their framework BIPM (Aaker, 2012), Signorelli's StoryBranding emphasizes that brand identity should be driven from the insiders' insights and also the outsider by taking in to consideration the customers' perception and belief.

## 2.2 Brand identity building frameworks and brand identity's building elements

Since the conception of "brand identity" (1986) was first mentioned by Kapferer in 1986 (Kapferer, 2012), "brand identity" has been quickly embraced as a necessary concept, then being used and developed by many theorists and practitioners in their conceptual framework, e.g. Kapferer with his Brand Identity Prism (1992), Aaker with his BIMP (1996), de Chernatony with his Identity-Reputation Gap model in Brand management (1999), Signorelli with his StoryBranding model (2014), and many more. However, not all those frameworks are about the brand identity building process, some frameworks focus on introducing/describing the construct and building-elements of brand identity while some framework focus on explaining exhaustively what steps to be taken to build a brand identity strategy. In details, Kapferer's Brand Identity Prism focuses on

analyzing the structure of a brand identity and de Chernatony's Identity-Reputation Gap model focuses on portray the internal and external elements of brand identity as well as the interaction and mutual reinforce among the elements. Meanwhile, Signorelli's StoryBranding and Aaker's BIMP frameworks exhaustively focus on showing the steps of a brand identity creation process. As this thesis aims to build a brand identity strategy for Chaidim and among the brand identity theories in the current brand literature, StoryBranding process and BIMP model are two most instructive theoretical frameworks that explain which steps to take to build a brand identity strategy, the author will rely on these two models to develop the brand identity strategy for Chaidim.

### 2.2.1 The Brand Identity Planning Model (BIPM) - its purpose and structure

In 1996, D. Aaker, a renowned researcher in branding literature, developed the Brand Identity Planning model with a goal to "help the strategists consider different brand elements and patterns that can help clarify, enrich, and differentiate an identity" (Aaker, 2012). As ones can see from Figure 2 below, the model is divided into three stages – Strategic Brand Analysis, Brand Identity System and Brand Identity Implementation System. Each stage functions in continuation of each other. In the first stage, the brand strategist needs to collect the relevant background information to the brand, including Customer Analysis, Competitor Analysis and Self-Analysis. The second stage analyzes the creation of a brand identity and how the brand-customer communication is derived from it. The third stage explains how to communicate brand identity to the consumers and prospects. In this section, the author will focus on the first and second stages of the model because Aaker instructions in these stages are directly applicable to real case while the third stage's instruction is theoretical.

With regard to the first stage – Strategic brand analysis, Aaker emphasizes that "the brand strategy needs to be viewed from a customer analysis, a competitor analysis and a self-analysis" in order to "resonate with customers, avoid competitor's strengths, exploit their weaknesses, exploit its own strengths and neutralizes its weaknesses" (Aaker, 2012). The customer analysis is about determining the "trends, motivation, unmet needs" of the brand's customers. The

competitor's analysis is about identifying the competitor's positions in the market, strengths and weaknesses. The self-analysis of the brand is like self-inspection process in which the brand's strengths & weakness and current positions are determined. The SWOT analysis is a useful tool to identify the brand's strengths, weaknesses, opportunity and threats.

Aiming to help brand strategist have "a broader perspective on brand identity planning", in the "Brand Identity System" stage, which is "the heart of the BIPM" (Aaker, 2012), Aaker explained that brand identity is constructed of two layers

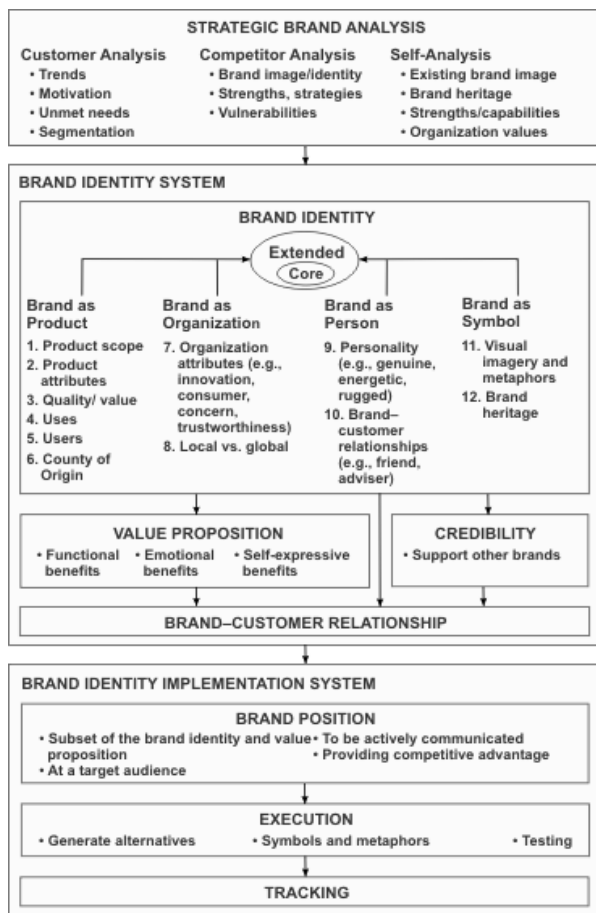


Figure 2: Brand Identity Planning Model (BIPM) (Aaker, 1996)

(Core Identity & Extended identity layers), from four perspective (Brand as Product, Organizations, Person and Symbol).

With regard to the Core Identity layer, Aaker emphasized that "the core identity represents the timeless essence of the brand" and includes "the associations that are most likely to remain constant as the brands travels to new markets and products" (Aaker, 2012). Aaker (2012) proposed that the core brand identity should emanate from the following questions: "What is the soul of the brand?"; "What are the fundamental beliefs and values that drive the brand?"; "What are the competencies of the organization behind the brand?" and "What does the organization behind the brand stand for?"

With regard to Extended Identity layer, Aaker states that it should contain "elements that provide texture and completeness" to the brand (Aaker, 2012). These elements will "fill in the pictures" and add details to the Core Identity layer

to portray what a brand stands for because “the core identity usually does not possess enough detail to perform all of the functions of a brand identity”. The Extended Identity’s elements could be the product itself, personality, slogan, user type, etc. Talking about the characteristic of the Extended Identity, Aaker highlights that “the core identity for a strong brand should be resistant to change” while “the extended identity might change” (2012). This view is also endorsed by modern practitioners, e.g. There is a “70/30 principle for global branding – 70% of the brand must remain absolutely consistent and 30% is given flexibility. Consistency drives recognition, so the core meaning of brand cannot be changed. However, flexibility gives the brand room to evolve” (Interbrand, 2007). With regard to the four perspectives, Aaker believes that brand identity should not be derived entirely from the Brand-as-Product perspectives (2012) Three other perspectives – Brand as Organization, Brand as Person and Brand as Symbol, should also be considered to “ensure that a brand’s brand identity can be developed fully in texture and depth” even though not all perspectives need to be employed (Aaker, 2012). The first perspective - Brand as Product includes six product-related associations: Product Scope, Product Attributes, Quality/Value, Uses, Users and Country of Origin. These associations are important parts constructing the brand identity as “they are directly linked to brand choice decisions and the use experience”. This perspective can equate to the Physique facet in the Brand Identity Prism model of Kapferer. The second perspective – Brand as Organization includes “Organization attributes” (e.g. innovation, culture, people, and programs) and “Organization approach” (Going Local or Global).The third perspective – Brand as Person includes two associations – “Personality” and “Brand-customer Relationships”. The last perspective – Brand as Symbols includes three types of symbols that are “visual imagery, metaphors and the brand heritage”. The purpose of creating a strong symbol is to “provide cohesion and structure to an identity”, thus making a brand easier to be recognized and recalled by consumers (Aaker, 2012). For example, Nike’s “swoosh” is a memorable and powerful visual imagery that reminds consumers immediately of the brand and its spirit – “Just do it”. However it takes time to build up the connection between a visual imagery with a brand identity elements (product



features, values, culture, vision, personality, etc.) in the mind of the consumers. All four perspectives presented above aim to assist brand managers & strategists in the process of constructing the brand identity. The brand identity layers after being identified can serve as a base to develop the “Value Proposition to Customers” and build “Credibility to other brands. The ultimate goal of this system is a strong brand-customer” (Aaker, 2012).

### 2.2.2 The StoryBranding Model – its purpose, structure and process

The StoryBranding Model is presented in 2012 by Signorelli as “a very different branding approach for establishing effective brand identity” (Signorelli, 2014) from earlier traditional models of Aaker, Kapferer, de Chernatony, etc. It is embraced by many modern marketers and practitioners as new powerful brand-planning tool, e.g. CEO of American Marketing (AMA) – Dennis Dunlap praises the model as a roadmap for leveraging storytelling to uniquely communicate the human essence of a brand” (Signorelli, 2014). With this model, Signorelli attempts to apply the concept of story to branding because “Stories have been, and still are, the most persuasive tools in the arsenal of human communications” and “stories clothe truths by not getting in the way of truth. They get around our natural resistance to being sold by not pushing beliefs. Rather, they stimulate and resonate with audience by inviting them to identify with certain values and beliefs. They do this by fascinating us with identifiable characters and their actions in response to events and by inviting us to empathize with them.” (Signorelli, 2014). In another word, Signorelli (2014) considers brand as the “main character – the hero that solves his own problem or solving the problem for someone else. But by resolving the story’s conflict, the hero facilitates the lesson or message of the story”. He explains further that “All heroes have attributes and capabilities” that allow them to overcome the obstacles and solve the problem in a story; but more importantly, they all have reasons, motivations and beliefs that explain “why solving the problem is important in the first place”. In other words, the journey of building a brand’s identity is like writing a story, in which, the brand (as the hero character) aims to help the customers (as those civilian) to solve a specific problem, and in that journey of justice, the hero is confronted by obstacles, thus

needing to utilize his own strengths (which are the product/service attributes/functional benefits) to overcome the hurdles. The process of building brand identity like writing a typical story is presented through Figure 3 as below:

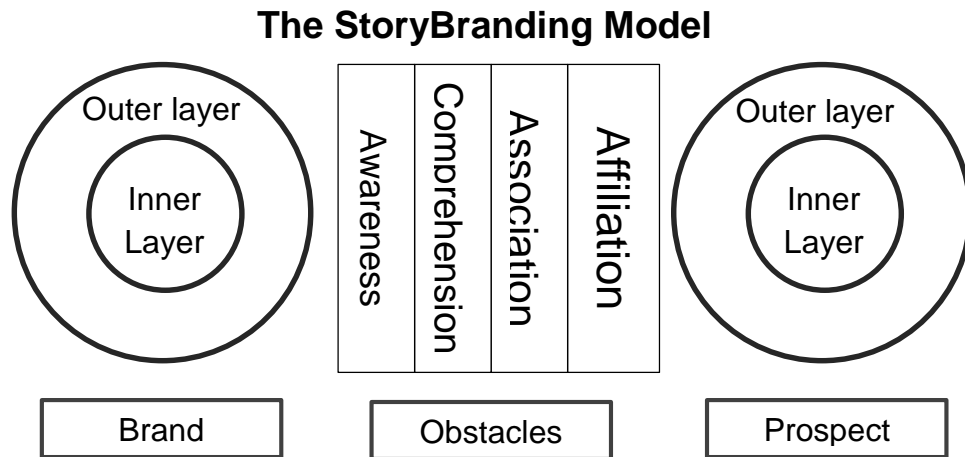


Figure 3: The StoryBranding Model (Signorelli, 2014)

The StoryBranding Model consists of two character cells – Brand and Prospect, which are separated by the Obstacles (Signorelli, 2014). Each cell has two layers – Inner and Outer. The outer layer is comprised of “physical and behavioral properties of the character” (Signorelli, 2014). The inner layer is comprised of deeper beliefs and values that drive the character’s behavior. With regard to the Brand’s Outer Layer, the layer is composed of the “physical design of the product and how it functions to satisfy the prospect’s outer layer needs” (Signorelli, 2014). The Brand’s Inner Layer or so called “the brand’s essence or DNA” consists of the values and beliefs that a brand stands for (Signorelli, 2014). With regard to the the Prospect’s Outer Layer, the layer is constituted of “the prospect’s measurable traits and characteristics” such as the prospects’ demographic features (age, sex, income, education, role-playing, etc.), the prospects’ needs and desires, etc. (Signorelli, 2014). The Prospect’s Inner Layer consists of “the prospects’ values and belief that are relevant to the brand and account for the potential strength of the brand-prospect relationship” (Signorelli, 2014). With regard to the Ostacles, there are four levels of connection between a brand and its prospects, i.e. Product Function Awareness, Product Feature Comprehension, Brand Association and Brand Affiliation. “After each obstacle is overcome, the brand-prospect relationship is strengthened.” (Signorelli, 2014). Awareness is the

lowest level and Affiliation is the highest level of connection between a brand and its prospects. In the level I and II – Awareness and Comprehension, the prospects strike up an acquaintance with the products' functions and “the brand name is nothing more than an identifying label” (Signorelli, 2014). At level III – Brand Association, “the brand starts to take on meaning but the brand’s belief and values are not fully resonant and empowering until the brand reaches level IV”, when the prospects so deeply share the belief and values of the brand that it can represent the prospect’s ideal and aspiration. (Signorelli, 2014). The brand as the hero needs to overcome most difficult hurdle - Level IV in order to “create a relationship with the prospect, one that will establish loyalty and turn the prospect into a missionary for the brand” (Signorelli, 2014).

Signorelli doesn't just explain the StoryBranding Model but also thoughtfully provides The 6C's of the StoryBranding Process (Appendix 1) to guide the marketers through the creation of a StoryBrief in Figure 6, which will “serve as a the blue-print for all brand communications, both externally and internally. The completed StoryBrief will set the stage for the execution of communications in any form and across any medium as your brand mounts an attack on identified obstacles standing in the way to a Level IV connection.” (Signorelli, 2014).

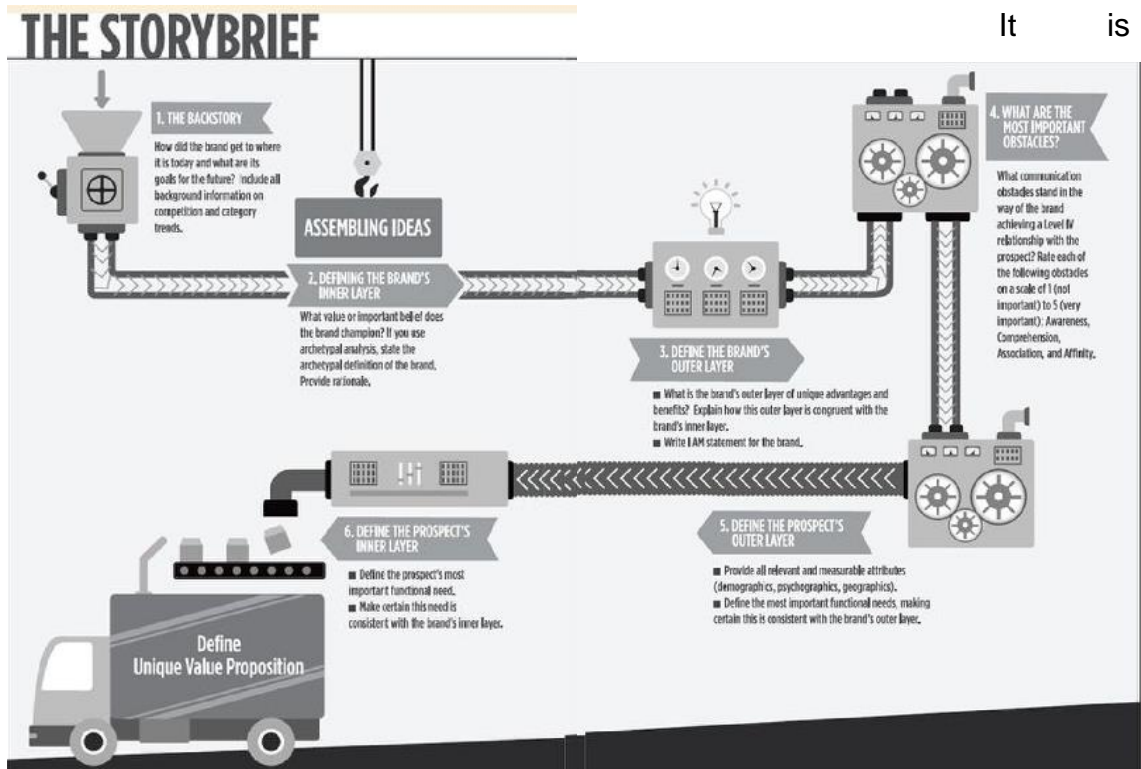


Figure 4: The StoryBrief (Signorelli, 2014)

these 6C's StoryBranding process and the StoryBrief that make Signorelli's approach toward Brand identity different from other researchers. For example, we have gone through Kapferer's Brand Identity Prism, which lets us know what facets construct the brand identity. However, what we know is a concept that lies on paper, which is not enough to help us execute an actual process of creating and communicating the brand identity to real prospects. Signorelli's 6C's is similar to Aaker's BIMP in way that it systematically and practically puts the creation of brand identity in a comprehensive brand-identity creating- & communicating-process. For example, both authors suggest building Value Proposition statement as one of the seeable results of the brand identity creation process. Thus, it would be useful to consider both authors' theoretical and practical approaches when constructing the brand identity. Another worth-noticing point is that compared to Aaker's BIPM model to create and implement brand identity, Signorelli's approach is more dynamic: brand identity is constructed and implemented through a dynamic process that emanate from the brand towards the prospect while in Aaker's BIPM, the directed recipient is not mentioned.

### 2.2.3 Brand identity's building elements

According to Franzen & Moriarity (2009), the understanding of brand identity cannot be separated from the frameworks, which specify brand identity's building elements and building process as well as the perspectives that those frameworks build on. Above, BIPM and StoryBranding model are presented as two applicable brand identity building framework. However, these models do not explicitly point out the building elements of brand identity. Therefore, the author has to inspect various frameworks to solidly determine what elements constitute the brand identity by creating the following table, which provides a comprehensive overview of the variety in development of brand identity frameworks and their identity-building elements in the brand literature.

Table 2: Brand identity frameworks & building-elements

<b>Frameworks</b>	<b>Brand identity's building components</b>
Corporate Identity (Melewar, 1993)	Corporate communication, Corporate design, Corporate culture, Behavior, Corporate Structure, Industry Identity, Corporate strategy
Corporate Identity Program (Riel & Balmer, 1997)	Personality, Behavior, Communication, Symbolism
Brand Identity System (BIPM) (Aaker, 1996)	Core layer of brand identity: beliefs, values, purpose, meaning Extended layer of brand identity can be driven from: <ul style="list-style-type: none"> <li>▪ Brand as Product (Product scope, attributes, value, uses, users, country of origin)</li> <li>▪ Brand as Organization (Organization attributes, scope)</li> <li>▪ Brand as Person (Personality, Brand-Customer relationship)</li> <li>▪ Brand as Symbol (Visual imagery &amp; metaphor, Brand heritage)</li> </ul>
Brand Identity Prism (Kapferer, 1997)	Physique, Personality, Culture, Relationships, customers' reflection, Customers' self-image
Brand Identity Model (de Chernatony, 1999)	Vision, Culture, Relationships, Positioning, Personality, Presentation
Dynamic Brand Identity Framework (Silveira, et al., 2011)	<ul style="list-style-type: none"> <li>• Brand Face (Ungovernable dimensions of brand expression; Brand Positioning; Marketing &amp; Communication program)</li> <li>• Consumer Face: Consumers' individual &amp; collective identities; Attitude &amp; Behavior)</li> <li>• Encounters (between Brand Face &amp; Consumer Face)</li> <li>• Competitors' actions</li> </ul>

	<ul style="list-style-type: none"> <li>• Industry/Environmental conditions</li> <li>• Partners' actions</li> </ul>
Destination Brand Identity Model (Ruzzier & de Chernatony, 2013)	Experiential Promise; Emotional Value; Functional Value; Mission; Vision; Values; Personality; Distinguishing; Preferences; Benefits; Stakeholders
The StoryBranding Model (Signorelli, 2014)	<ul style="list-style-type: none"> <li>• Brand inner layer: psychic and emotional values</li> <li>• Brand outer layers: price, packaging, features, functional benefits, etc.</li> <li>• Obstacles: Awareness, Comprehension, Association, Affiliation</li> <li>• Prospect inner layer: ultimate belief of why the need is important</li> <li>• Prospect outer layers: needs, desired benefits, unsolved problems</li> </ul>

As one can see from the table that though the frameworks vary in approaches (corporate, product or service branding), brand identity building blocks, terminology, they share similar important building-blocks of brand identity, which are purpose of existence, core values, culture, vision, mission, personality, physiques and relationships. In details, "vision" is mentioned in both de Chernatony's Brand Identity Framework and Ruzzier's Destination Brand Identity Model as an essential element. Although the term "vision" is not exactly used in other frameworks, the similar idea of "vision" is present in Signorelli's The StoryBranding Model as the brand's inner layer - "the brand's cause – the belief in something very important that explains the why behind the product's features and benefit" (Signorelli, 2014). Similarly, the idea of vision can be found in Aaker's explanation about the Brand Identity Planning model framework "Creating branding identity is more than finding out what customers say they want. It must also reflect the soul and vision of the brand, what it hopes to achieve." (2012). It can be inferred that the frameworks above share basic ideas about brand identity. However, for different purpose and from different perspective, each framework represents different process, structure, thus depicting different set of identity's building blocks. As Kapferer's Brand Identity Prism and de Chernatony's Identity-Reputation Gap models conceptualize brand identity in product branding approach and explicitly point out the elements constituting brand identity, the author will rely on these two models as well as BIMP and StoryBranding models to identify the constructing elements of a brand identity,

which are core concept, purpose of existence, core values, vision, mission, personality, product attributes and physiques/physical aspects. Among these elements, **personality** is an important term that is worth more attention. Though brand personality is an interesting concept that appeals to many researchers in field of branding, very few researchers conduct in-depth studies about it (Franzen & Moriarty, 2009). Jennifer Aaker, in 1997, was the pioneering researcher to conduct a fundamental research to define brand personality as “the set of human characteristics associated with a brand” (Aaker, 1997) and develop “systematically a reliable, valid, and generalizable scale to measure brand identity” called the Brand Identity Scale (Aaker, 1997). However, Aaker’s personality study is mostly applied to measure not to discover identity of brand. A better tool to help marketer to identify the brand personality is the conception of “Brand archetypes” by Mark and Pearson in 2001 (Margaret Hartwell, 2012). “12 Brand Archetypes”, which is a collection of 12 most common personality of a brand by typology, is considered a useful tool to identify the distinctive and consistent characteristics of a brand to help constructs the singularity, uniqueness and consistency in brand identity, making a brand different from others. Different archetype (e.g. Innocent/Pure, Magician, Explore, Hero, Sage, -to-earth, out-going, competent, condescending, etc.), will own a different set of characteristics.

To sum up the literature review chapter, through the varied brand identity conceptions and frameworks discussed above, it can be stated that there is a lack of consensus among the researchers and practitioners. Different models propose different approach to conceptualize, create and communicate brand identity. The reason is that each model is created for different purposes, e.g. Kapferer’s Brand identity Prism is proposed as a useful tool to “assess and evaluate a brand’s identity” while Aaker’s and Signorelli’s framework focus on the identity creation and communication implementation process. Another reason is that some frameworks are plainly theoretical, e.g. Kapferer’s Identity Prism, Aaker’s BIPM, de Chernatony’s Identity-Reputation Gap model, etc. while some frameworks are practically derived from a practitioner of branding field, i.e. Signorelli’s StoryBranding Process. However, in spite of the differences in

purpose (evaluate vs. create), structures and approaches (theoretical vs. practical), all these brand identity concepts and frameworks have set a solid foundation for the development of brand identity theories. Instead of trying to arrive at a fixed conception of brand identity, having a diverse view is more useful for a marketer. In additions, these frameworks can be used to supplement each other during a brand identity creation and communication process because each process' phase has different purpose, e.g. To evaluate brand identity before deciding how it should be revised, apply Kapferer's framework; To create brand identity, use Aaker's or Signorelli's framework; To keep track of the brand identity's performance, apply de Chernatony's model. In the next section of this thesis, the author will present the conceptual framework that is developed based on the selected theories and frameworks of building brand identity in literature review.

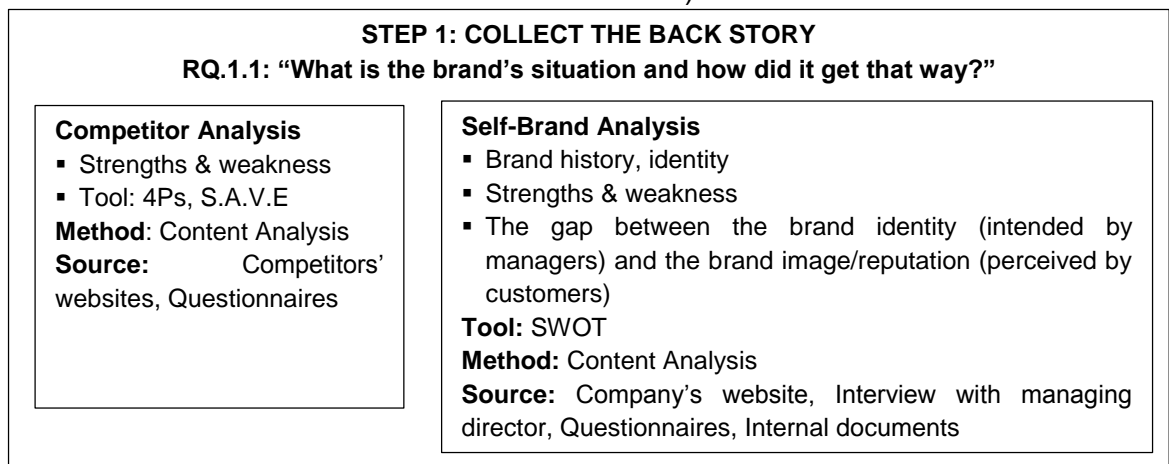


### 3 CONCEPTUAL FRAMEWORK & METHODOLOGY

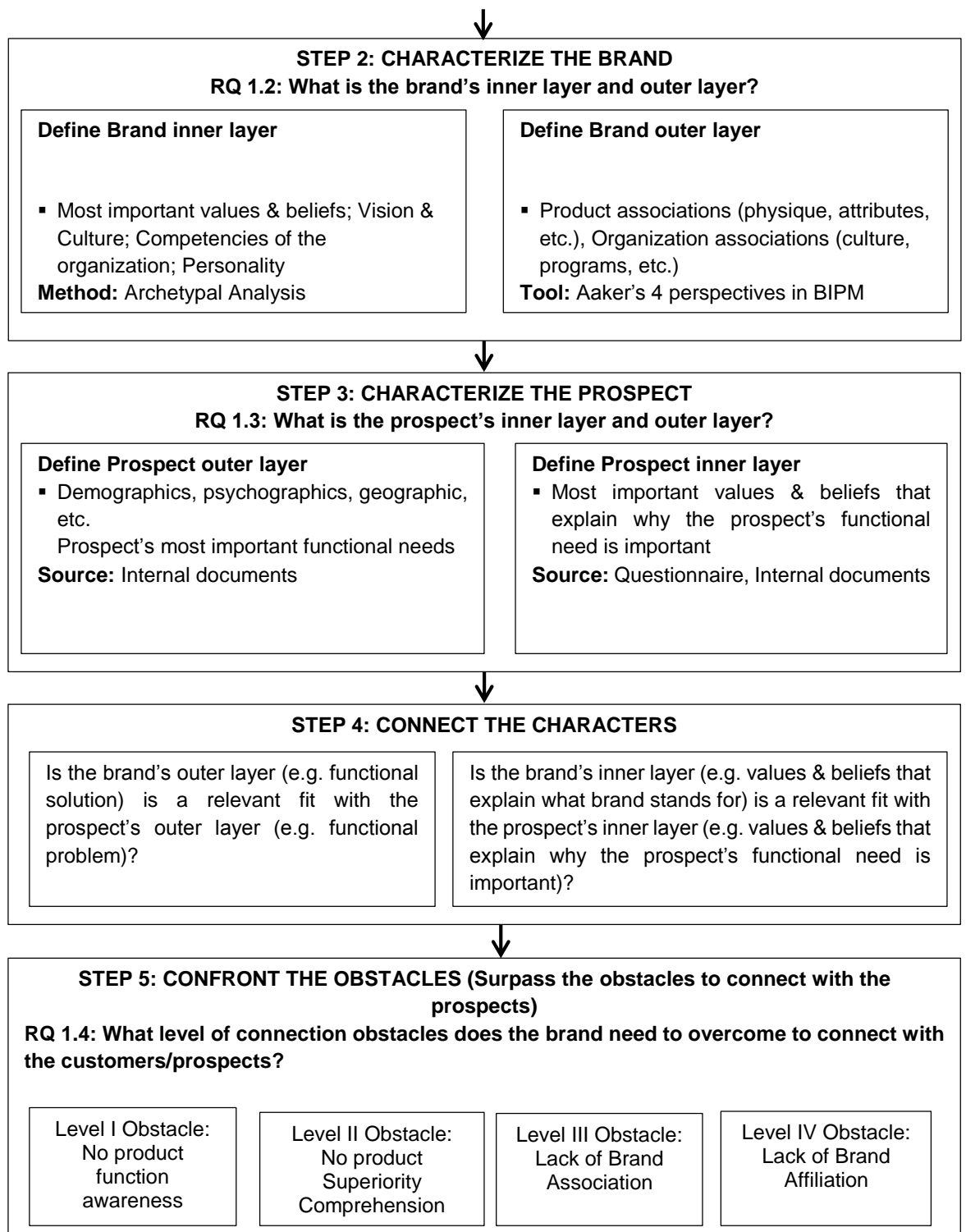
#### 3.1 Conceptual framework

Conceptual framework is one of the key parts in a thesis research, which “explains, either graphically or in narrative form the main things to be studied – the key factors, constructs or variables – and the presumed relationships among them” (Miles & Huberman, 1994), which “informs the rest of the research design - to help the author to develop realistic and relevant research questions, select appropriate methods and identify potential validity threats to the research conclusion” (Maxwell, 2012). Thus, it is necessary for the author to draw up a conceptual framework to guide the direction of the research. According to Maxwell (2012), a conceptual framework is “something that is constructed, not found” but “it incorporates pieces that are borrowed from elsewhere, but the structure, the overall coherence, is something that you built, not something that exists ready-made”. “Existing theory and research” of the related field is one of the main sources to construct a conceptual framework for a research. In this section, the author develops the conceptual framework based on the exhaustive literature review above. The framework will serve as a map, describing the steps the author needs to take to objectively conduct the qualitative investigation and analysis.

Figure 5 FIVE STEPS TO BUILD BRAND IDENTITY (Adapted from Signorelli’s and Aaker’s models)



*(Continue...)*



From the presented literature review, the author has realized the need to integrate 2 models of Aaker and Signorelli into crafting a comprehensive conceptual framework to guide the process of creating Chaidim's brand identity in Figure 5 above. One may question why making things complicated, why not choose one

theory or model and stick to it. The reason is that the case of Chaidim is specific and complex while one theory or model in the existing brand identity literature doesn't accommodate comprehensively well all the aspects regarding the creation of Brand identity for Chaidim. In the vast brand identity literature, only Aaker's BIPM and Signorelli's process focus on the process of creating a brand identity while other models focus on brand management, e.g. Kapferer's and de Chernatony's models. Both StoryBranding Process and BIPM present in exhaustive details how to analyze, plan and implement brand identity. They also provide specific tools (e.g. Archetypal Analysis, Projective technique, etc.) and instructions (Aaker's four-prospective, crafting Value Proposition instruction, etc.) on how to solve the problem in each step of the creation process. The two models are suitable to be combined because they share the same basic structure, in which both starts with collecting information relevant to the brand situation (i.e. market's trends, competitor's performance, self-brand performance) and both models focus on constructing brand identity from inner to outer layers. Therefore, Signorelli's StoryBranding Process and Aaker's BIPM are ultimately selected to be the baseline for the framework of brand identity creation process for Chaidim.

### 3.2 Methodology

The conceptual framework above has briefly explained how the author will answer the established research questions by conducting qualitative and quantitative research and analysis. This section will go directly to explain the qualitative and quantitative research strategy. The thesis main question "What is the brand identity strategy for Chaidim?" can be solved by seeking explicit answer to four sub research questions:

- Q.1.1: What is the brand's current situation that including the competition situation (external environment) and the brand's own situation itself (internal environment)?
- Q.1.2: What constitute the inner layer and outer layer of Chaidim's brand?
- Q.1.3: What constitute inner layer and outer layer of Chaidim's prospects?
- Q.1.4: What level of connection obstacles does the brand need to overcome to connect with the customers/prospects?

### 3.2.1 Process of the research: Qualitative and quantitative approach

In this research, both qualitative and quantitative approaches are taken. Firstly, according to Neelankavil (2015), qualitative research techniques are useful in understanding a subject's thought processes and provides insights into attitudes and perceptions. As in sub research question 1.2, the author aims to exhaustively investigate the "insider view" of Chaidim's internal stakeholders (managers' aspirations and employees' knowledge) about Chaidim brand, "qualitative" is the most adequate approach to help the author to address the research questions. In qualitative research, the author can choose among four typical data gathering methods: (1) participating in the setting, (2) observing directly, (3) interviewing, (4) analyzing documents and material (Marshall & Rossman, 2016). Thus, for research question 1.2, the author will extensively rely on method (3) "interview" to collect and interpret qualitative data. For solving part of the research question 1.1, the author resorts to "analyzing documents and material" instead of interviewing to gain data because the author needs to collect information from Chaidim's and its competitors' websites to analyze the competition situation and Chaidim's own situation from an outsider's objective point of view. Secondly, quantitative approach is taken to collect data for solving sub research question 1.3, 1.4 and a part of question 1 – the competitor analysis, in which the author needs to rely on numerical results to withdraw valid insights into prospects' and customers' perception (brand familiarity) toward Chaidim and its competitors, as well as their the functional needs and deep motivation when they consider buying organic tea products..

### 3.2.2 Data collection and analysis method

In this study, both secondary and primary data are necessary for creating brand identity for Chaidim.

#### **Secondary data collection and analysis method**

Secondary data is the data collected from an existing source such as publications, databases, internal records and are possibly available in hard copy or on the Internet (Collis & Hussey, 2014). In this project, the secondary data to

be used in phase 1 “Collect the back story”, phase 2 “Characterize the Brand” and phase 3 “Characterize the Prospect” of the brand identity creation process (Fig.12 Theoretical Framework), is mainly acquired from the company’s internal sources: Chaidim’s official website and blog <http://www.chaidim.com/>, administrative documents and internal reports on branding and marketing activities. However, the part of the secondary data to be used for Chaidim’s competitor analysis in step 1 will be primarily derived from the Internet.

### **Primary data collection and analysis method**

According to Collis & Hussey, primary data are “generated from an original source such as your own experiments, surveys, interviews or focus groups” (2014). In this research, interview is employed as a useful qualitative data collection method that helps the author to explore the Chaidim’s manager’s “underlying beliefs that will add in the development of products, brands, services or communication with the public” (Marks, 2000), while survey is employed as a useful quantitative data collection method to measure current, existing and actual perceptions and insights of customers and prospects. As the brand identity creation process requires a combination of qualitative & quantitative information inputs from both internal and external perspectives, the author needs to interviews group 1 - Chaidim’s internal stakeholders, i.e. the company’s director and employees, and survey group 2 - Chaidim’s external stakeholders, i.e. customers & prospects.

Regarding the internal stakeholders, the author plans to interview Chaidim’s current Managing Director, Mr. Nedim Behar and six employees including one Graphic Designer, three sales officer and two administrative officers. They were preliminarily selected because of their positions and roles at work, which require them to have certain knowledge of the brand. However, after the first interview done with the director, the author finds out that at Chaidim, Mr. Behar is the only one that manages the brand’s activities and has sufficient knowledge about the brand. Moreover, only Mr. Behar is able to proficiently communicate in English while six employees, who are Thai, could not. This is why the author only interviews the managing director of Chaidim for primary data. Regarding the customers and prospects, they were asked to do a survey online, consisting of

closed questions and open-ended questions. The questionnaires were spread through the author's own network of friends and acquaintances in Bangkok Thailand and also via the company's network. The network of survey respondents are mostly located in Bangkok, where Chaidim was launched and its promotional activities are strongest during the past two years. Thus, in the question that ask customers to rate their familiarity toward Chaidim and other brands, data gained from surveying respondents within Bangkok area (as a sample pool size) wouldn't pose any unfavorable statistic toward Chaidim.

### **Designing the interview and collecting answers**

Regarding the types of interview, interview may be categorized as one of (1) structured interview, (2) semi-structured interview, (3) unstructured or in-depth interview (Saunders, et al., 2009). While structured interviews are extensively used in quantitative research to "collect quantifiable data", "semi-structured and unstructured interviews are referred to as qualitative research interviews" (Saunders, et al., 2009). Due to the exploratory nature of this research, compared to unstructured interview, semi-structured one appear to be a better tool for the author to explore the subject matters that are considered important. The reason is that in unstructured interview, "there is no predetermined list of questions to work through" and "the interviewee is given the opportunity to talk freely about events, behaviors and beliefs in relation to the topic areas" while "in semi-structured interviews the researcher will have a list of themes and questions to be covered", which allows the researcher to gain more specific insights in closeness to the research topic.

The interview was conducted through Skype, recorded and then presented in written form in Appendix 2 – Interview questions and script. The interview content (Appendix 2) is specially designed to discover the manager's insights not only in brand identity aspect but also its business aspect, which later will be used in different phase of the Chaidim StoryBranding process (Fig.11). Specifically, insights collected from section B and F the interview question design (Appendix 2) are the most primary source that assists the author to portray Chaidim's inner and outer brand layers, which takes place in phase 2 "Characterize the brand".

## **Designing the questionnaire and collecting responses**

An online survey was conducted to gather insights from Chaidim's customers and prospect to assess the brand status (current brand familiarity and perception of customers toward the brand) to be used in step 1 – Self-brand analysis and step portray the prospects' inner and outer layers in step 3 -Characterize the prospect. The questionnaires include 14 questions altogether, in which 11 questions are of close-ended type and 3 questions are of open-ended type. Question 9 is a filter question that determines if the respondents continue to answers Q.10 → Q.14 or stop the survey right there.

## **Sampling method**

With regard to sampling method, in this research, the author aims to survey the consumers residing in Bangkok during 2014 and 2015 that have interest in buying organic tea or have bought organic tea products before. However, due to the author's limited time and resources, the author finds it difficult to conduct the survey in probability sampling technique, which means "the probability of each case being selected from the population is known and is usually equal for all cases" (Saunders, et al., 2009). As the author could not know exactly if the respondent resides in Bangkok within 2014 or 2015 and has interest in buying or has bought organic tea before, the author can only resort to non-probability sampling technique, which means "the probability of each case being selected from the total population is not known" (Saunders, et al., 2009). Among the methods of non-probability sampling method, self-selection sampling is chosen. In self-selection sampling method, the author allows each individual respondent to "identify their desire to take part in the research" by publicize the only survey link on the Facebook page of the author and invites the authors' friends in Bangkok to take part in. The company also help the author to collect data by putting the survey link into its emailing system to its customers in Bangkok, Thailand.

The questionnaire was sent out in two weeks (from 14<sup>th</sup> to 28<sup>th</sup> November 2015) and got 103 responses, among which 96 responses are qualified for further studies after screening questions Q.1-A & Q.1-B. Only those who answers Yes

or Other with reasons indicating that they have been living or working in Bangkok, Thailand within 2014 or 2015 are considered. In addition, only 4 respondents answer all 14 questions while the rest stopped at question 9, which leads to insufficient acquired statistics to withdraw any statements from questions 10 to 14. Thus the author will not include the Q.10 to Q.14 in the analysis.

### 3.2.3 Research limitation and validity

The first limitation is the Thai language barrier which hinders the author to reach more online survey respondents who can only speak Thai because the survey is designed entirely in English. However, as English is the second language in Thailand and is known and used by a majority of people in Thailand, especially in Bangkok the capital (Tan, 2008); the author realizes that if the survey uses simple English and easy-to-comprehend explanation, it doesn't take much effort the Thai respondents to understand the author's intention in the survey.

The second limitation is that the author could gain more relevant responses if the author is able to conduct a paper-questionnaire at the organic sections in upper-scaled supermarkets and specialized health stores in Bangkok Thailand. However, due to the lack of time and resources, the author can only conduct an online survey. The gained respondents are considered valid as a study indicates that those who manage to speak English well usually have high education (Tan, 2008), which matches the characteristics of Chaidim's target customers/prospects. However, the likelihood of the sample being representative for the population is low because the number of collected responses (only 103 responses) is not sufficient enough represent the population of organic consumers in Bangkok Thailand.



## **4 BRAND IDENTITY BUILDING PROCESS FOR CHAIDIM ORGANIC TEAS**

### **4.1 STEP 1: COLLECT THE BACK STORY**

#### **4.1.1 Conduct competitor analysis**

Competitor analysis is conducted to gain an overall understanding of the competitive landscape in the market, the strengths and weakness of current and potential competitors (Bensoussan & Fleisher, 2008; Steinhardt, 2010). In order to conduct a comparative analysis for Chaidim, the author needs to identify its competitors and chooses the comparative factors to apply (Michael, 2009). With regard to the “Identify competitors” step, as “competitive analysis must be performed for each geographical market that a company is a player to”, Chaidim’s competitors are identified from three sources: (1) the interviews with the company, (2) the surveys tea consumers in Thailand and (3) Desk & Field research (searching for Chaidim’s competitors on search engines & directly visiting supermarkets in Thailand). Firstly, in the interview, “Thai Tea Suwirun”, “Wang Put Tan” and “Choui Fong Tea” are mentioned by Chaidim’s managing director (Interview, Appendix 4). Secondly, in the surveys, other brands like “TWG”, “Dilma” and “Raming”, “Ichitan” are mentioned by tea consumers in Thailand market. Thirdly, by putting keywords like “Thai/Thailand”, “Organic tea” into search engines (e.g. Google), I discovers “BlueChai” as Chaidim’s current competitor; When visiting organic tea product shelves in upper-class malls & supermarkets in Thailand like Central Plaza, Central World, Siam Paragon, etc. to search for the brands and prices, the author discovers more brands sitting next to Chaidim Premium Organic Tea brands: “Kanchana Organic Mulberry”. In this competitor analysis, Ichitan and TWG aren’t mentioned because Ichitan belong to Ready-to-drink Organic tea, which is different from Chaidim’s product category-organic loose-leaf tea that needs to be brewed or steeped for drinking; TWG is misunderstood as organic tea brand while it is a luxury tea brand.

With regard to the “Choose the comparative factors” step, comparative factors are criteria against which a brand and its competitors are measured “in order to determine which competitor responds best to market requirements” (Michael, 2009). The author chooses the criteria that cover aspects related to 4 strategic elements of 4Ps and S.A.V.E frameworks: Product/Solution, Price/Value, Place/Access and Promotion/Education or Information. Regarding the Product comparative factors, the author focuses on comparing the product offerings, the brand’s organic status & the product packaging. Regarding the Place comparative factors, the distribution channels (consumer’s access to the products). Regarding the comparative factors of Promotion/Education/Information, the author focuses on the brand’ website as an important tool of communication and education, providing useful information and displaying the brand identity to the customers or prospect. Other promotional activities (events, exhibition, advertising, etc.) of the brands are not mentioned because the author lacks time and source to assess all the brands ‘promotional activities in Thai market. Meanwhile, websites, which accurately reflect the current identity of the brand, are available & easier for assessment.

After identifying the competitors and comparative factors, relevant information collected from the websites of Chaidim and its competitors are compiled a competitor comparison table in Appendix 4, based on which, the author produces a comparison table of the competitors’ current positioning strategies, strengths & weakness in Appendix 5. Based these two table, the author discovers that at the moment Chaidim is experiencing a drastic competition from local-scaled and international-scaled competitors, which can be divided into two types - direct & indirect competitors (Media, 2006). Direct competitors, i.e. Choui Fong, Suwirun, etc. offer the same products with similar origin, features, benefits & results to exactly the same market as Chaidim. Indirect competitors like BlueChai and Kanchana offer tea products (made from pea flowers and mulberry leaves) that are not the same as Chaidim (tea leaves) but competing under the same category – Organic tea, thus may be channeling sales away from Chaidim. Moreover, BlueChai & Kanchan potentially become Chaidim’s direct competitors if they expand their product lines (to products made from tea leaves).

	Direct	Indirect
<b>Local-scaled Company</b>	Choui Fong Tea, Thai Suwirun, Wang Put Tan, Daokrajai, Raming Tea	BlueChai, Kanchana Mulberry Organic Tea
<b>International-scaled Company</b>	Dilmah, Twinings	N/A

The most abundant amount of competitors that Chaidim has to compete with are Thai tea brands (local & direct), i.e. Choui Fong, Suwirun, Wang Put Tan, Dao Krajai & Raming. These competitors, except Daokrajai, are all long-established brands in Thai market with 30-60 year history. Having a long history should be an advantage for a brand name to gain awareness in the market. However, the measured brand awareness level of these competitors in Thailand market is lower than expected.

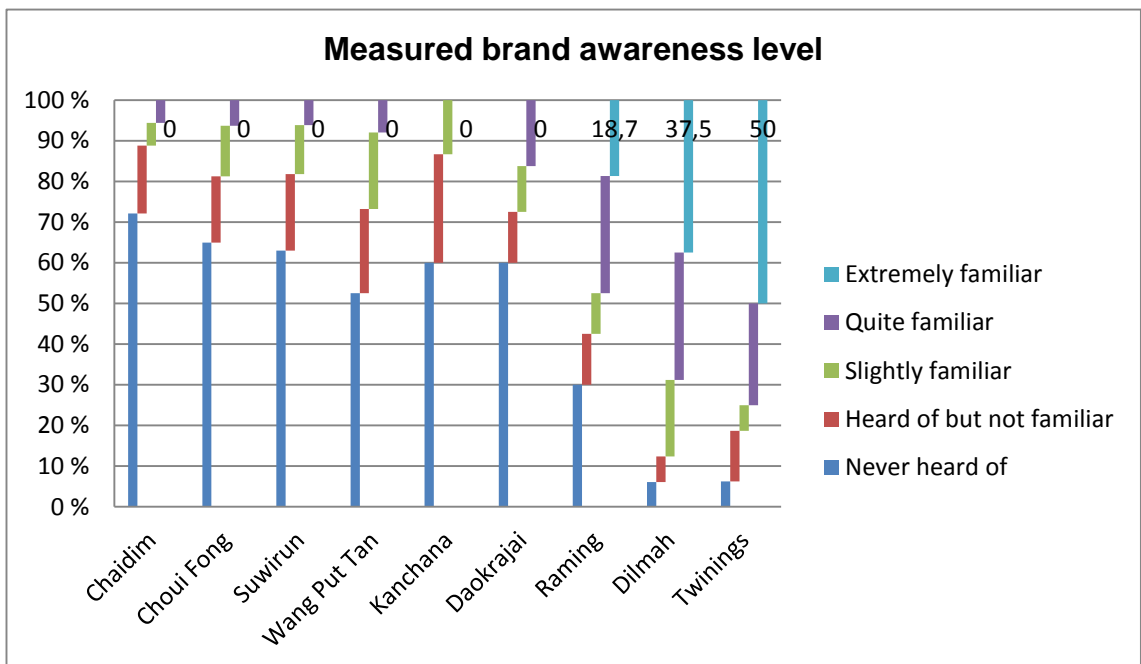


Figure 6: How familiar are you which each brand below? (Questionnaire results\_Q8, acquired in 11/2015)

As one can see in Figure 6 above, up to 65% respondents have never heard of Choui Fong Organic tea before. 63% have never heard of Suwirun. 52.5% never heard of Wang Put Tan. 0% of respondents are “extremely familiar” and under 8% of respondents are “quite familiar” with these three brands. The reason why the brand awareness of these three long-established brands are low maybe

because of their “limited selective distribution” strategy via a limited number of their own shops and partner’s hotels/restaurant, but leave out a powerful distribution channel – supermarkets and natural/organic stores in Thailand.

Among Thai organic tea brands, Raming gains the relatively highest brand awareness with more than 45% respondents are “quite familiar” - “extremely familiar” with Raming. This could be due to its intensive distribution strategy – a widespread distribution of products through many outlets as possible, i.e. supermarkets. With regard to the international-scaled organic tea brands in Thailand market, the consumers’ brand awareness towards Dilmah and Twinings are extremely high. In spite of the fact that these 2 international brands offer limited organic tea product choices (2-3 different ingredients/tastes/flavors) in Thailand market, up to 68.8% respondents are from “quite familiar to “extremely familiar” with Dilmah and 75% are from “quite familiar” to “extremely familiar” with Twinings. This finding is consistent with a previous study (TradeWorthy, 2014) showing that “*The premium retail market is dominated by the leading international brands like Twinings, and Dilmah*” and “*The Premium HoReCa (Hotel-Restaurant-Cafe) market appears to prefer Western tea brands like Twinings over local brands*”. Kanchana & Daokrajai are two brands that have lowest brand awareness, partially because these are young brands and Kanchana provides limited product choices for tea consumers.

The analysis above has provided a profound look at the positions, strengths and weaknesses of Chaidim’s major competitors. The best strategy for Chaidim is “to avoid attacking a competitor where it is strong and instead attack where it is weak (Ireland, Hoskisson, & Hitt, 2012)”. This means Chaidim should avoid competing with long-established Thai tea brands like Chouifong, Suwirun, Wang Put Tang, Raming, etc. on the brand history aspect. Instead, Chaidim should attack where these old brands are weak such as the bad packaging design, bad website design, limited distribution channels/weak availability of products leading to consumers’ inconvenience in accessing the products, providing little useful information for the consumers, etc., by trying to improve its packaging, website design, etc. Once the competitors’ strengths, weaknesses & positions are figured

out, the next step (next section 5.1.3) is to take a deep look at Chaidim's strengths, weaknesses, threats & opportunities from the internal perspective to assess Chaidim's "current reality and future trajectory" against the competition (Aaker, 2012).

#### 4.1.2 Self-brand analysis

The self-brand analysis is conducted from an internal perspective to accurately determine Chaidim's strengths, weakness, threats and opportunities against competition. After figuring out these internal factors, the author will be able to determine where to position Chaidim brand with respect to competition in a way that leverage Chaidim's strengths and take advantages of its competitors' weaknesses. Here is an overview of Chaidim's current brand situation from internal aspect (Chaidim's brand management):

Building a strong and clear brand identity is the critical first step in building a strong brand (Keller, 2001; Aaker, 1996; Levine, 2003), However, this crucial step was forgotten when Chaidim was in its inception stage 2 years ago. Not until now when the company realizes not having a strong brand identity can be its Achilles heel, the company managers start to have its brand identity built as a strategic & inspirational guide for the company's later marketing activities. With regard to its history, Chaidim has been established for 2 years. However, Chaidim, according to its managing director hasn't finished its "brand creation process" which it should be done in the inception phase and moved to the "brand management phase" (Interview-Appendix 3). Now, even the brand' purpose, core values, vision, mission – which are the brand's soul, haven't been identified. Being unclear about the brand soul can lead to an inconsistency in any afterward communication presentation of the brand, turning its marketing effort to be fruitless.

#### **SWOT matrix**

As an important part of self-brand analysis, assessing the Chaidim's strengths and vulnerabilities as well as its position relative to its competition in the considered market allows the author to have a clear view of the brand's situation.

This makes it easier to identify the brand’s concept in later section. SWOT matrix is used assess a Chaidim’s strengths, weakness, threats and opportunity. “The purpose of the SWOT is to suggest possible ways to improve competitive position and hence market share while minimizing the dangers of perceived risks” (Barrow, 2011). In the following SWOT, Chaidim’s strengths are categorized into current points of parity (PoPs), “which are associations that are not necessarily unique to the brand but may in fact be shared with other brands”, and current point of difference (PoDs), “which are attributes/benefits consumers strongly associate with a brand, positively evaluate and cannot find the same things from other brands at the moment” (Kotler, 2009).

	Positive	Negative
Internal factors	<p><b>Strength</b></p> <p><b>Current point of parity:</b></p> <ul style="list-style-type: none"> <li>▪ Local origin (100% made in Thailand)</li> <li>▪ Variety of product choices → versatile for different preferences</li> <li>▪ Products qualify for well-known organic label issued by national- &amp; international-scaled organic accreditation bodies</li> </ul> <p><b>Current point of difference:</b></p> <ul style="list-style-type: none"> <li>▪ Premium tea quality (tastes and high nutrients content)</li> <li>▪ Packaging is designed with a modern, elegant &amp; upper-class look) →expressing Chaidim identity</li> <li>▪ Intensive distribution strategy</li> </ul>	<p><b>Weakness</b></p> <p><b>Uncontrollable/Unchangeable:</b></p> <ul style="list-style-type: none"> <li>▪ A young-established brand (a history of only 2 years) vs. long-established competitor with rich brand heritage</li> <li>▪ Don’t have own tea plantation &amp; production</li> <li>▪ Higher price over competing brands</li> </ul> <p><b>Controllable/Changeable:</b></p> <ul style="list-style-type: none"> <li>▪ The website is not very visually appealing (too much text) &amp; provides little info about the brand’s profound purpose &amp; core values → weakly communicates the brand identity</li> <li>▪ Weak brand familiarity</li> </ul>
External factors	<p><b>Opportunity</b></p> <ul style="list-style-type: none"> <li>▪ No competitor has managed to position its brand in the <b>premium segment</b> of organic Thai tea → possibility to become a leader in the premium Thai organic tea category</li> <li>▪ Higher demand for organic tea in Thailand market</li> <li>▪ High demand for organic Thai tea in international market</li> </ul>	<p><b>Threat</b></p> <ul style="list-style-type: none"> <li>▪ Long-established local direct competitors can take advantage of its rich brand heritage and extend their distribution channels to thrive &amp; lead the premium Thai organic tea category</li> <li>▪ Indirect competitors like Kanchana &amp; BlueChai can expand their products offering to thwart more sales from Chaidim</li> <li>▪ Chaidim is vulnerable to big international players if they decide to be more versatile by going local &amp; dominate the organic tea niche.</li> </ul>

As ones can see from the SWOT table above, Chaidim currently owns a set of unique strengths (points of difference) that most of its direct competitors don’t have at the moment, i.e. strong focus on product’s quality, packaging and wide distribution. However, these strengths may not continue to remain exclusive for

Chaidim in the future if its competitors decide to focus on competing at the product quality, improving the product packaging or expanding the distribution channel. Therefore, Chaidim needs to quickly use its current point of difference to grasp the vacant position in the premium/high-quality organic Thai Tea category in the mind of consumers before its competitors make a move. With regard to the weakness aspect, some of Chaidim's weaknesses are born with, thus being unchangeable, such as Chaidim's price is higher than its competitors but it can't lower the price. However, the price weakness can be restrained if Chaidim is able to convince its customers that its price signifies high-quality. In this way Chaidim is able to position it as high-quality brand and deposition competing brands at the same time.

To sum up the step 1, the competitor analysis and self-brand analysis have provided a clear picture on the current situation of Chaidim with regard to the external environment (the market) and internal environment (brand's own strengths & weakness), Now the author has identified who are the competitors of Chaidim, what are their strengths and weakness, what strengths Chaidim has to battle against them, what weaknesses it can and needs to improve, what point of differences Chaidim needs to highlight in its brand's outer layer to win the customers. Now the author has obtained necessary background information to analyze and develop Chaidim brand (in the next section) in way that Chaidim can "avoid attacking a competitor where it is strong and instead attack where it is weak (Ireland, et al., 2012)".

## 4.2 STEP 2: CHARACTERIZE THE BRAND

### 4.2.1 The brand's inner layer

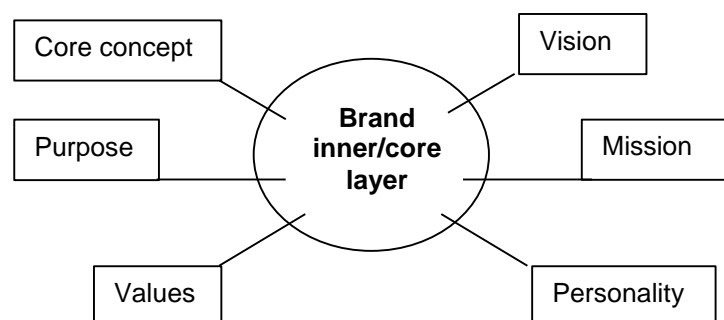


Figure 7: Elements of brand's inner layer (Silveira, et al., 2011; Franzen & Moriarty, 2009; Signorelli, 2014)

As ones can see in Figure 7, brand's inner/core layer, or so-called the brand soul is constituted of the core concept, purpose, values, vision, mission and personality, which is the ideology platform on which a brand's brand identity is built.

### **Core concept**

The brand's core concept, or so-called the brand's essence or DNA, is the most important basic defining of a brand's ideology platform, which "tells consumers precisely what the brand stands for" and what category it belongs to, "serving as an admission ticket to the mental competition field and as a weapon with which the brand enters the battle field against other brand". According to Mr. Nedim Behar, the co-founder and managing director of Chaidim, its core concept is "Thai Premium Organic Tea" (Interview-Appendix 3). The logic components of Chaidim's concept can be explained as follow:

To begin with, "Organic Tea" component conceptualizes Chaidim from brand-as-product-category aspect, meaning "the brand is linked to one product category, offering within this category several product variants" (Franzen & Moriarty, 2009), including Chaidim organic Oolong tea, Chaidim organic Green tea, Chaidim organic Lemongrass, etc. The "Thai", "Premium" and "Organic" components conceptualize Chaidim from Brand-as-product-attribute aspect, "meaning the brand is strongly associated with special product attribute and with a consumer advantage" (Franzen & Moriarty, 2009). Specifically, "Thai" indicates the country of origin that the teas are grown and produced in Thailand with experiences, techniques and special recipes of Thai people. "Premium" indicates the high quality of the tea, i.e. Chaidim tea only contains whole-leaf tea and whole-flower that are carefully dried, without being broken, cut our ground like other powdered-tea products. Only in this way, the essential oil in the leaves and flowers remain intact, producing strong and long-lasting flavor. "Organic" indicates that Chaidim tea is grown and produced in a way that consumers can drink without worrying



about the chemical residues in the leaves and in a way that leaves no harm on the environment and the farmers.

### **Purpose**

Regarding Chaidim's purpose of existence, when being asked "For what reasons does Chaidim come to exist? What would society lose if your company brand ceased to exist tomorrow?", Mr. Nedim Behar first generates the statement of purpose: "**Chaidim exists to provide the genuinely tasty and healthy tea to people**" (Interview-Appendix 2). Applying a laddering technique, i.e. the "five whys" method, to deeply expose the brand's purpose, the author continues to ask "Why is it important for Chaidim to provide the genuinely tasty and healthy tea to people?". After a few whys, the director's answer reflects a deeper sense of Chaidim's purpose of existence: "**So that more people have chance to drink truly good tea, which is both tasty and healthy**" and "**We hope more people find the joy & pleasure in drinking tasty and healthy tea every day, to stay happy and healthy everyday**" (Interview-Appendix 3). The answers further indicate that those who work at Chaidim have their sense of self-worth and dignity come from helping customers to find joy & pleasure in drinking tea and contributing to their well-being. All of these eventually conspire to the fundamental purpose of Chaidim's existence: "**To enhance our customers' well-being (a state of being comfortable, healthy and happy) and overall enjoyment by providing them with the highest quality and healthiest tea possible**".

### **Core values**

Regarding Chaidim's core values, Mr. Nedim Behar, the director was asked to answer the question "Which core values do we have and will never let go of because they are embedded in our hearts?" (Franzen & Moriarty, 2009). In his long reply, the author found the highlighted values of Chaidim in three sets of sentences: (1) "*It is the passion to **SHARE**. We focus, selecting great teas and share them with tea lovers*", (2) "*We also **promote sustainability**, meaning that we **produce in harmony with nature**."* and (3) "*We also want to **create good impact on the people working with us**. We make their lives easier in term of health. **We believe that if they are happy with the work they do and the***

**money they make, they will continue to grow and produce high quality product.** Only through collaboration with **goodwill** and **sincere**, we can go a long way together.” (Interview-Appendix 3)

The author believes that core values of a brand cannot be made up but can only be discovered by those who created the brand and really live the brand because core values are embedded in the hearts. Here, based on the recorded answer of Mr. Nedim Behar, Chaidim’s creator and manage, the author has found two core values embedded in his heart that are (1) We want to share the love and passion for tasty and healthy tea and (2) With goodwill and sincerity, we want to create good impact on our customers, nature and the people (farmers, tea makers and workers) we work with.



Figure 8: Chaidim's circle of happiness

The second value can be understood as a circle of happiness in which Chaidim grows and produces tea products that make not only its customers happy & healthy, itself proud, but also making the farmers and nature happy too. The happiness circle is illustrated in Figure 8. At the moment, though these values are embedded in the brand’s manager’s heart, they are not fully alive in the firm because “at the moment we don’t have enough employees to create a so-called CULTURE” (Interview-Appendix 3). Only the senior manager isn’t enough to bring a brand’s core values to life as they need to be understood, accepted and actively held by every team member throughout the firm in day-to-day business operations and interactions with farmers, workers and customers.

### Vision, Mission and Positioning

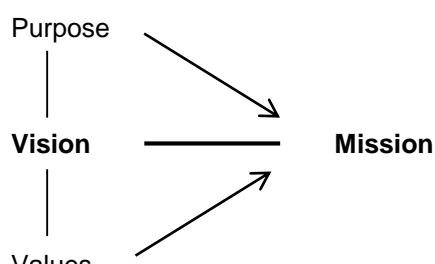


Figure 9: brand Mission and Vision (Franzen & Moriarty, 2009)

It can be seen from Figure 9 that “A vision statement, which puts into words what a brands want to be in the future, consists of the brand’s core purpose and values” (Franzen & Moriarty, 2009). This means a vision statement should not only describe the brand’s purpose in term of its future direction, the values and ambitions that are important the firm’s internal management but also the values that are important to the brand’s customers. In Chaidim’s case, the firm’s management board hasn’t sat down to discuss what are the vision, mission, thus positioning statement of Chaidim. They have only set the mission for E.L.F.B. (Thailand) Company Limited’s, the house of brands. In the interview, the managing director provided his thought on Chaidim’s vision and mission as follow:

*Regarding the vision for Chaidim, in the next five years, we want to become an internationally recognized Thai Premium Organic Tea brand, meaning not only Thai consumers recognize us but also the export markets we target at. Regarding our mission, before improving our customers’ health, we want to give them pleasure of drinking tea, good tasty tea. Similar to people making wine, we spend time nurturing the tea leaves to bring out the best taste. We want to give them the pleasant tea drinking experience/feeling. (Interview – Appendix 3)*

In the vision above, the director only refers to Chaidim’s ambition and future plan and forgot to mention its meaningful purpose as well as its values, thus making the vision statement less strong, convincing and inspiring. The vision statement could be modified to: **“Our vision is to become the most valued and trusted brand name in Thai Premium Organic Tea category. Chaidim is dedicated to bring the highest quality and healthiest tea to people as way to everyday enjoyment and well-being”**. Regarding the mission, which “contains the



language, the frames of reference we need to bring the brand’s meaning out of hiding” (Signorelli, 2014). Among 12 archetypes that developed by Mark and Pearson in 2001 (Margaret Hartwell, 2012), the archetypes that match Chaidim’s other rational half are the Purist and the Nurturer/Caregiver as showed in Figure 10:



Figure 10: Chaidim's archetypes (Signorelli, 2014)

It is worth noticing that the author identifies Chaidim’s personality as that of the Purist and Nurturer archetypes in order to provide guidelines to understand, describe Chaidim’s personality, and develop communication materials such as visual, messages, etc. in a more insightful and easy-to-comprehend way that would evoke desired feelings within the customers. Archetypes are only for reference, not for rigidly applying as “hard-and-fast brand description” (Signorelli, 2014). In the case of Chaidim, which has pure, simple, honest, trustworthy personalities of the Purist and Nurturer, should follow a straight-talking, no-gimmicking, natural and unfussy style and avoid heavy-handed style in

communicating, advertising and marketing. An excellent example of this pure and simple style is an advert of “Innocent smoothies” (see the [link](#)), which uses wholesome, natural and unfussy imagery to promote its express its pure personality.

#### 4.2.2 The brand’s outer layer

After analyzing the brand’s inner layers and discovering Chaidim’s core purpose and values, the author in this section will present “how these purpose/belief, values and personality would manifest themselves through the product features & benefits” (Signorelli, 2014). In other words, the outer layer should consist of fact that support and validate the brand’s inner layer.

<b>Chaidim’s brand inner layer</b>
<p><b>Purpose of existence:</b>            “To enhance our customers’ well-being (a state of being comfortable, healthy and happy) and overall enjoyment by providing them with the highest quality and healthiest tea possible”.</p> <p><b>Core values:</b></p> <ul style="list-style-type: none"> <li>▪ We want to share the love and passion for tasty and healthy tea</li> <li>▪ The circle of happiness: With goodwill and sincerity, we want to create good impact on our customers, nature and the people (farmers, tea makers and workers) we work with</li> </ul> <p><b>Personality:</b></p> <ul style="list-style-type: none"> <li>▪ The Purist: Simplicity, Purity, Innocence, Honesty, Happiness, Faith</li> <li>▪ The Nurturer/Caregiver: Generosity, Thoughtfulness, Sincerity, Sharing, Warmth, Wisdom</li> </ul>
<b>Chaidim’s brand outer layer</b>
(The brand’s values, belief and personality are manifested through following aspects)
<p><b>1. Manifestation through product attributes</b></p> <ul style="list-style-type: none"> <li>▪ <b>Source origin:</b> All tea leaves and herbal ingredients are grown in Northern Thailand, then being hand-picked and directly moved from the farm to nearest production site to ensure the freshness of the season’s latest picked ingredients. The tea leaves then are processed with our own unique recipes.</li> <li>▪ <b>Premium quality:</b> Unlike other low-quality tea brands whose tea bags are mostly made of broken/crushed leaves, or even dust or fanning (In a sorting &amp; drying process, the best full tea leaves stay on the top meshes while the broken leaves, tiny remnants (fanning) and dust fall to the bottom), Chaidim’s tea bags only contain premium quality tea leave that are <b>100% whole-leaf tea, 100% whole-flowers, 100% real herbal ingredients (lemongrass, ginger, etc.)</b>. Only in whole tea leaf or whole flowers, the essential oil in the leaves and flowers remain intact, thus being able to</li> </ul>

produce a rich, full, smooth and long-lasting flavor without producing unpleasant bitter and astringent taste.

▪ **Wide variety of choices for each type of tea:**

- Organic Oolong tea includes 13 2 choices of different ingredients, tastes and flavors
- Organic Black tea includes 2 choices of different ingredients, tastes and flavors
- Organic Green tea includes 2 choices of different ingredients, tastes and flavors
- Organic Matcha (Japanese-style Green tea) 2 choices of difference in tastes and flavors
- Organic Herbal tea includes 11 choices of different ingredients and blend styles

▪ **Organic qualification:** Chaidim’s teas are certified 100% organic by local and international accreditation bodies, i.e. Organic Thailand label, USDA Organic label and Halal label.

→The above product attributes have proved Chaidim’s pursuit of premium quality for its products, but how to convince the customers to believe in this? The answer is to be honest and transparent because “trust is built through transparency” (Colin Shaw, 2010). For instance, Chaidim can make videos and record footage about tea plantation where Chaidim’s ingredients are sourced, about the farmers who work hard every day to nurture the leaves, about the tea makers with their special recipes, about the office workers who work with all their passion to bring Chaidim to the hands of customers. For example, there is an advert of Honest Tea brand ([Link](#)), two adverts of Innocent Smoothies ([link](#) and [link](#)) and an advert of the TRUE brand - “A TRUE organic story” ([Link](#))

**2. Manifestation through physical elements of brand identity**

According to Signorelli (2014) Product is the most important physical element of brand identity, but the packaging, website presentation, the buildings/shopping malls where the products are displayed are other important physical elements of the brand identity. Besides being manifested through the quality attributes, a brand’s inner souls are also reflected through:

▪ **Packaging design:** Chaidim’s tea is packaged in one big vacuum sealed pouch or many triangle tea-bags put altogether in a paper box. The simple but elegant design is consistent with its simple, pure, honest characteristics.



▪ **Publication/Digital media:** Chaidim’s website should radiate the product’s the premium quality, the brand’s core values in a more interactive and visually appealing way through embedded videos, relevant photography, typographic design.

- For example, let’s look at ZARBEE’s introduction video on its website [link](#) (Click “See What We’re about”) and EARTHBOUND FARM’s lively typographic design on its website [link](#).



Figure 11: A sticker on a banana invites customers to enter a code number (55745) at dole-earth.com to visit the farm where that banana comes from.

- Another interesting example about how website can manifest the brand in a specially creative and interactive way. Let's look at Figure 11. Since 2007, Dole Food Company has given its customers a special experience by inviting them to take a virtual promenade to explore a Dole banana plantation and find out what happens to its fruit from growing to harvest (Anon.). Even without code, the customers can take the farm

tour at <http://www.dole.com/bananafarmtour>. The website allows customers to see the farm and passionate farmers working while hearing the nature's sounds (birds and insects singing) at the same time.

If Chaidim is able to apply this idea to its website, it will be able to communicate its brand soul and values as described: *"Because we don't spray pesticides, we have very fertile soil, rich in nutrients; we have insects; we have earthworms; we have ladybugs; parasites come to eat tea leaves then insects come to eat the parasites; we have natural fertilizer used from the past, giving rich nutrients, helping the tea trees get stronger but leaving no harmful impact on the soil or air."* (Interview-Apendix3)

- **People** ("People" element refers to the people behind the brand such as the company founder, manager, famers, workers, etc. (Franzen & Moriarty, 2009)): Stories about the real people who works hard behind the Chaidim brands, i.e. the farmers in Chiang Rai tea farms, the tea makers, etc., would make the brand become more transparent to the customers. Knowing who make tea and how much effort the farmers, the tea makers put in to make the best possible tea will make the customers realize and appreciate the products more. For example: Wholefood brand's advert series "Value matters" ([link](#))
- **Advertising:** Chaidim's adverts should be done with a honest, simple, unfussy tone that reveal the pure passion for making tasty and healthy tea and to spread that joy with more people on Earth, the pure passion to make good impact on the customers, nature and the people Chaidim work with. An example of this pure and simple tone of communication is an advert of "Innocent smoothies" ([link](#)), which uses wholesome, natural and unfussy imagery to promote its express its pure personality.
- **Point of sale/purchase:** The places where Chaidim's products are put for sales ca affect the customers' perception toward Chaidim tea's quality. Besides displaying products at up-scale supermarkets in central Bangkok such as Siam Paragon, Emporium, Central Group, etc. like Chaidim does at the moment; Chaidim can let its products appear at specialized natural/organic health food stores such as Lemon Farm, Aden and Green Net.

#### 4.3 STEP 3: CHARACTERIZE THE PROSPECT

In this step, the author aims to get a better understanding about the prospects that Chaidim targets to appeal to by identifying what constitute of their inner and



outer layers. According to Signorelli (2014), “while the outer layer deals with what the functional need is, the inner layer explains why that need is important” by pointing out the prospects’ relevant ideas and values that motivate the them to buy organic tea products.

#### 4.3.1 The prospect’s outer layer

First, the author starts to examine the prospects’ outer layer – functional need by asking them to answer two questions - “How important are the following features to you when you consider buying an organic tea product instead of conventional tea product?” and “How important are the following features to you when you consider buying one particular organic tea brand instead of another organic tea brand?”

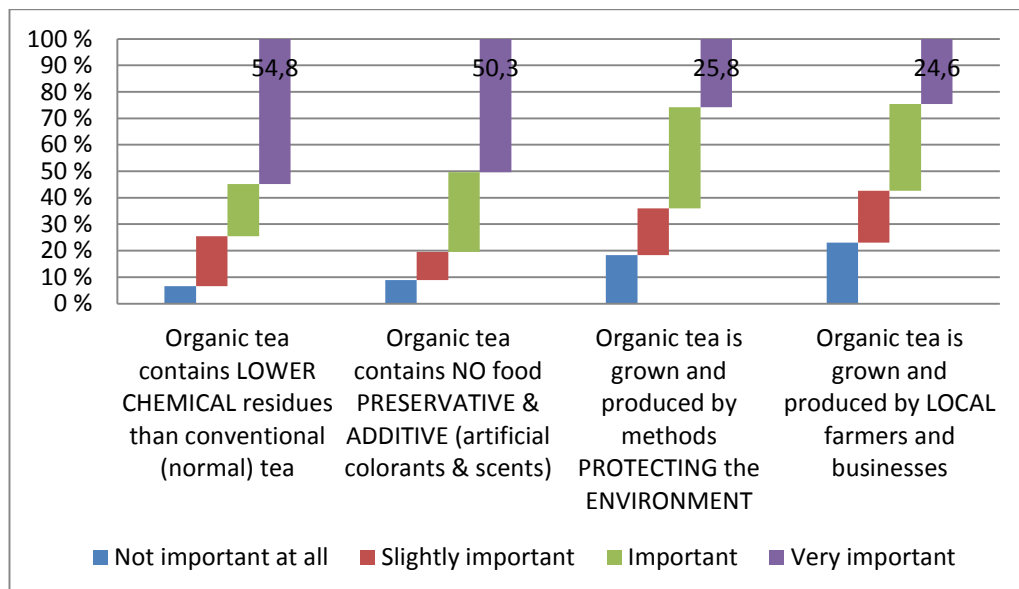


Figure 12: Organic tea product versus Conventional (normal) tea product Responses (acquired in 11/2015) for question “What product features motivate you to buy an organic tea product instead of conventional tea product?” (Appendix3)

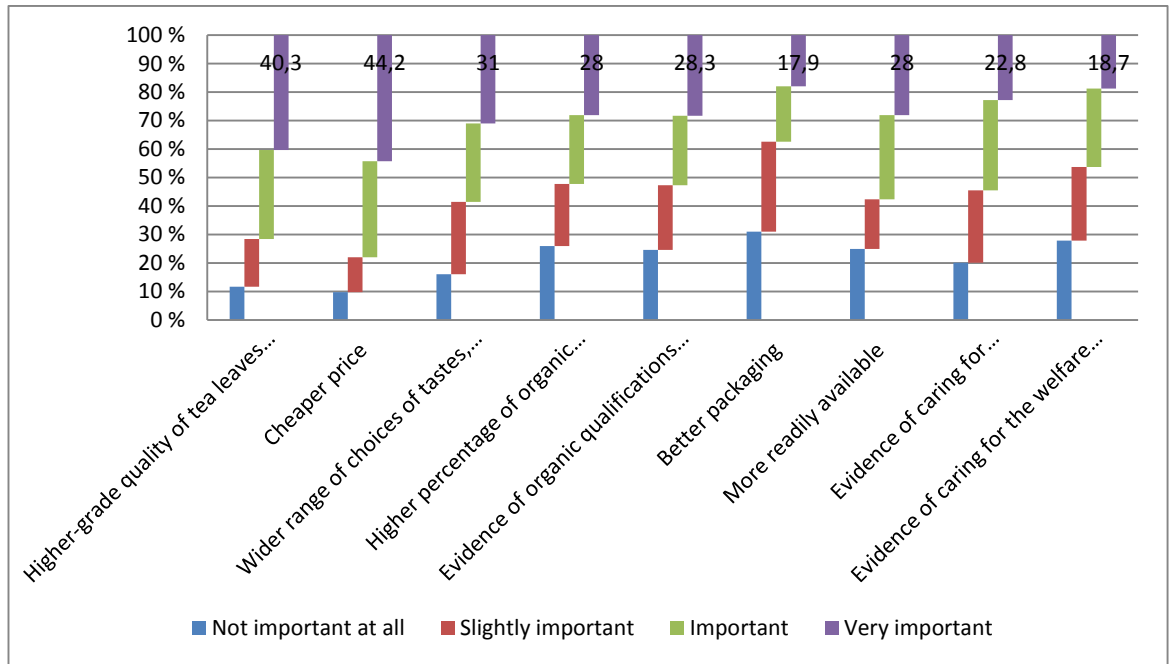


Figure 13: An organic tea brand vs. similar organic tea brands

Responses (acquired in 11/2015) for question “How important are the following features to you when you consider buying one particular organic tea brand instead of another organic tea brand?”

The collected data in Figure 12 indicates that when customers have to decide between an organic tea product and a normal tea product, attributes related to the food safety & health benefit “Lower chemical residue” is the most important attribute. However, according to the results in Figure 13, when the same customers have to decide which organic tea brand to buy among many organic tea brands, “cheaper price” attribute, followed by “higher quality” attribute, “wider range of choices of tastes/flavors” are the most important factors that affect customers’ buying decision. The food safety- and health-related factors (i.e. “organic percentage” and “organic labels”) in this case are not so important compared to the first case. The difference in answers between two questions suggest that food safety and health related-attribute of a product is very important to Thai consumer in general but they are less concerned about more detailed criteria of the organic category, such as the organic percentage or the organic label information. This can be because the consumers are aware that “organic” is good but are not “sufficiently knowledgeable about organic products” to be more demanding (Sriwaranun, et al., 2014). To sum up, the most important

functional attributes that the consumers look for from organic tea product category are (1) health-related attribute - “Lower harmful chemical residues, No food preservatives & addictive” together with (2) quality-related attributes “Higher-grade quality of tea leaves and ingredients” and “Wider range of choice of tastes/flavors”. In other words, “the most important functions that the prospects want to achieve with an organic tea product” (Signorelli, 2014) are (1) safer/healthier tea to drink and (2) more delicious tea to drink.

Besides, the prospect’s inner layer also consists of “the prospect’s measurable traits and characteristics”, which are “traditional demographic information like age, sex, income, and education” (Signorelli, 2014). However, the author doesn’t need to collect the information as it has already been identified by Chaidim based on a study on “Consumer purchasing behavior towards Organic product in Thailand” (2014)→ The targeted prospects are “female, between 34 and 54 years old, married or in a de-facto relationship, had completed at least an undergraduate degree, and were white collar workers” (2014).

#### 4.3.2 The prospect’s inner layer

According to a study on “Consumer purchasing behavior towards Organic product in Thailand” (2014), **health-related factors** (including **health** and **food safety** concerns), **quality attributes**, **environment protection** concern and **ethics** concern are prime motives that influence the respondents’ decision to purchase organic products in Thailand. However, when it comes to “purchase criteria”, “the respondents who purchased organic products ranked **quality** of the food as the most important attribute when buying organic products, followed by **the absence of pesticide residues**, **price of the product** and the **availability of the product**” (2014).

As ones can see in Figure 14, the questionnaire results in this study are consistent with the above study’s findings. The most important benefit that the respondents want to achieve when buying organic tea is “To avoid taking harmful chemicals into their body to avoid diseases” (68.4%), followed by “To gain nutrients/vitamins to protect & improve their own health & well-being” (57.9%), “To enjoy completely natural & genuine taste of tea” (52.6%), “To support the

sustainable farming movement, protecting the environment” (42.1%), “To support and promote the local economy and fair-trade” (36.8%), and “To protect & improve the health of my family, friends and the ones I care about“ (36.8%).

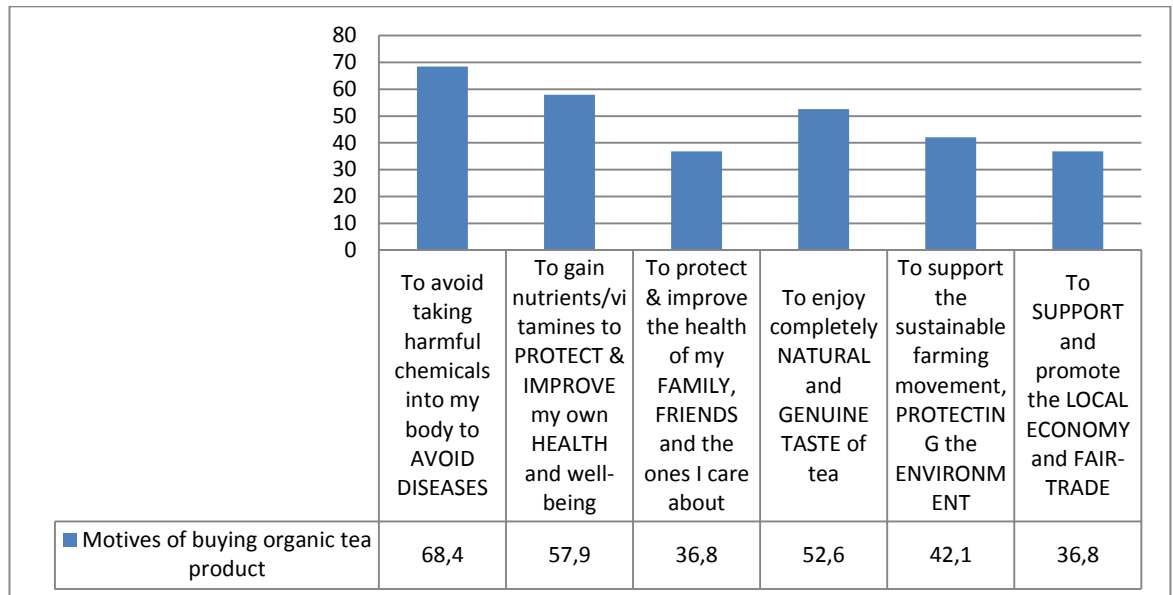


Figure 14: Personal motives for buying organic tea products of consumers in Thailand (Questionnaire results of Q5, acquired in 11/2015)

In other words, the most important inner *personal motives* encouraging consumers in Thailand to purchase organic tea products respectively are “To avoid disease”, “to improve my well-being” and “to enjoy tasty tea of tea”. Other motives such as “to protect the environment” and “to promote local economy & fair trade” are less important.

#### 4.4 STEP 4: CONNECT THE CHARACTERS

In step 2 of the brand identity creation process, the author has identified the inner soul and the outer layer of Chaidim brand, which explains how the soul can be manifested outwardly “in term of where it is now and where it ideally wants to be” (Signorelli, 2014). In step 3, the author takes a deep look at the prospects’ motivation and functional needs that could be aligned with Chaidim’s outer layer. Now, its’s time check if “there is a logical connection between the brand and the prospect characters”, if “the brand’s and the prospect’s inner- and outer-layer are in alignment”, if Chaidim’s “outer layer’s functional solutions” manifested via product attributes and other physical aspects, are aligned with or relevant to

Chaidim's "prospect's outer –layer functional needs" (Signorelli, 2014) by putting two characters at one place.

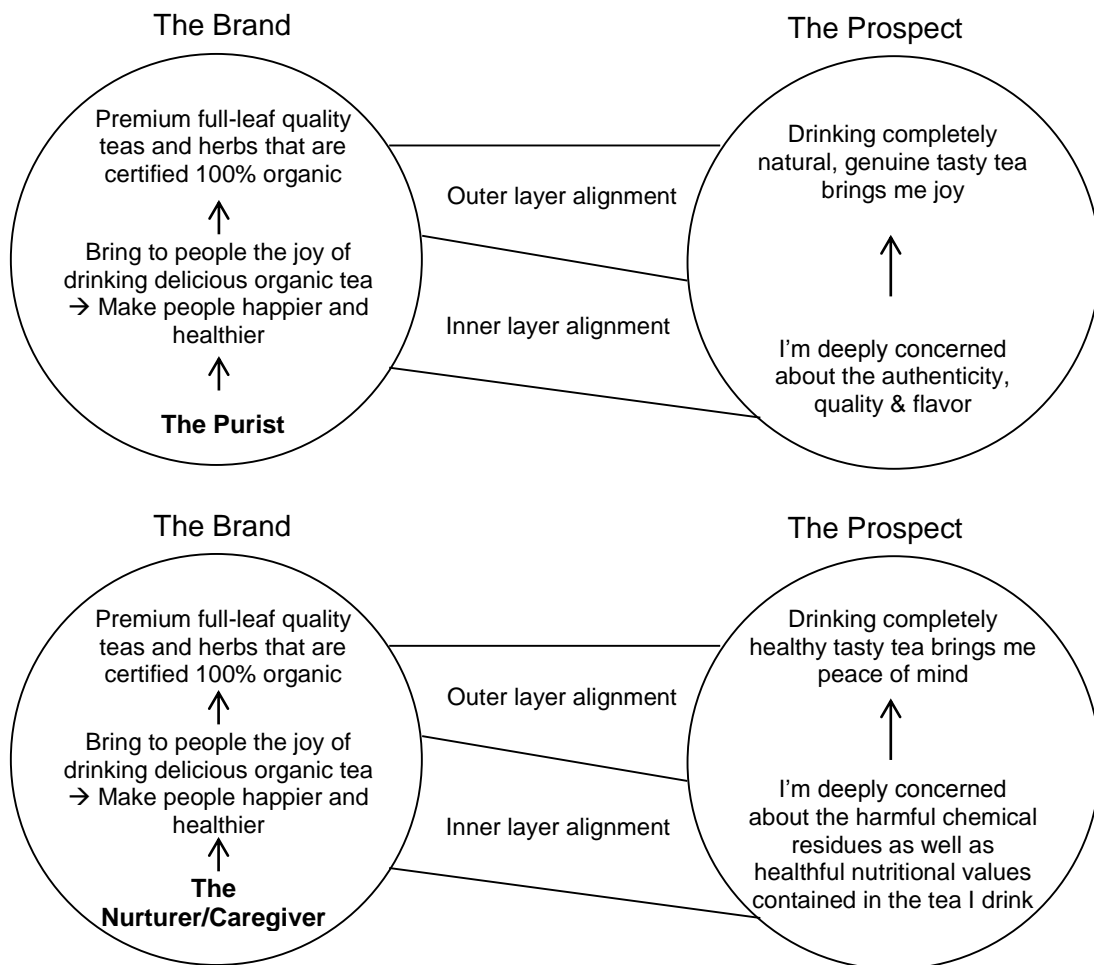


Figure 15: The alignment between Chaidim's and the prospects' inner- and outer-layer cells

As one can see in Figure 15, the situation here is that there are two “possible brand-prospect matchups” for Chaidim and “the challenge is to walk away with the best combination” (Signorelli, 2014). The first possibility is The Purist –The “Hedonist” consumers (who are deeply concerned about AUTHENTICITY, QUALITY and flavor and believe a price premium on a product signal a better quality). The second possibility is The Nurturer/Caregiver – The “Healthy eater/Food phobic” consumers (who are deeply concerned about CHEMICAL RESIDUES and NUTRITIONAL values in food products). The author is more in favor of the “Purist brand – The Hedonist customers” story because Chaidim now is more in the battle against other similar organic tea brands rather than conventional tea brands; and when choosing among similar organic tea brands,

quality attribute is the most important buying criteria (as explained in section 4.3.2). To sum up, in current situation, “Purist brand – The Hedonist customers” story is what Chaidim's marketing, communication, advertising activities should relate to. For example, an advert like Innocent smoothies ([link](#) and [link](#)) or Honest Tea ([link](#)) that features Chaidim with honest, simple personality as the Purist, simply focusing on producing authentic, honest, pure, truest delicious and healthy tea, would appeal to the hedonist customers who care about the quality and authenticity of the tea they drink.

#### 4.5 STEP 5: CONFRONT THE OBSTACLES

In the previous sections, the author has identified the storyline between Chaidim brand & its prospect as between the Purist and the Hedonist consumers. In this story, Chaidim is the main character, the hero that solve the problems for his customers, which means Chaidim produces delicious and healthy tea that would make the hedonist customers satisfied, joyful and healthy, ultimately enhancing their overall enjoyment and well-being. However, like in every other story, the hero's path never lacks obstacles. Likewise, Chaidim, “on its way to achieve the brand affiliation with the prospects”, is confronted with 4 level of obstacles (the later, the harder), which are “Level I – No product function Awareness, Level II – No product superiority comprehension, Level III – Lack of brand association, and Level IV – Lack of brand affiliation” (Signorelli, 2014). The question is at which milestone is Chaidim now and which obstacle it needs to overcome at the moment.

The level I obstacle refers to “the low-level awareness that exists for a new product that defines a new category” while level II refers to “the comprehension about why the brand's product is perhaps better than competitive offerings” (Signorelli, 2014). In Chaidim's case, level I refers to the current level of consumers' knowledge & awareness in Thailand about organic tea product category and the product function while level II is about to what extent the customers in Thailand comprehend Chaidim's product function and if Chaidim is better than its competitive offerings. The collected data, showed in Figure 16 and

the data showed in Figure 17 below helps the author measure “the extent to which each level has been achieved” (Signorelli, 2014).

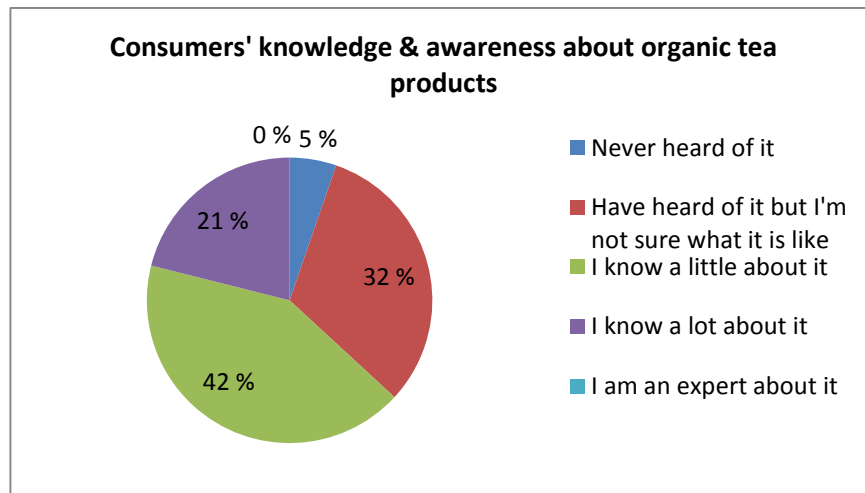


Figure 16: How would you evaluate your knowledge of organic tea products? (Questionnaire results\_Q2, acquired in 11/2015)

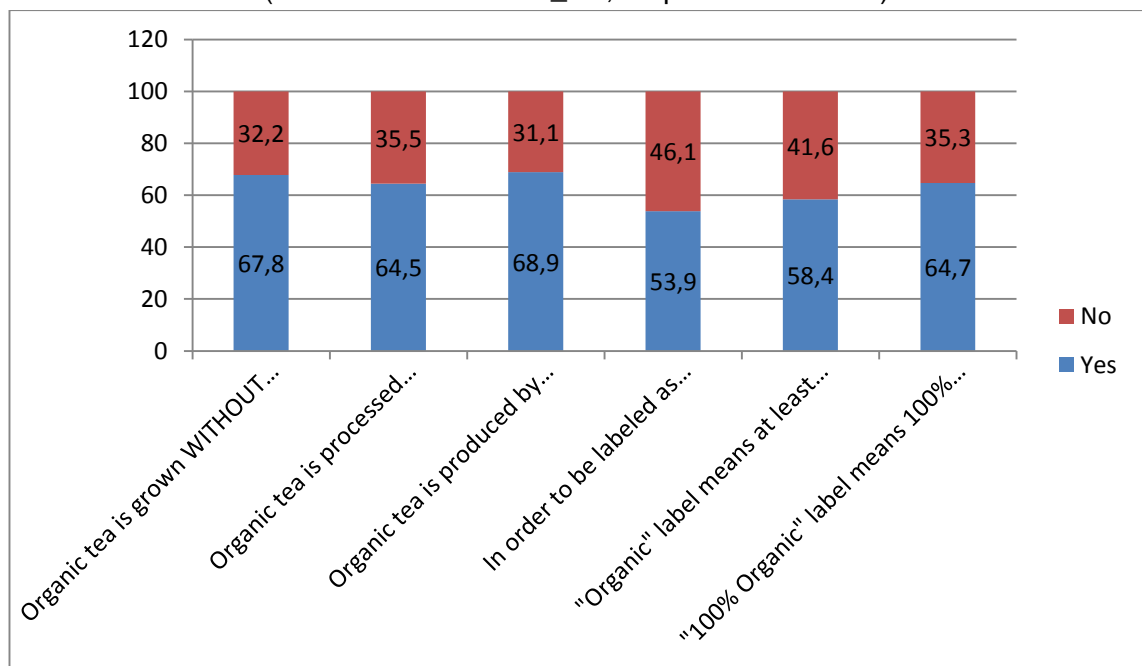


Figure 17: Are you aware of the following facts of organic products? (Questionnaire results\_Q3, acquired in 11/2015)

In Figure 16, the statistic indicates that most of the respondents (79%) are not sufficiently knowledgeable about organic tea). Specifically, how organic tea products are produced & processed, as well as the organic certification & labeling systems are not well-known by the respondents. As showed in Figure 20, up to

46.1% of the respondents don't know the fact that "In order to be labeled as **organic**, all tea products must be verified by a third-party system of control and certification"; 41.6% of the respondents are not aware of the fact that "Organic" label means at least 95% of that product ingredients are certified organic". All these facts indicate low – average (not high/sufficient) level of Level I obstacle is reached.

With regard to the level II obstacle, a low level of brand familiarity toward Chaidim in Bangkok, compared to its competitors, is measured (showed in Figure 6). Over 85% respondents have "never heard of" or "heard of but not familiar" with Chaidim. Less than 12% respondents are "slightly familiar" to "quite familiar" with Chaidim. The low level of brand familiarity is consistent with the fact that Chaidim brand has been recently introduced to the market.

The figure 18 below shows where Chaidim is on its connection roadmap: Only 21% of the total audience is aware in level I and as little as 12% is achieved in level II. Signorelli's advice for brands like Chaidim in such situation is "Clearly, product function awareness and product feature comprehension have to be given priority" (Signorelli, 2014). This means on the road to achieve the level IV connection "Brand affiliation" – the strongest brand-prospect relationship, Chaidim currently stands somewhere between Level I "Product function awareness" and Level II "Product features comprehension". Thus, what Chaidim needs to focus on now is how to achieve higher consumers' brand awareness toward the organic tea product function and features.

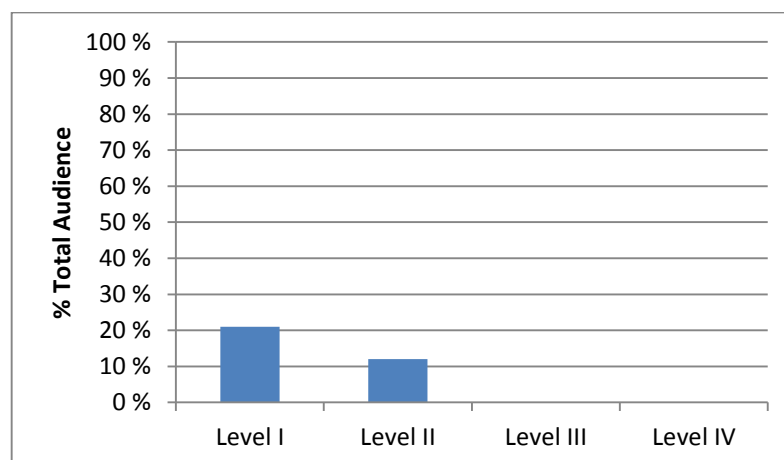


Figure 18: Chaidim's cumulative Connection Achievement (Signorelli, 2014)



For now, in its advertising, Chaidim should emphasize its products features and benefits (i.e. the premium quality and the organic aspects) in its adverts like the advert series of Innocent Smoothies, i.e. [link](#), [link](#) and [link](#), to increase the consumers' awareness and comprehension for Chaidim organic tea products. However, in the future, if Chaidim only talks about its functional features & benefits without regard for its brand's meaningful purpose & core values, Chaidim may "easily become stuck in level I and II rut" and become "vulnerable to competition" if its competitors gain get to level III and IV, where the customers are strongly connected the brands' "exclusive meaning" (Signorelli, 2014). Thus, for now, Chaidim should "set out to make a functional product connection" but always "be mindful that Level III and IV obstacles will show up right around the corner" (Signorelli, 2014). Chaidim cannot deal with all obstacles at once but can prepare itself to conquer the sequential obstacles.

## 5 CONCLUSION

### 5.1 Conclusion

The thesis study was set out to develop a strategic brand identity guide for Chaidim and has identified Chaidim's core ideology platform that brand identity should be built on and the communication direction for what steps Chaidim should take next to powerfully manifest its brand identity to the customers & prospects. The author was able to develop the ideology platform and communication direction for Chaidim's brand identity by seeking the answers for the main research question - "What is the brand identity strategy for Chaidim brand?", and its four sub research questions: (1) What is the brand's current situation?, (2) What constitute the inner layer and outer layer of Chaidim's brand?, (3) What constitute inner layer and outer layer of Chaidim's prospects?, and (4) What level of connection obstacles does the brand need to overcome to connect with the customers/prospects?

The exhaustive literature review in Chapter 2 takes a close look on important brand identity concepts and brand identity building theories, starting from the 90s to the modern time. The literature review is the theoretical platform for the author to develop a theoretical framework that is applicable to the case of Chaidim brand, guiding the author to conduct qualitative and quantitative research to gather necessary data for the analysis part in Chapter 5. Chapter 5 analyzes data and come up with answers for the research questions. The answers are present clearly in the table below to prove that an exhaustive brand identity creation process will produce seeable results as follow:

<b>Research questions</b>	<b>Answers</b>
Q.1.1: What is the brand's current situation?	<b>Competition situation:</b> Chaidim has 8 direct & less direct rivals, including local-scaled & international-scaled brands. In details, Chai Fong, Suwirun, Wang Put Tan and Raming are 4 oldest Thai brands with brand history ranging from 30 to 60 years. However, these brands' awareness levels are only low to average (not high) because of their limited selective distribution & lack of attention to marketing & communication. Dilmah and Twinings are two strong well-established international-scaled competitors, having high brand awareness

	<p>in Thailand. BlueChai, Kanchana &amp; Daokrajai are less direct competitors (young brands) as their products are limited to one or two types of ingredients. Kanchana &amp; Daokrajai have low brand awareness</p> <p><b>Self-brand situation:</b>  Chaidim's current strengths are its high quality product, its nice, simple but modern &amp; elegant packaging is design and its intensive distribution strategy.  Its weaknesses are (1) the website is not very visually appealing and provides little info about the brand's profound purpose &amp; core values → weakly communicates the brand identity and (2) weak brand familiarity.  Its opportunities are (1) the possibility to become a leader in the premium Thai organic tea category, (2) Higher demand for organic tea in Thailand market and (3) High demand for organic Thai tea in international market □ Export.  Its threats are (1) Long-established local direct competitors can take advantage of its rich brand heritage and extend their distribution channels to thrive &amp; lead the premium Thai organic tea category, (2) Indirect competitors like Kanchana &amp; BlueChai can expand their products offering to thwart more sales from Chaidim and (3) Chaidim is vulnerable to big international players if they decide to be more versatile by going local &amp; dominate the organic tea niche.</p>
<p>Q.1.2:  What constitute the inner layer and outer layer of Chaidim's brand?</p>	<p><b>Inner layer:</b>  <b>Purpose of existence:</b>  “To enhance our customers’ well-being (a state of being comfortable, healthy and happy) and overall enjoyment by providing them with the highest quality and healthiest tea possible”.</p> <p><b>Core values:</b></p> <ul style="list-style-type: none"> <li>▪ We want to share the love and passion for tasty and healthy tea</li> <li>▪ With goodwill and sincerity, we want to create good impact on our customers, nature and the people (farmers, tea makers and workers) we work with</li> </ul> <p><b>Personality:</b></p> <ul style="list-style-type: none"> <li>▪ The Purist: Simplicity, Purity, Innocence, Honesty, Happiness, Faith</li> <li>▪ The Nurturer/Caregiver: Generosity, Thoughtfulness, Sincerity, Sharing, Warmth, Wisdom</li> </ul> <p><b>Outer layer:</b>  <b>1. Manifestation through product attributes</b></p> <ul style="list-style-type: none"> <li>▪ <b>Source origin:</b> All tea leaves and herbal ingredients are grown in Northern Thailand, then being hand-picked and directly moved from the farm to nearest production site to ensure the freshness of the season's latest picked ingredients. The tea leaves then are processed with our own unique recipes.</li> <li>▪ <b>Premium quality:</b> Unlike other low-quality tea brands whose tea bags are mostly made of broken/crushed leaves, or even dust or fanning (In a sorting &amp; drying process, the best full tea leaves stay on the top meshes</li> </ul>

	<p>while the broken leaves, tiny remnants (fanning) and dust fall to the bottom), Chaidim’s tea bags only contain premium quality tea leave that are <b>100%</b> whole-leaf tea, <b>100%</b> whole-flowers, <b>100% real herbal ingredients (lemongrass, ginger, etc.)</b>. Only in whole tea leaf or whole flowers, the essential oil in the leaves and flowers remain intact, thus being able to produce a rich, full, smooth and long-lasting flavor without producing unpleasant bitter and astringent taste.</p> <ul style="list-style-type: none"> <li>▪ <b>Wide variety of choices for each type of tea:</b> 30 choices of ingredient, tastes and flavors</li> <li>▪ <b>Organic qualification:</b> Chaidim’s teas are certified 100% organic by local and international accreditation bodies, i.e. Organic Thailand label, USDA Organic label and Halal label.</li> </ul> <p><b>2. Manifestation through physical elements of brand identity</b></p> <ul style="list-style-type: none"> <li>▪ <b>Packaging design:</b> Chaidim’s tea is packaged in one big vacuum sealed pouch or many triangle tea-bags put altogether in a paper box. The simple but elegant design is consistent with its simple, pure, honest characteristics.</li> <li>▪ <b>Publication/Digital media:</b> Chaidim’s website should radiate the product’s the premium quality, the brand’s core values in a more interactive and visually appealing way through embedded videos, relevant photography, typographic design.</li> <li>▪ <b>People</b> (“People” element refers to the people behind the brand such as the company founder, manager, famers, workers, etc. (Franzen &amp; Moriarty, 2009)): Stories about the real people who works hard behind the Chaidim brands, i.e. the farmers in Chiang Rai tea farms, the tea makers, etc., would make the brand become more transparent to the customers. Knowing who make tea and how much effort the farmers, the tea makers put in to make the best possible tea will make the customers realize and appreciate the products more</li> <li>▪ <b>Advertising:</b> Chaidim’s adverts should be done with a honest, simple, unfussy tone that reveal the pure passion for making tasty and healthy tea and to spread that joy with more people on Earth, the pure passion to make good impact on the customers, nature and the people Chaidim work with.</li> <li>▪ <b>Point of sale/purchase:</b> The places where Chaidim’s products are put for sales ca affect the customers’ perception toward Chaidim tea’s quality. Besides displaying products at up-scale supermarkets in central Bangkok such as Siam Paragon, Emporium, Central Group, etc. like Chaidim does at the moment; Chaidim can let its products appear at specialized natural/organic health food stores such as Lemon Farm, Aden and Green Net.</li> </ul>
Q.1.3: What constitute inner layer	<p><b>Inner layer:</b> The important inner personal motives encouraging consumers in Thailand to purchase organic tea products respectively are “To avoid disease”, “to improve my well-being” and “to enjoy tasty tea of tea”.</p> <p><b>Outer layer:</b></p>

and outer layer of Chaidim's prospects ?	<p>“The most important functions that the prospects want to achieve with an organic tea product” (Signorelli, 2014) are (1) safer/healthier tea to drink and (2) more delicious tea to drink.</p> <p>The targeted prospects are “female, between 34 and 54 years old, married or in a de-facto relationship, had completed at least an undergraduate degree, and were white collar workers” (2014).</p>
Q.1.4: What obstacles Chaidim needs to overcome ?	<p>For now, the obstacle that confronts Chaidim is Level II – No product superiority comprehension. In order to overcome this hurdle, Chaidim needs to highlight and emphasize the functional benefits of its organic tea products in its advertising. Only when the customers sufficiently comprehend the benefits of Chaidim, Chaidim will be able to ignite strong brand association among its customers, which means overcoming obstacle level III to achieve the level IV connection “Brand affiliation” – the strongest brand-prospect relationship.</p>

Based on these sought answers, the author has developed the brand vision, mission statements for Chaidim as well as the communication suggestions and directions within respective analysis parts above.

## 5.2 Suggestion for future research

Before discussing further research direction, it is worth considering that the conceptual framework developed in Chapter 3 can be applied by anyone wishing to develop a brand identity strategy for his/her start-up brand or brand that is in inception stage (before launching) or in the brand-creation phase. With regard to the possibilities for future research, the author has found one. As “the brand identity is determined at the inception stage of the branding process and it must not be abandoned at any time in a brand’s revolution but it can be altered, updated and tweaked as the brand matures and time passes” (Levine, 2003, p. 242), there is a need to evaluate if the above framework can be applied to a brand during its revolution and mature periods. Explicitly, the suggestion is to evaluate if all five steps in the developed conceptual framework can be applied to a brand after brand identity creation phase or the framework needs to be modified to properly help the managers and marketers assess and update their brand identity strategy.

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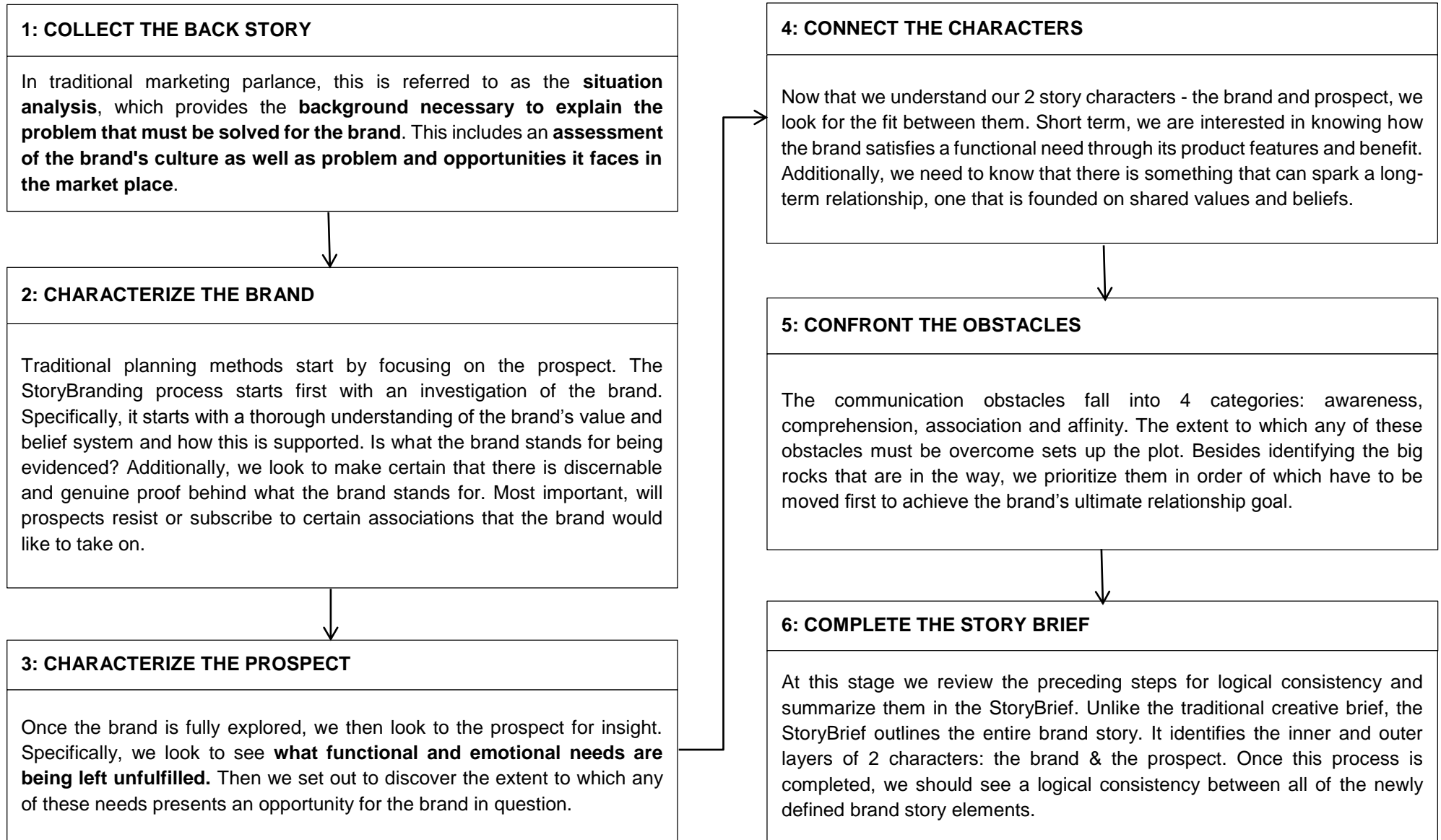
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## APPENDIX 1 THE 6C'S STORYBRANDING PROCESS (Signorelli, 2014)



APPENDIX 2: INTERVIEW QUESTIONS AND SCRIPT  
**INTERVIEW QUESTIONS**

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**Date of interview:** November 10<sup>th</sup> 2015

**Name of interviewee:** Nedim Behar

**Role description:** Managing Director of E.L.F.B. (Thailand) Co. Ltd. from January 2013 till now

**Interview time:** 1 hour 16 minutes

**Introduction to the interview:** Hi, my name is Thi Huynh and I am a final-year International Business student at Turku University of Applied Sciences. I am doing a research on the brand identity of Chaidim Organic Teas. I would love to hear any insight you may have on Chaidim’s brand identity. The interview may take you more than 30 minutes to finish.

Thank you very much for sharing your opinions with me.

Purpose	Question
<p><b>A. Explore the brand’s history &amp; current reality</b></p>	<p><b>1. Could you tell me about the start of Chaidim brand (who started it and why)?</b></p> <p><i>“Chaidim is powered by E.L.F.B. (Thailand) Co. Ltd. it was founded on 12/2013 by a two tea lover, heavy Oolong drinkers, to promote a healthy lifestyle selling flavorful Oolong tea from Thailand worldwide. We have developed our love with tea since childhood. After growing up, we keep exploring the world with avid tea curiosity, brewing black, green, white, red, rare, organic, aged, herbal... Today, Chaidim is our way to share our tea passion and give back what we have experienced.”</i></p>
	<p><b>2. How is Chaidim brand managed at the moment?</b></p> <p><i>Chaidim’s office is located in Bangkok while our farms &amp; factory are in Chiang Rai, Northern Thailand. What I do here in Bangkok is to manage day-to-day operation, sales, customer relationships, logistics, inventories, packaging, shipping, accounting, invoicing payable/receivable accounts, manage day-to-day relationship with the suppliers, promotional activities like tea tasting events. So basically, branding is a part of day-to-day operation that I want spend time on but I am too busy at the moment with other activities. We would like to hire one PR and one brand manager for next year. During the past 2 years, we focus on brand creation. We haven’t come to the brand managing phase yet. Even now we are still in the brand creation phase. We need a proper branding and marketing plan.</i></p>
	<p><b>3. What was the original vision of the brand? Does this vision remain the same today?</b></p> <p><i>We have only set the mission statement for our E.L.F.B. (Thailand) Company Limited’s, but not for Chaidim the brand:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Produce and distribute premium organic teas, herbal teas, and related merchandising products worldwide under the brand “Chaidim”.</i></li> <li>▪ <i>Promote a healthy and trendy lifestyle to our clients through the consumption of our organic products.</i></li> </ul>

	<ul style="list-style-type: none"> <li>▪ <i>Develop the trend for the healthy lifestyle by organizing events, by using social media, and by creating attractive contents adapted to our target markets.</i></li> </ul> <p>Regarding the vision for Chaidim, in the next five years, we want to become an internationally recognized Thai Premium Organic Tea brand, meaning not only Thai consumers recognize us but also the export markets we target at.</p> <p>Regarding our mission, before improving our customers' health, we want to give them pleasure of drinking tea, good tasty tea. Similar to people making wine, we spend time nurturing the tea leaves to bring out the best taste. We want to give them the pleasant tea drinking experience/feeling.</p>
<p><b>B. Explore the Product (4P's model) &amp; its Solution (S.A.V.E model)</b></p>	<p><b>1. What is the product category of Chaidim?</b></p> <p><i>Premium Thai Organic Tea</i></p>
	<p><b>2. Please describe Chaidim's product lines</b></p> <ul style="list-style-type: none"> <li>▪ <i>Loose tea in one vacuumed bag (box outside):</i></li> <li>▪ <i>Triangle tea bag:</i></li> <li>▪ <i>Sampling tea box for promotional purpose (HO-Re-Ca): We want to promote our teas' premium quality and variety of choices so we put 9 triangle tea bags of 9 different flavors inside the boxes.</i></li> </ul>
	<p><b>3. Please describe Chaidim's product attributes. Is there any attribute that make Chaidim product unique in its product category?</b></p> <p>[Product attributes are characteristics and features of a product that will affect a consumers' preference in the market, e.g. taste, aroma, texture, color, packaging, quality, etc.]</p> <p><i>Based in Thailand, we are all about Oolong tea. Organic and Tasty.</i></p> <ul style="list-style-type: none"> <li>▪ <i>Our Oolong teas are from <b>Northern Thailand</b> and <b>sourced directly</b> from the tea farmers, single estate and small producers, with no intermediaries in between.</i></li> <li>▪ <i>We propose several Oolong <b>varieties</b> such as special Oriental Beauty, Golden Oolong, organic Gabaron tea, Ruby Oolong, and many more all handcrafted by experienced tea masters. We also provide a wide variety of Green Tea, Herbal Tea, and Black Tea. We provide up to 30 choices (of ingredients, tastes &amp; flavors) for customers.</i></li> </ul>
	<p><b>4. What are the three most important product attributes that Chaidim wants to emphasize?</b></p> <ul style="list-style-type: none"> <li>▪ <i>Premium quality: By premium, we mean 100% organic, 100% whole-leaf, 100% whole flower, 100% authentic tea ingredients in our tea package or tea bag, nothing else, no artificial flavor, no perfume, no oil, no preservative. In our tea bag, for example, Chamomile tea bag, there are real whole flowers, not crushed and powdered like other low quality tea products. In lemongrass tea bag, we have real 5-milimeter chunks of lemongrass inside.</i></li> <li>▪ <i>Great taste: Strong taste</i></li> <li>▪ <i>Pyramid/Triangle tea bag: The problem with normal flat tea bag is that you can't put a lot of tea inside, so it has to be powdered tea. The triangle tea bag is bigger so that we can put actual leaves inside.</i></li> </ul>
	<p><b>6. What problems do Chaidim organic tea products solve for the customers? Or what needs of the customers do the products satisfy?</b></p> <ul style="list-style-type: none"> <li>▪ <i>We don't want people to drink tea full of pesticides</i></li> <li>▪ <i>We are pleasure product. We want to provide tasty tea that people want to drink</i></li> </ul>
	<p><b>7. Who are Chaidim's main competitors, local or international competitors?</b></p> <p><i>Suwirun and Wang Put Tan</i></p>

<p><b>C. Explore the Place &amp; Access</b></p>	<p>1. Please describe your supply chain, from the point of origin to the point of consumption, from the source supplier, manufacturers, distributors, retailers to the consumers.</p> <ul style="list-style-type: none"> <li>▪ <b>Farmers and tea-factory workers:</b> <i>Our teas are grown and produced in Chiang Rai, Northern Thailand. The tea leaves are <b>sourced directly</b> from the tea farmers, single estate and small producers, with no intermediaries in between. We work in corporation with farmers and workers, who would produce tea according to our specifications and special formulas. Farmers are farming only. When the ingredients are ready, we take it to the factories for processing (washing, drying, cutting, conditioning, and packaging) under specific quality control.</i></li> </ul> <p><b>Distribution:</b></p> <ul style="list-style-type: none"> <li>▪ <i>The problem we have now with regard to our brand concept is that we sell our products in supermarkets that are not aligned with our premium concept. For example, Villa Market (15 branches across Thailand) are not quite up-scale supermarket, in which our products are placed next to cheap quality tea products, which damaged our brand image. When the consumers see our products with high price next to similar product with lower price, they may think that the quality of different products is similar but our price is higher. That is a mistake. So we decide to work only with premium supermarkets, expensive retailers.</i></li> </ul> <p><b>2. Through which channels do you sell your products, direct sales, indirect sales or both?</b>  [Direct sales: To sell products through third parties such as third-party e-commerce website, supermarkets, shop, etc.  Indirect sales: To sell products through your own website and retail stores]</p> <p><b>B2C:</b></p> <ul style="list-style-type: none"> <li>▪ <i>Retailers: supermarkets</i></li> <li>▪ <i>Own website</i></li> </ul> <p><b>B2B:</b></p> <ul style="list-style-type: none"> <li>▪ <i>Hotels-Restaurants-Cafes (Ho-Re-Ca)</i></li> </ul>
<p><b>D. Explore the Price (4Ps) &amp; Value (S.A.V.E)</b></p>	<p><b>1. How much does Chaidim charge compared competitors?</b>  Chaidim products are on the high end of the price scale in Thailand market targeting at the middle to high class. Compared to our competitors who sell organic tea at about 200 Baht something, we sell at 390 baht. Our price is really high. However, compared to the high-quality content inside a box, it is not expensive. The price is consistent across different market. One tea bag of Chaidim tea costs 15 Baht for a retail price with which you can make 1.5 liter of high-quality tea. It is not expensive for the exchanged quality. We don't want to use the word "good value for money" for our product even though the meaning is true because it is a buzzword used for consumer goods. I don't want to customers to buy our products because they think that it is not expensive for the exchanged quality, but to think Chaidim is much better quality</p>
<p><b>E. Explore the Promotion &amp; Education aspect</b></p>	<p><b>1. Who are your target customers (the customers you want to have)?</b>  <i>We target at both Thai market and international market. With regard to Thai market, we want to increase our visibility rather than sales because the number of organic consumers in Thailand is still small meanwhile the demand for organic tea products in foreign markets like US is really huge. Last month, there was an order of 36000 tea boxes from US market. Thailand may not remain our main target market. Our biggest market will be US and Europe, where the buying power of the people really applies to us. The strategy that we put our products on the shelves of supermarkets in Thailand is not to make money. It is to help visibility.</i></p> <p><b>2. Through which means of communication do you deliver the information about organic tea as well as Chaidim's products to your target customers?</b>  <i>Currently we are on tight budget so we cannot promote Chaidim widely on TV commercials, Thai press and media. We can only do it via social media. We</i></p>



	<p>have a Facebook page and an Instagram account. We target at Thai people to increase our visibility in Thai market, so most of the posts are in Thai rather than English. With our tight budget, we can only promote ourselves on small-scaled magazines like “A day bulletin – LIFE”. Our brand has just been covered for 2 pages on the magazine. Here is the link: <a href="http://issuu.com/adb_life/docs/adblife87">http://issuu.com/adb_life/docs/adblife87</a>.</p> <p>We have to find another way to get to known without paying much. The strategy is to get well-known on the Internet first. We have professional cameraman, video editor and camera equipment so we can make professional videos to promote Chaidim and its story in Thai and English on the Internet.</p>
<p><b>F. Explore the brand's current identity</b></p>	<p><b>1. Does your brand currently have a concept? If yes, what is it?</b>  [Brand concept is an overall idea behind the creation of the brand, which communicates the brand spirit or style and strategy, a promise. A concept can highlight a functional or emotional benefit that distinguishes a brand, motivates the viewers to run out and buy the product, or act on behalf of a social cause, issue or group. ()  The classic brand concept: 1 brand = 1 product = 1 promise or customer benefit (Kapferer, 1992)]</p> <ul style="list-style-type: none"> <li>▪ Yes, the concept we create is <b>premium</b> organic tea product. We are not on the cheap market. By premium, we mean 100% organic, 100% whole-leaf, 100% whole flower, 100% authentic tea ingredients in our tea package or tea bag, nothing else, no artificial flavor, no perfume, no oil, no preservative. In our tea bag, for example, Chamomile tea bag, there are real whole flowers, not crushed and powdered like other low quality tea products. In lemongrass tea bag, we have real 5-milimeter chunks of lemongrass inside.</li> </ul>
	<p><b>2. What is the purpose of Chaidim's existence?</b>  Supporting questions:  - What is Chaidim's place in the world?  - What would society lose if you company brand ceased to exist tomorrow?  (Franzen &amp; Moriarty, 2009)</p> <p><i>In one sentence, Chaidim exists to provide the genuinely tasty and healthy tea to people.</i></p>
	<p><b>3. What are the core culture/values of your brand?</b>  [Definition: Core values are the deeply ingrained principles that guide all of a company's actions; they serve as its cultural cornerstones.]</p> <ul style="list-style-type: none"> <li>▪ It is the passion to <b>SHARE</b>. We live here, next to the tea fields, our focus, selecting great teas and share them with tea lovers. How do we do it? Simple, we have our way: we work with farmers, we visit the fields, we spend time in the mountains, we choose flavorful leaves, artisan type tea, handmade, organic, we brew them, we enjoy them, we love them, and we ship them to you. I want more people have a chance to enjoy good tea. Sharing is good. We hope to create an aura of the brand that share passion and love for tea with more people.</li> <li>▪ We also want to promote <b>sustainability</b>, meaning that we produce in harmony with nature. Because we don't spray pesticides, we have very fertile soil, rich in nutrients; we have insects; we have earthworms; we have ladybugs; parasites come to eat tea leaves then insects come to eat the parasites; we have natural fertilizer used from the past, giving rich nutrients, helping the tea trees get stronger but leaving no harmful impact on the soil or air.</li> <li>▪ We want to create <b>good impact on the people</b> working with us. We make their lives easier in term of health. If they are happy with the work they do and the money they make, they will continue to grow and produce high quality product. We will go a long way together</li> </ul>

	<p>→ <i>Quality – Sustainability – Happy farmer/worker: a healthy circle</i></p> <ul style="list-style-type: none"> <li>▪ <i>We are a young company so we are open-minded and we welcome creativity. However we don't have enough employees to create a so-called CULTURE for the brand. I hope to build a brand culture in which people don't work for money but for passion.</i></li> </ul> <p><i>These ideas are not expressed clearly on our website, unfortunately because we lack time and human resources.</i></p>
	<p><b>4. How would you describe your brand as person with personality? What characteristics and attitude does your brand have?</b></p> <p>I hope customers remember Chaidim as an artisan who makes very good tasty tea. After drinking the tea made by this artisan, it is very hard to go back drinking other low-quality tea.</p>

Appendix 3: Questionnaire designed for Group 2 – external stakeholders (customers and prospects)

## **QUESTIONNAIRES FOR CUSTOMERS & PROSPECTS**

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### **Introduction part:**

Dear tea consumers in Thailand,

I am a final-year student at Turku University of Applied Sciences in Finland. I conduct this survey as an important part of my Bachelor's thesis on the organic tea market of Thailand.

This survey aims to explore what motivate you to buy organic tea product & what you think and feel about certain brands. It may take you 10 minutes to complete. Remember, there is no right or wrong answers. I am only interested in your opinion.

Would you be so kind to complete this survey before midnight November 28th, 2015?

Thank you very much for your help!

End of questionnaire. Thank you for filling out this form!





**Survey questions:** Please find the table of the survey questions at this link


<http://www.slideshare.net/ngan2991242/questionnaire-design-56187432>

**Online survey link** (designed using Google Forms):



[https://docs.google.com/forms/d/19KROmuJ6As92k4b7vXD4Z73uU5ABS0wJbR1S-FTMZSI/viewform?usp=send\\_form](https://docs.google.com/forms/d/19KROmuJ6As92k4b7vXD4Z73uU5ABS0wJbR1S-FTMZSI/viewform?usp=send_form)

Appendix 4 Competitor Analysis – Comparative table

Brands	Overview & Profile	Logo & Tagline	Product offerings	Product qualification	Tea quality described
<p><b>1. Chaidim Premium</b></p>	<ul style="list-style-type: none"> <li>A young <b>2-year</b> old <b>Thai</b> brand</li> <li><b>Tea leaves</b> are <b>sourced directly</b> from organic-certified tea plantations, then processed &amp; packaged in <b>Northern Thailand</b>.</li> </ul>		<ul style="list-style-type: none"> <li>Loose-leaf tea type: <b>Oolong tea</b> (17 choices); <b>Black tea</b> (2 choices); Green tea (2 choices)</li> <li>Tea-bag type: ); <b>Herbal tea</b> (4 choices);</li> <li>Powder-tea type: <b>Matcha</b> (2 choices)</li> </ul>		<ul style="list-style-type: none"> <li>Thai origin</li> <li>100% ingredients are organic</li> <li>100% hand-picked tea leaves</li> <li>100% whole-leaf tea</li> <li>100% whole-flower</li> </ul>
<p><b>2. Choui Fong Tea Organic</b></p>	<ul style="list-style-type: none"> <li>About <b>40 years</b> of experience, growing and manufacturing 14 kinds of quality tea</li> <li>It is the largest tea planter in Thailand in term of acreage, owning several tea plantations &amp; factories.</li> </ul>		<ul style="list-style-type: none"> <li>Loose-leaf tea type : Green tea (Organic certified by USDA); Oolong tea</li> </ul>		<p>Choui Fong Tea has received several awards for its quality, e.g. Oolong Tea Award from The World Tea Festival (2004)</p>

<p><b>3. Thai Tea Suwirun Organic</b></p>	<ul style="list-style-type: none"> <li>About <b>30 years</b> of experience, growing and manufacturing 14 kinds of quality tea</li> <li>Owning Thai Tea Suwirun Farm</li> </ul>		<p>Loose-leaf tea type:</p> <ul style="list-style-type: none"> <li>Oolong tea</li> <li>Green Tea</li> <li>Black Tea</li> <li>Jasmine Tea (nearly 30 choices of tea types, tastes &amp; flavors)</li> </ul>	   	
<p><b>4. Wang Put Tan Premium Organic Thai Tea</b></p>	<ul style="list-style-type: none"> <li>More than <b>30 years</b> of experiences in the cultivation &amp; production of Thai tea in Thailand</li> <li>Have its <b>own tea plantation</b> and <b>boutique hotel</b> with mountain view to tea plantation</li> </ul>	 <p>One of Thailand's foremost producers of finest teas</p>	<p>Loose-leaf tea type:</p> <ul style="list-style-type: none"> <li>Oolong Tea (7 types)</li> <li>Herbal (4 types)</li> </ul>	 	<p>They only pick “a bud and the top 2 leaves” to make Oolong tea ( normally oolong is often three or four leaves and a bud)</p>
<p><b>5. Daokrajai Lanna Fine Tea</b></p>	<ul style="list-style-type: none"> <li>Tea leaves are sourced directly from <a href="#">Daokrajai Lanna Tea Plantation</a> in Northern Thailand</li> <li>It “promotes the <b>local Akha Hill tribes</b> to work on the plantation, sustainability &amp; fair</li> </ul>	 <p>Lanna fine tea “A taste of northern Thailand”</p>	<p>Loose-leaf tea type:</p> <ul style="list-style-type: none"> <li>Green tea (9 choices)</li> <li>Oolong tea (5 choices)</li> <li>Herbal tea (3 choices)</li> <li>Red tea (5 choices)</li> </ul>		<ul style="list-style-type: none"> <li>Finest &amp; organic full-leaf tea</li> <li>Tea leaves are handily picked &amp; processed</li> </ul>

	non-exploitative conditions.”				
<b>6. Raming Organic Tea</b>	<ul style="list-style-type: none"> <li>More than <b>60 years</b> of experiences in growing and producing Thai tea in Thailand</li> <li>Owning tea plantations and</li> </ul>	<p>“Unique origin, mild and natural taste”</p>	<ul style="list-style-type: none"> <li>Loose tea type: Green tea, Black tea, Herbal tea (3 choices of herbal ingredients)</li> <li>Powder tea type: Thai tea mix (in general, 6 choices of tastes &amp; flavors)</li> </ul>		
<b>7. Kanchana Organic Mulberry Tea</b>	<ul style="list-style-type: none"> <li>More than <b>15 years</b> of experiences in growing and producing Thai tea in Thailand</li> <li>Having its own mulberry plantations</li> </ul>		<ul style="list-style-type: none"> <li>Mulberry tea</li> <li>Mulberry tea mixed with flowers</li> <li>Mulberry tea mixed with fruits</li> </ul>		
<b>8. BlueChai</b>	<ul style="list-style-type: none"> <li>Is an only teashop</li> <li>The flagship product of BlueChai is blue</li> </ul>		<ul style="list-style-type: none"> <li>Loose tea type: Tea made of flowers (e.g.</li> </ul>	N/A	BlueChai’s blue flower tea made from 100% organic dried butterfly

	flower tea made from 100% organic dried butterfly pea flowers, harvested daily in Northern Thailand.	<ul style="list-style-type: none"> <li>Discover Tea like you've never experienced before</li> <li>It's just not tea, it's an experience"</li> </ul>	butterfly pea flowers) and fruits		pea flowers, harvested daily in Northern Thailand during bloom in the early morning hours and then sun-dried, no chemicals are used in the process.
<b>10. Dilmah</b>	<ul style="list-style-type: none"> <li>A international-scaled brand from Sri Lanka goes local, attempt to dominate the premium local retail market</li> </ul>		<ul style="list-style-type: none"> <li>Tea-bag type (in Thailand market): Green Tea, Herbal tea, Black tea, Fruit tea</li> </ul>		
<b>11. Twining</b>	<ul style="list-style-type: none"> <li>A English tea brand with a long rich history &amp; heritage since 1706</li> <li>An international-scaled brand goes local, attempting to dominate the premium local retail market</li> </ul>		<ul style="list-style-type: none"> <li>Tea-bag type (in Thailand market): Black Tea, Green tea (3 choices of tastes &amp; flavors)</li> </ul>		

(Continue...)

Brands	Product packaging	Pricing	Distribution channels	Website
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<p><b>1. Chaidim Premium</b></p>		<ul style="list-style-type: none"> <li>~ 350 THB for a box of Herbal tea (25 triangle tea bags x 2gr)</li> <li>~ 9 – 49 \$ for a 50-gram pack of Oolong tea</li> </ul>	<p>B2C:</p> <ul style="list-style-type: none"> <li>Via 35 retailers across Thailand and 1 retailer to US market</li> <li>Online selling via its own website</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Website link</a></li> <li>The website is visually appealing</li> <li>Provide information about the tea origin, quality, features, how to brew a perfect cup of tea</li> <li>Doesn't express the brand's profound purpose, meaning, values, personality → Weakly communicate the brand identity</li> </ul>
<p><b>2. Choui Fong Tea Organic</b></p>		<ul style="list-style-type: none"> <li>~ 500 THB for a 100-gram pack of Oolong tea</li> </ul>	<ul style="list-style-type: none"> <li>Via its own <a href="#">retail shops</a> and leading restaurants in the center Bangkok, Thailand</li> <li>Online selling via <a href="#">third-party website</a></li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Website link</a></li> <li>The website has a clear structure</li> <li>Provide very little info about tea origin, product features &amp; qualification; no info about how to brew tea</li> <li>Moderately communicate the brand identity</li> </ul>
<p><b>3. Thai Tea Suwirun Organic</b></p>		<p>~ 22\$ (790 THB) for a 60-gram pack of Oolong tea</p>	<ul style="list-style-type: none"> <li>Via its own tea shops</li> </ul>  <ul style="list-style-type: none"> <li>Via third-party e-commerce websites like Amazon, eBay, <a href="http://www.bnityint.com">www.bnityint.com</a>, etc.</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Website link</a></li> <li>The website looks old and bad</li> <li>Doesn't communicate the brand identity</li> </ul> 



<p><b>4. Wang Put Tan Premium Organic Thai Tea</b></p>		<p>~ 300 - 1200 THB for a 200-gram pack of Oolong tea</p>	<ul style="list-style-type: none"> <li>▪ Its own retail Wang Put Tan Tea shop</li> <li>▪ Online selling via its own website</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">Website link</a></li> <li>▪ The website is elegant and visually appealing, having a clear structure</li> <li>▪ Provide very little info about tea origin, product features &amp; qualification; no info about how to brew tea</li> <li>▪ Doesn't express the brand's profound purpose, meaning, values, personality → Weak brand identity</li> </ul>
<p><b>5. Daokrajai Lanna Fine Tea</b></p>		<p>~ 17 – 24 \$ for a 100-gr pack of Oolong tea</p>	<ul style="list-style-type: none"> <li>▪ Via retailers, hotels, restaurants, tea shops, etc. (<a href="#">Daokrajai Directory</a>)</li> <li>▪ Online selling via its own website <a href="http://daokrajaitea.com/thailand-teas/">http://daokrajaitea.com/thailand-teas/</a></li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">Website link</a></li> <li>▪ Is professionally designed</li> <li>▪ Positively communicate the brand identity</li> </ul>
<p><b>6. Raming Organic Tea</b></p>		<p>~ 180 THB for a 250-gram pack of black tea</p>	<ul style="list-style-type: none"> <li>▪ Via its own tea house</li> <li>▪ Via retailers like supermarkets</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">Website link</a></li> <li>▪ The website looks old and bad.</li> </ul>

<p>7. Kanchana Organic Mulberry Tea</p>		<p>103 THB for a box of Mulberry Jasmine tea (25 tea bag x 1.3gr)</p>	<ul style="list-style-type: none"> <li>Via retailers like supermarkets</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Website link</a></li> <li>The design looks professional &amp; visually attractive.</li> </ul>
<p>8. BlueChai</p>		<ul style="list-style-type: none"> <li>14.89 \$ for a 30-gram pack of Blue tea</li> </ul>	<ul style="list-style-type: none"> <li>Online selling via its own website</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Website link</a></li> <li>The website is visually appealing, <b>strongly communicating the brand identity</b></li> </ul>
<p>10. Dilma</p>		<ul style="list-style-type: none"> <li>315 THB for a box (25 tea bag x 2gr) of Green tea</li> </ul>	<ul style="list-style-type: none"> <li>Online selling via its own website <a href="https://shop.dilmah.com/">https://shop.dilmah.com/</a></li> <li>Via retailers like supermarkets</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Website link</a></li> <li>The website is informative &amp; professional, <b>strongly communicating the brand identity</b></li> </ul>
<p>11. Twining</p>		<ul style="list-style-type: none"> <li>260 THB for a box (20 tea bags - 40gr) of green tea</li> </ul>	<ul style="list-style-type: none"> <li>Via retailers like supermarkets</li> <li>Online selling via its own website <a href="http://www.twiningsmoment.com/thailand/exploreourtea.php?detail=2">http://www.twiningsmoment.com/thailand/exploreourtea.php?detail=2</a></li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Website link</a></li> <li>The website is informative &amp; professional, <b>strongly communicating the brand identity</b></li> </ul>

Appendix 5: Competitor's position strategy, strength and weakness

Brand	Business current strategies	Strengths	Weaknesses
<p>1. <b>Chaidim Premium Organic Tea</b></p>	<ul style="list-style-type: none"> <li>▪ Position itself as a <b>Premium Thai Organic Tea</b></li> <li>▪ Charge <b>higher price</b> than competitors but at <b>premium-leveled quality</b></li> <li>▪ Target at <b>middle - upper class</b> in Thailand</li> <li>▪ Focus on both <b>local &amp; international</b> market</li> </ul>	<ul style="list-style-type: none"> <li>▪ Various choices (27) of tastes and flavors</li> <li>▪ Gain important <b>organic labels certified</b> by <b>national- &amp; international-scaled accreditation</b> bodies</li> <li>▪ <b>Packaging</b> is designed with a <b>modern, elegant &amp; upper-class look</b> → expressing Chaidim identity</li> <li>▪ <b>Intensive distribution</b> via both offline channel (35 third-party retailers across Thailand) and online channel (its own website) → convenient access to Chaidim products</li> </ul>	<ul style="list-style-type: none"> <li>▪ A young-established brand (only 2 years)</li> <li>▪ Higher price over competing brands</li> <li>▪ The website provides little info about the brand's profound purpose &amp; core values → <b>weakly communicates the brand identity</b></li> <li>▪ <b>Weak brand familiarity</b></li> </ul>
<p>2. <b>Choui Fong Tea Organic</b></p>	<ul style="list-style-type: none"> <li>▪ Provide finest tea of "<b>consistent quality at affordable price</b>"</li> <li>▪ Target at <b>middle – upper class</b> in Thailand</li> <li>▪ Focus on both <b>local &amp; international</b> market</li> </ul>	<ul style="list-style-type: none"> <li>▪ Long brand history (half a century) – <b>Strong brand familiarity</b></li> <li>▪ Receive world awards for its tea quality</li> <li>▪ Having its own tea plantations &amp; factory + Providing tours to its tea plantation → <b>Unique customer experiences</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Limited choices of tastes &amp; flavors</li> <li>▪ Ordinary packaging design with Chinese style</li> <li>▪ Only gain 1 organic label certified by national-scaled accreditation body (Organic Thailand)</li> <li>▪ The website provides little info about the brand's profound purpose &amp; core values → <b>weakly communicating</b> its identity</li> <li>▪ <b>Limited selective distribution</b> via its own 8 retail shops &amp; leading Chinese restaurant in Bangkok</li> <li>▪ <b>Weak brand familiarity</b></li> </ul>
<p>3. <b>Thai Tea Suwirun Organic</b></p>	<ul style="list-style-type: none"> <li>▪ Position itself as "Thailand Premium Tea"</li> <li>▪ Target at <b>middle class</b> in Thailand</li> <li>▪ Focus on both Thailand &amp;</li> </ul>	<ul style="list-style-type: none"> <li>▪ Long brand history (30 years) – <b>Strong brand familiarity</b></li> <li>▪ Various choices (30) of tastes &amp; flavors</li> <li>▪ Gain important <b>organic labels certified</b> by</li> </ul>	<ul style="list-style-type: none"> <li>▪ The website looks old and bad</li> <li>▪ The website provides little info about the brand's profound purpose &amp; core values, the organic product lines, features or</li> </ul>

	international markets	<b>national- &amp; international-scaled accreditation</b> organic bodies	qualification → <b>weakly communicating</b> its identity <ul style="list-style-type: none"> <li>▪ <b>Limited selective distribution</b></li> <li>▪ <b>Weak brand familiarity</b></li> </ul>
<b>4. Wang Put Tan</b>	<ul style="list-style-type: none"> <li>▪ Position itself as “One of Thailand’s foremost producers of finest teas”</li> </ul>	<ul style="list-style-type: none"> <li>▪ Long brand history (30 years) – <b>Strong brand familiarity</b></li> <li>▪ Having its own tea plantations &amp; hotel nearby → Providing tours to its tea plantation → <b>Unique customer experiences</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Variety of product categories (Hotel, Tea, Tea plantation tour) under one brand name → causing confuse</li> <li>▪ The website provides no info about the brand’s profound purpose &amp; core values, the products’ features &amp; qualification → <b>weakly</b> communicate the brand <b>identity</b></li> <li>▪ <b>Limited selective distribution</b></li> <li>▪ Weak brand familiarity</li> </ul>
<b>5. Daokrajai Lanna Fine Tea</b>	<ul style="list-style-type: none"> <li>▪ Position its self as “Specialty Thai Tea”, “A taste from Northern Thailand”</li> <li>▪ Focus on both Thailand local market and international (esp. UK &amp; US market)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Various choices (22) of tastes &amp; flavors</li> <li>▪ The website is very informative &amp; professionally-designed, providing a lot of info about the brand’s profound purpose &amp; core values, the product lines, features &amp; qualification, tea brewing instruction → <b>actively</b> communicating its <b>identity</b></li> <li>▪ <b>Wide selective distribution</b> channels</li> </ul>	<ul style="list-style-type: none"> <li>▪ The product packaging design looks ordinary</li> <li>▪ Only gain 1 organic label certified by national-scaled accreditation body (Organic Thailand)</li> <li>▪ Weak brand familiarity</li> </ul>
<b>6. Raming tea</b>	<ul style="list-style-type: none"> <li>▪ Position its self as “Authentic taste from best growing source in Chinghai, Thailand”</li> <li>▪ Focus on both Thailand local market &amp; international market</li> </ul>	<ul style="list-style-type: none"> <li>▪ Long brand history (60 years) – <b>Strong brand familiarity</b></li> <li>▪ Having its own tea plantation &amp; factories</li> <li>▪ Gain important <b>organic labels certified</b> by <b>national- &amp; international-scaled accreditation</b> organic bodies</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Limited choices</b> (7 choices) of tea tastes &amp; flavors</li> <li>▪ The website is very informative about tea origin, production process, qualifications, but having <b>very bad design</b>.</li> </ul>
<b>7. Kanchana Mulberry</b>	<ul style="list-style-type: none"> <li>▪ Position itself as “Premium Organic Mulberry tea”</li> </ul>	The website is professional & visually attractive, strongly communicates the brand	<ul style="list-style-type: none"> <li>▪ The product lines are limited to Mulberry leave tea category &amp; tea-bag type.</li> </ul>

<b>Organic Tea</b>	<ul style="list-style-type: none"> <li>▪ Focus on both local market (Thailand) &amp; international market</li> </ul>	<p>profound purpose &amp; core value</p>	<ul style="list-style-type: none"> <li>▪ Weak brand familiarity</li> </ul>
<b>8. BlueChai</b>	<ul style="list-style-type: none"> <li>▪ Position itself as “<b>An online tea shop</b> focusing entirely on teas and tisanes which are <b>unique and curiously special</b>”</li> <li>▪ Focus on international market</li> </ul>	<ul style="list-style-type: none"> <li>▪ Being a trustworthy, young, cool and creative brand</li> <li>▪ The website strongly communicates the brand's profound purpose &amp; core values, portraying its exciting, creative, cool &amp; young personality</li> </ul>	<ul style="list-style-type: none"> <li>▪ BlueChai claims itself to be organic but show no proof of organic qualification on its website.</li> </ul>
<b>9. Dilma Tea Organic</b>	<ul style="list-style-type: none"> <li>▪ A international-scaled brand goes local, attempting to dominate the premium local retail market</li> </ul>	<ul style="list-style-type: none"> <li>▪ International-scaled Sri Lanka brand – <b>Strong brand familiarity</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ The product offerings are limited to <b>tea-bag type only</b></li> <li>▪ <b>Limited choices</b> of tastes &amp; flavor for organic tea consumers</li> </ul>
<b>10. Twinings</b>	<ul style="list-style-type: none"> <li>▪ A international-scaled brand goes local, attempting to dominate the premium local retail market</li> </ul>	<ul style="list-style-type: none"> <li>▪ International-scaled English brand with rich (300 years) – <b>Strong brand familiarity</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ The product offerings are limited to <b>tea-bag type only</b></li> <li>▪ <b>Limited choices</b> of tastes &amp; flavor for organic tea consumers</li> </ul>