



**BRAND STRATEGIES RESEARCH OF CHAROEN POKPHAND GROUP**

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## ABSTRACT

Title: BRAND STRATEGIES RESEARCH OF CHAROEN POKPHAND GROUP

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This article along the enterprises Charoen Pokphand Group of owned brands in the development of China and Thailand, With Brand strategy as the starting point, expand System study, Purpose is to analyze in the different social and cultural company background in the context of brand name, positioning and communication differences. And through by Charoen Pokphand Group's implementation of multi-brand strategy to analyze and compare research, from analyze the implementation of the multi-brand strategy gains and losses, this for other companies and the implementation of the Sino-Thai corporate brand strategy and more for reference, and business strategy in the domestic market as the reference. Finally, to Charoen Pokphand Group's brand communication and further development of recommendations.

First, recognize the brand positioning of brands and have a significant impact, in other words, if there is no brand positioning, product marketing and the entire brand on the whole is meaningless. At the same time the brand positioning is an important foundation for brand communication, brand communication will be set by means of media to convey the brand image to target consumers, brand positioning is designed so that brand image in the minds of consumers occupy a unique and valuable location. In addition, the brand positioning must also be able to reach through brand communications, and the brand positioning, the brand communication must be based on the premise, because the brand positioning determines the content of brand communication. Left the overall image of the brand in advance of the design, then

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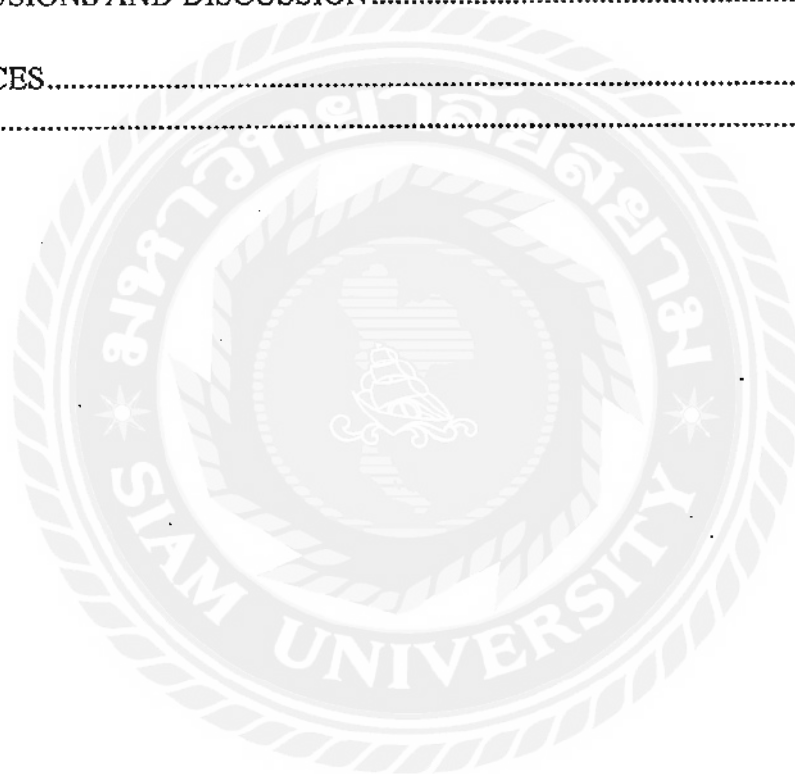
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# **BRAND STRATEGIES RESEARCH OF CHAROEN POKPHAND GROUP**

## **1. INTRODUCTION**

With the increasing competition among enterprises, more and more products of the same kind are on the market. Regardless of where, the country, entrepreneurs, managers, and managers are all thinking about how to make a difference and become unique on the commercial battlefield. Brands, as products and services that guide customers to identify and identify different manufacturers and sellers, can differentiate consumers from competitors. To a certain extent, brands are more important and longer-lasting intangible assets and core competitiveness than corporate products. The design and production processes of enterprise products are often imitated by competitors, but it is difficult to imitate the brand image rooted in the customers' minds and a high degree of recognition and loyalty to the company.

### **1.1 Background and Significance of the Study**

In an era in which the world economy is increasingly interdependent and mutually integrated, “brands contend for the world” in the trend of irreversible economic globalization is not only a battle for the domestic market, but also includes entering the international market and competing for the world of others. For such competition, companies in various countries cannot escape. The only way out is to vigorously develop the brand strategy, establish, consolidate, and develop their own brand name, and make it grow faster and more vigorously. Turning over the history of a modern company, it is easy to discover that from nothing to the unparalleled business world, they all rely on the strong support of brand strategy. Every successful company knows the way the brand operates. The survival and development of world famous companies such as BMW, Nestle, Coca Cola, Sony, etc. all rely on brand strategy. China also has a number of companies such as Haier, Lenovo, Tsingtao Brewery, and China Mobile. These brands have adopted the brand strategy as the main content of their business strategy and the key to their success. Thailand also has famous brands such as Red Bull, Chang Beer, SINGHA Beer and many more.

The world is facing an extremely profound transformation. Its outstanding



features are economic globalization and technological innovation. This institutional innovation in the WTO has led to a clear and strengthened trend in economic globalization, and technological innovation has led to fiercer competition in the market. In this period, the world's most economically strong countries all use brands to drive their competitiveness in the global market, occupy and expand market share, and use well-known brands to adjust their industrial structure and optimize resource allocation to increase their competitiveness. Various markets and societies are becoming more open. Consumers' new consumer culture and values are having more and more influence. The accelerating penetration of international companies and the desire of the company's own brands for the international market are constantly changing. All companies are required to set new goals in brand building and dissemination. Under this trend, companies need to absorb more experience in effective brand marketing.

### **1.1.1 Source of Topics**

During the long period since the establishment of diplomatic relations between China and Thailand, not only many Chinese companies invested in Thailand, there are also Thai companies that have established joint ventures in China, such as Charoen Pokphand Foods PCL. PC Group is one of the earliest foreign-funded enterprises to invest in China's feed industry, and its business has developed rapidly over the past 20 years.

In the beginning, PC was mainly engaged in the operation of vegetable seeds in China because China was its neighboring country. In 1978, Deng Xiaoping established a flexible economic system of one country, two systems, and opened up a region dedicated to foreign investment. Few Chinese investors have dared to invest in China in the newly liberalized China. PC is the first company to dare to invest in China. At that time, China's infrastructure was not perfect, but Mr. Thanin (current chairman of the company) believes that China has a large population and there will be a large number of consumer groups in the future. He also has a joint venture with many companies in Shanghai, China, and Shanghai. By 1995, PC Group had established animal food manufacturing plants in more than 50 cities in 27 provinces. In addition to the agricultural business, the company also valued the opportunities of China's economic marketization and the attraction of new technologies. The company believes that the new economic system will enable the Chinese people to have more income. After the increase in income, they will consider making life more comfortable. Therefore, the PC Group has begun to transport food to the Chinese market. In



addition, PC also invested in cosmetics, retail, communications and real estate. Today's PC Group has established more than 300 subsidiaries in 76 locations in Thailand and 20 countries and regions in the world. With total assets of tens of billions of dollars, it has become one of the top 500 companies in the world.

### **1.1.2 The Objectives and Meaning of Selected Topics**

The Zhengda Group (The CP Group) spent more than 20 years from entering the Chinese market to the famous China, including brand positioning and brand strategy improvement, and its business expansion to other countries. At present, the development strategy of Chia Tai Group is closely linked with the development of China. It is worthwhile to study how CP Group successfully communicates and manages its brand.

Based on the development of the brands owned by the companies of the CP Group in China and Thailand, this article takes the brand strategy as the starting point and conducts systematic and in-depth research. The main objectives are as follows:

1. Analyze the brand name and positioning strategy of CP Brand under different corporate backgrounds.
2. Compare the brand strategy differences of CP Group under different national conditions in China and Thailand.
3. Make suggestions for CP Group's brand communication and further development.
4. Taking the case of CP as a typical example, it provides reference for other Sino-Thai enterprises and serves as a reference for business strategies in domestic and foreign markets.

### **1.1.3 History of CP Group Development**

The CP Group of Thailand, as a production-oriented Chinese large enterprise group, not only has its originality in specific economic strategies and tactics, but also has outstanding achievements in handling its relationship with the host country, country of origin, and international capital. The author will make a detailed study on

the brands of the CP Group. The following is a major timetable for the CP Group in Thailand: In 1921, CP founder Xie Yichu established CP Zhuang Rake in Bangkok, Thailand. In 1953, CP Group was established with a registered capital of 200,000 U.S. dollars to manage feed and aquaculture, becoming Thailand the largest seed, feed and chicken processing company. In 1966, CP invested in Indonesia and became the largest feed aquaculture company in Indonesia. Since 1970, extensive industrial investment has been carried out in Taiwan, Singapore, Hong Kong, China, and the United States.

At present, CP Group has total assets of tens of billions of US dollars and more than 400 companies in more than a dozen countries in the world. It covers nine fields, namely, agriculture, animal husbandry, aquaculture, seeds, agrochemicals, petrochemicals, automobile and motorcycle industries, real estate, retail services, and international trade. After several decades of development, Thai CP Group has developed many brands. The famous brands of its subsidiaries are as follows: CP, Royal Umbrella, CP Plaza, Happy Motorcycle, Sunny Motorcycle, etc. As the company's brand manager, CP must be integrated. The current domestic and international backgrounds and the development status and characteristics of the industry, the correct brand marketing strategy developed.

## **1.2 Research Content and Methods**

The research content of this article is based on the brand basic theory, expounds the meaning of the brand, brand positioning, brand communication strategy. Analyze the status quo of CP Group and the status quo of brand development of its subsidiaries, and explore the future development. The research method adopted in this paper is mainly qualitative analysis. Through the literature research, field interviews, comparative research methods, and questionnaire surveys, etc., the current status of multi-brand marketing of CP Group is explained and the CP Group is summarized by using brand theory ( In the process of the Sino-Thai brand operation, made suggestions on the implementation of the multi-brand strategy of the CP Group.

## **1.3 Research Framework**

This article is mainly composed of the following 6 parts:

Chapter 1 Introduction: Explained the research background, the source of the topic, the purpose of the study, the research method, and the overview and the significance

of the research.

Chapter 2 CP Group Brand Naming and Positioning Strategy

Chapter 3 Analysis of the Status Quo and Causes of CP Group's Multi-brand Strategy

Chapter 4 CP Group Brand Communication Strategy

Chapter 5 Empirical Analysis of CP Group Brand Communication Effect

Chapter 6 Summary of the Full Text

## **1.4 Literature Review**

### **1.4.1 Domestic Brand Strategy Literature**

The brand strategy is to achieve long-lasting brand competitive advantage, maintain brand loyalty of consumers, and make brands in the face of fierce market competition and constant changes in consumer products. We can develop the overall brand planning of enterprises based on the analysis and study of their own conditions and the external environment. The research showed that the main factors for the implementation of brand strategy in enterprises are brand communication power, brand awareness, brand personality, brand image, and after-sales service. (Dong, 2005)

Therefore, the brand strategy is the overall long-term plan for the company to implement the brand. It is the overall planning of the brand with the macro-guiding function of how to create a brand, protect a brand, and develop a brand from the perspective of long-term interests, considering its own advantages and objective conditions, and weighing and integrating relevant factors. Brand strategy is the company's business strategy to create and develop well-known brands based on products and business, and then form core competitiveness, gain competitive advantage in the industry, and rely on it to seek for extraordinary development of the company.

The goal of brand communication is to buy behavior in the short term and brand loyalty in the long run. At the same time, the book also put forward the brand communication response including brand awareness, brand attitude, brand acceptance, brand preference, brand trial, repeated purchase, brand satisfaction, brand loyalty. The so-called brand strategy is a series of long-term and fundamental overall development plans and action plans that the company has established in order to improve its market

competitiveness and focus on the brand of the product. The content of the brand strategy may consist of the following three aspects: brand architecture combination, brand positioning, and corresponding brand personality design. (Yu, 2002) Expressed the internal logic of brand communication in his “Brand Communication Studies” as follows: the brand communication strategy is determined—the brand communication elements are combed—the brand communication method is clear—the brand media selection—the audience psychology analysis—market cycle and communication research— “Brand Communication Globalization and Localization a Brand's Internet Communication—Evaluation of Brand Communication Effect”. (Yu, 2002)

Prof. Shu sorted out the process of brand communication on the basis of absorbing opinions from other scholars: reviewing the brand communication subject - understanding and researching the target audience - positioning the brand market - establishing the brand representation an additional brand culture - determining the brand communication information - choosing and Combining communication media - implementing integrated communication - effectiveness measurement and value assessment - regulation of brand communication. (Shu, 2007)

Song pointed out in his book “Brand Strategy and Management” that brand communication is based on the core values of the brand. Under the overall framework of brand recognition, it selects advertising, public relations, sales, and personal communication methods to promote specific brands. Go out to establish a brand image and promote market sales. (Song, 2005)

Although scholars have different representations about the meaning of brand communication, they are similar in that they use the view of Prof. Shu, vice president and professor of the School of Journalism and Information Communication at Middle China University of Science and Technology: The connotation of brand communication should first be an operational one. Practice, that is, through advertising, public relations, news reporting, interpersonal, product or service sales and other means of communication, greatly enhance the brand's awareness, reputation, and degree of harmony in the target audience. In other words, brand communication is the process by which the brand owner continuously communicates with the target audience through various means of communication and optimizes the increase of brand equity.

Through the effective dissemination of the brand, the brand can be recognized by consumers and the general public so that the brand can develop rapidly. At the same time, the effective dissemination of the brand can also achieve an effective connection

between the brand and the target market, laying a publicity basis for the brand and products to enter the market and expand the market. Brand communication is a means to appeal for brand personality and is also an important part of forming a brand culture. (Yang, 2011)

### **1.4.2 Foreign Literature**

Since 1931 P&G's Michael Roy put forward the brand manager system, the brand has increasingly become the main source of the company's competitiveness. The operational needs of the industry have brought about a boom in brand theory research. (John, 2008) So far, the research of Western brand theory has gone through the following five stages:

1. The brand stage. This stage mainly regulates the connotation and extension of the brand such as brand definition, brand name, brand logo, trademark, etc. Since then, brand research has become a hot topic in marketing theory research.

2. The brand strategy phase. This stage began to mention the brand management to the height of the strategy, and put forward many strategic brand theories from the perspective of brand building, such as Ogilvy's brand image theory, Trout's brand positioning theory, Keller and Aaker's brand extension study series. Brands are often defined as a name, term, symbol, symbol, or design, or a combination of them. The purpose of the brand is to identify a seller or a group of sellers' products or services and make them compete with competitors. The products and services are separated (Kothle, 1991).

3. The brand equity stage. Since the 1980s, frequent brand mergers and acquisitions, frequent price pressures have made companies pay more attention to the brand's market value and added value, which has led to the upsurge of research on brand equity theory. They divided the research of brand equity theory into two categories from the perspective of the conceptual model: a concept model of business accounting, a concept model of brand power based on the market, and a conceptual model based on consumers. The first type of performance is represented by the brand equity assessment model of Inter-brand and Finance Word. The second core document is Pitta and Katsanis' "90s Brand Asset Management Plan". The second important achievement is Aaker's brand equity five-star model. , Keller's consumer-based brand equity model, etc. Scholars try to examine the value of brands from a variety of different perspectives. They want to know exactly what drives consumers to choose

between similar products or services of different names (Lenth, 2006).

4. The brand management stage. In order to ensure the long-term development of brand equity, brands must have specialized organizations and guidelines to manage them. There have been a lot of discussions in this phase. (Lockyer, 2003)

5. The stage of brand relations. From this stage, the relationship between brand and consumers (brand relationship) has gradually become the focus of brand theory research. Core literature includes Nguyen's conceptual model of brand relationship. (Nguyen, 2006).



## **2. NAME OF CHIA TAI GROUP BEAND AND POSITIONING STRATEGY**

### **2.1 Analysis of Thailand's Chia Tai Brand**

The rapeseed village named Chia Tai, which is run by the father of its current generation, has continued to use its seed, fertilizer and agrochemical businesses in Thailand and its neighboring countries. It has been widely known for decades.

As for the current company named CHAPOEN POKPHAND, since the second generation leader, the oldest son of the founder, Xie Zhengmin, took over the management of the company; everyone began to really understand the name. The business idea that began to rise at that time was to sell feed ingredients. At that time, it was an emerging industry. People were preserving animals in homes and workshops for food. Therefore, the spread spread to all regions where animal feed was lacking.

The former chairman used the area around his residence as a factory site, and from a small factory, he developed into an important base for later operating a world-class integrated business in less than a few years. Since then, the business of animal feed and animal curative drug sales stores has been separated from “Chia Tai rapeseed” to become individual. In 1953, the new company was named “CHAROEN POKPHAND”, which was abbreviated as “CP” for the first time in Thailand.

The name was given to him by an elder named Playasong Akashon, who was honored by Xie Zhengmin. He was the original director of the Veterans Agriculture Co., Ltd. He changed the original name "Zaren Guilalward" to "Zalan Giya Laward" Xie Zhengmin's father also took the Chinese name for him "----- Chaozhou dialect ---- ---- "It means that we are a group of diligent bees that can fly very far. Everyone unites and unites their strengths and minds, creating a solid strength like bees and honeycombs." Since that time, CP has been gradually moving forward, and from then on, the "Lotus in Bloom" (see figure) has been used as a sign of business.





CHAROEN POKPHAND, in the Thai language, means “constantly prosperous,” as if the founder of the company was determined to make the company prosper. The corporate logo, "Lotus" is a Buddhist holy flower and symbolizes auspiciousness. Thailand is a country where Buddhism prevails. The blooming lotus expresses hope and greater development. It is to reflect the common development of pursuing the country, society, and the cause of the group.

Until 1958, the CP Group raised to a general corporation, and in 1986, it was promoted from a stock company to a public company. At the same time, the brother-like management structure was changed to an international management structure, selecting young talents of that era. The people who entered the company assisted in the work and changed the company name CHAROEN POKPHAND GROUP CO., LTD. The company has continuously expanded its business scope and increased its investment in many other business areas.

Now, CP began with the sale of the seed business “Chia Tai Zheng” and past sales of animal feed and chicken. It took nearly 10 years to date, and replaced three generations of leaders until the third generation of leaders named Tani Giaralawd, inherited CP Group.

At present, CP Group has become a leading company in Thailand, as well as the first and largest multinational company in Thailand. The company generates revenues of nearly 100 billion baht per year. Its business scope covers more than 20 countries in the world and it operates many business areas such as: Agriculture Industrial and food business, seed fertilizer and agrochemical business, animal feed business, petrochemical business, locomotive and industrial business, telecommunications business, etc. Since CP's operations in Thailand have involved many industries, Thai people have recognized this brand's status very well, and thus established long-term

trust. For farmers, “CP” is an expert brand of seeds, fertilizers, agrochemicals, and animal feed. For housewives, when they think about food brands, they will definitely think of "CP," just like the world-famous brand of Coke in beverage brands. And, think of 7-ELEVEN when you think of a retail store that can provide consumers with convenience and comfort 24 hours a day.

## 2.2 Analysis of Chia Tai Brand in China

The founders of the first generation started as overseas Chinese and they went to live in Thailand, set up families, and establish businesses. The initial business was the sale of rapeseed from Shantou City, Guangdong Province, China, and was sold as "CHIA TAI". From the time when the first generation of leaders took over and took over business operations, today's "CHIA TAI" has rapidly developed into the world's top 500 Chia Tai Group (The CP Group). In 1979, Chia Tai Group (CP Group) expanded its business field and invested heavily in the Chinese market. The initial business was to implement comprehensive agricultural projects in major provinces in China. This is a model that has been used successfully in all parts of Thailand to emulate. China's rapid expansion of the market took about five years to expand its business to form an efficient market chain business model. The name Chia Tai Group (CP Group) is known to the Chinese as "Chia Tai Group" and the corporate logo is a round shape in the square box. (see figure)



The word “Chia Tai” used today derives from the name “Chia Tai”, the name of the Chaozhou voice that was used for the name of the company in Thailand. It was named after the first-generation operator, and the pronunciation in Mandarin Chinese is “Zhengda”. This is in line with the meaning of the word "Chia Tai," which means "uprightness, greatness, and the likeness of the sun." It also symbolizes the determination of each generation of managers to continue to build Chia Tai into a nation and a country. This sign consists of a circle in a square box and shows two meanings. First, the square represents a firm principle, which shows the stability, firmness, and rigor of the company's principle; and second, the circular representation

of a flexible strategy. It is flexible in the management of the company's work and can be flexibly changed according to circumstances. Until now, Chia Tai Group (CP Group) has invested more than RMB 5 billion in the Chinese market to establish more than 200 companies and operate businesses in 7 industries including large-scale businesses, such as animal feed, human food, and animals, feeding business, retail or supermarket business, motorcycle business, real estate business and banking.

The Chia Tai Group (CP Group) has been investing in the Chinese market for a long time. It should be said that it is a foreign investor's investment history in China. It is because China has opened the national market for the first time and can be discovered from the China Investment Information Department. The registration number of the foreign investor "Chia Tai" is No. 001. However, the longtime does not mean that the Chinese should be able to fully understand the brand name. Although the founder is of Chinese nationality, because the two countries have different cultural foundations, the brand position of "Chia Tai" in China is not as popular as in Thailand. It is only spread in big cities such as Shanghai and Guangzhou. At the same time, when it comes to the "Chia Tai" brand and its sub-brands, few people know that "Chia Tai" is a multinational company invested and operated by Thai people. Therefore, the positioning of the "Chia Tai" brand in the Chinese market is still not as expected, which has had an impact on some of the Group's businesses, such as the Lotus Supermarket in the large retail trade industry, which is undergoing new structural adjustments. Before the loss for 4 consecutive years. However, Chia Tai Group (CP Group) continues to work hard to develop its business in China and establish a brand image. Because it aims at the potential of the Chinese market and opportunities not available in other regions, the Group has planned a goal within five years to make Lotus Easy Super. The branch of the shopping center will increase from the current 46 branches to 300 branches, and will be built into China's Wal-Mart. To put it bluntly, it is to become the largest retail trader in China. Therefore, in the near future, it is expected that the "Chia Tai" (CP) brand will be more famous in China, and it will be able to establish NO.1 status in the minds of consumers as it did in Thailand.

### **3. CP GROUP MULTI-BRAND STRATEGY**

#### **3.1 The Status of CP Group's Multi-brand Strategy**

##### **3.1.1 CP Group's Multi-brand Status in Thailand**

CP Group is a multinational group that focuses on the production of agricultural products and takes into account the service industry. The emphasis is placed on the implementation of multi-brand construction at the same time. The following will analyze the current status of the brands and operations of several subsidiaries of the CP Group.

##### **3.1.2 CP Seed Agrochemical Enterprises**

The products of the CP Seed Agrochemical Company mainly use the “CP” as its brand (see figure) to sell its fine seeds. This is the company that the CP Group initially operated. For more than 70 years, CP Seeds has mainly engaged in the research and development of seed production, sales, and improvement, as well as the management of various kinds of pesticides and agricultural fertilizers. The success of this main brand has laid a solid foundation for the development and success of many later CP brands.



##### **3.1.3 CP Agricultural and Pastoral Enterprises**

CP farming and animal husbandry companies also use the "CP" as the main brand.

Initially founded in 1953, it began with a single sale of feed and gradually developed to today's production and sales of feeds of various sizes and technologies in the world's advanced level. At the same time, CP Farming and Animal Husbandry is also engaged in industrialized breeders, broilers, laying hens, ducks, lean pigs, and breeding pigs. The company has a world-class modern broiler slaughterhouse. The products it produces are also exported. After satisfying the domestic market demand, it can also meet the needs of foreign markets. Agriculture and animal husbandry enterprises have formed a "one-stop" coherent operation of crop planting, feed production, and livestock raising as feed ingredients until food processing. The company also produces and sells livestock breeding equipment. In order to increase production efficiency, the company also continues to research and develop, and strengthen management, improve the rational utilization rate to obtain good economic benefits.

#### **3.1.4 CP Aquatic Enterprises**

CP Aquatic Enterprise is an enterprise that cultivates aquatic products such as grass shrimp, freshwater fish and saltwater fish. The breeding equipment is very advanced. At the same time, it produces and sells aqua feeds. Currently, the production and sales of aquatic feeds have ranked first in the world. CP brand aquatic products are currently sold in Thailand very large. At the same time, a large number of exports have also been carried out, and as raw materials, other aquatic products such as CP brand frozen shrimp dumplings have been produced in frozen processing factories and supplied to the rest of the world, in Europe and America. The sales volume is also very large, making CP the first place in Thailand's agricultural exports. At the same time, the company has established a research and development center for aquaculture technology and scientific management, and is committed to disease prevention, environmental protection, scientific management, and providing technical services. In the process of continuous development, CP fishery companies also went to Indonesia, India, China, Mexico, Malaysia and Bangladesh to develop aquaculture and processing businesses.

#### **3.1.5 CP Convenience Store**

CP Group has introduced the Japanese brand "7-ELEVEN" chain of convenience stores (see figure) to conduct retail business in Thailand. Today, in the streets and

alleys of Thailand, there are "7-ELEVEn" convenience stores everywhere. Customers can enjoy utilities, such as drinks, bread, and daily necessities, as well as utilities, telephone bills, and books. Fast food and other services. At present, there are more than 5,000 "7-ELEVEn" convenience stores in Thailand, and about 2,000 are concentrated in the densely populated capital of Bangkok. The number of stores has become the fourth largest country after Japan, the United States, and Taiwan. Now, in China, CP's convenience stores are slowly starting their business.



### **3.1.6 CP Petrochemical Enterprises**

The establishment of the CP petrochemical companies (see figure) is to actively implement the government's policies and make full use of natural resources for the benefit of society. And to promote the development of Thailand's national economy, CP Petrochemical and Belgium's Suluwei Group have jointly established Vintec Limited to produce plastic pellets, PVC, VCM and chloride. At the same time, it also manufactures finished products such as plastic sheets, PVC tubes, artificial leather and other products that are directly available to the majority of Thai consumers.

### **3.1.7 CP Communication**

The CP telecommunications industry was established in 1990. The brand is TRUE (see Figure). This is a comprehensive investment in CP. In addition to the global advanced technology, the CP Group has expanded its telecommunications business, in the name of Asia Telecom Ltd. At the beginning, it undertook 2 million program-controlled telephone investment plans in the Bangkok area. Today, the business scope of JCT Telecom includes: True Visions, Thailand's largest mobile phone and telephone provider, and Thailand's largest network provider. CP Telecom



also organizes TRUE AF every year on behalf of TRUE.



### 3.2 Introduction of CP Group's Multi-brand Development in China

#### 3.2.1 CP Motorcycle

The CP Motorcycle Company (see Figure) was accepted by the Chinese market. In 1985, CP Group introduced the Japanese Honda technology, established a motorcycle joint venture in Shanghai, and produced and sold motorcycles of the well-known brand, which was rated as China for 6 consecutive years. In 1992, the CP steam locomotive was the second motorcycle factory in the Luoyang joint venture to produce Dayang motorcycles. In the past few years, a number of joint ventures have also been carried out in the automotive parts industry, such as the production of automotive air-conditioning compressors, steamer carburetors, shock absorbers, and so on. In June 1993, the stock of CP Yichu China Motorcycle Co., Ltd. was listed in New York, and it was well received by investors.



#### 3.2.2 CP Department Store Wholesale and Retail Enterprises

Today, CP Group's retail business is mainly concentrated in China, with its retail brands such as the famous Lotus Plaza Shopping Center, Shanghai CP Plaza, etc. (see Figure). At the beginning of 1997, CP Group introduced the experience of Lotus



Garden Shopping Center, which has achieved great success in Thailand, into China. After opening the first Shanghai Lotus Shopping Mall, it quickly developed in the country and quickly opened dozens of homes. Branches are located in Zhejiang, Jiangsu, and other places, and eight stores are also opened in Beijing and Tianjin in the North China market. In 2003, it acquired Wanklon, a member store of South China Market, and it was renamed Yichu Lotus Supermarket. To date, a total of 64 chain supermarkets have been opened in China. Shanghai CP Plaza opened in 2002 is located in the center of Pudong, Shanghai.

Shanghai CP Plaza experienced a problem of not being very good at the beginning of the operation and not having a lot of people. Led by a management team with extensive international operating experience, CP Plaza has now become a truly “modern home entertainment and shopping center” in East China and has a large number of loyal household consumers. The average daily traffic is 180K, and the daily traffic at the peak of the weekend can reach 260K. The outstanding achievements of Shanghai CP Plaza have been recognized and appreciated. It has won the “China Business Brand in 2005” and the only “2006 China Best Shopping Center Progress Award” in China. In addition to providing consumers with more than 70 specialty dining venues with international standards for furniture, and a wide range of exciting entertainment and leisure venues, CP Plaza also completed the introduction of more than 100 international famous brands before the first quarter of 2007. Joined, it deserved to welcome all consumers with the appearance of “fashion city”.



### 3.2.3 CP Real Estate

CP real estate companies, in order to comply with the rapid development of the local economy, CP real estate companies have launched various programs in Thailand and many regions in China to meet the needs of local residents for residential, office and leisure venues. As in Pudong, Shanghai, CP Group has a large area of land. A large part of the 2010 Shanghai Expo site originally belonged to the CP Group,

including the Lujiazui generation in Pudong. CP also cooperates with the Hong Kong Cheung Kong Group in the development of real estate projects in China and believes that this will further promote the prosperity and development of the local economy.

### **3.3 Characteristics and Causes of CP Group's Multi-brand Strategy**

#### **3.3.1 Features**

The implementation of CP Group's multi-brand strategy has several features, such as different brands targeting different target markets. For example, the difference between “CP seed agrochemicals” and “CP fishery products” lies in the fact that the target market for “CP seed agrochemicals” is mainly in the geography and climate of central Thailand, which is suitable for farming and China, which is also known as a big agricultural country. “CP Aquatic Products” The goal is to focus on the east and south of Thailand's rich seafood products to provide local aquaculture plants with high-quality fry and feed. There is also CP's multi-brand operation that is relatively independent. The "7-ELEVEN" and "LOTUS" brands under the CP Group are under the jurisdiction of different brand managers, although they belong to the retail industry. They are independent and compete with each other. Another characteristic of the CP Group is that although there are several brands but many of them are strong brands, some companies believe that CP Group's implementation of a multi-brand strategy is an expedient measure because multi-brand implementation can easily disperse the limited power of the CP Group. , is not conducive to concentrate on the development of a strong brand and may even lead to the demise of some brands. However, the CP Group has gone further and further along the road of multi-brand, and it has also gone wider and wider.

#### **3.3.2 Reasons**

First of all, CP Group's implementation of a multi-brand strategy is in line with the laws of its industrial development. The Thai market is constantly expanding and is continuously subdivided. CP Group's multi-brand strategy can occupy Thailand and even the world market to a large extent, cross-cover consumers, and reduce the risks of CP Group's operations. Even if a brand fails, it will not have any impact on other brands. For example, in order to defend major brands in price wars, and to use those minor brands as small units, to quickly crack down on rival brands that launch

price wars, it will help put rivals to death, and at the same time, the main brands The leadership position can be protected from price competition. In fact, some Thai consumers simply do not know that "7-ELEVEN" and "LOTUS" are brands of the CP Group.

Although a single brand strategy facilitates the unification of corporate image, it is beneficial to enterprises to reduce costs and is easily accepted by consumers. But from another perspective, it can be seen that there is a great risk for a single brand. Because after a brand is established, it is easy to form a fixed impression in the consumer group, thus creating a consumer's psychological orientation, which is not conducive to the extension of the product. This is particularly true for companies that span multiple industries and have multiple products like the CP Group. Even more so. The CP Group started as a business with "CP Rapeseed Village". If it has been using the single brand "CP Rapeseed Village" for a long time, it is estimated that it will be difficult to become the largest multinational group in Thailand today. Although the relevance of various industries of the CP Group is small, it is easy to inspire, create, find, and guide the needs of different groups of people in Thailand's diverse country. If CP Group does not provide unique products and services for the different needs of different groups of people, it will create strong and powerful brands. Well, CP's competitors will do this. These competitors will create strong brands and establish a loyal position in the minds of consumers. This will lead to the CP Group's original consumer was taken away, and the market share gradually reduced after the loss of profits. In order to avoid this possible loss due to the low degree of correlation, CP Group must implement a multi-brand strategy. For example, the communication company "TRUE MOVE", the chain retail "7-ELEVEN" and the TV show "TRUE AF" under the CP Group do not seem to have any connection, but they are actually related. The "TRUE AF" talent show has produced a lot of stars, and these stars have become spokespersons or ambassadors (including "7-ELEVEN" and "TRUE MOVE") for each of the CP Group's brands. This saves a fortune. Please star for expensive costs. At the same time, during the draft, the viewers' votes for the support of the players to vote or call the hotline will also affect the "TRUE MOVE" income. When "7-ELEVEN" paid for the communication fee, it also provided a source of income. Each store "7-ELEVEN", which is a large chain retail store in Thailand, became a good poster publicity point for the "TRUE AF" program. Therefore, it can be seen that each brand is intrinsically linked.

Some of the CP Group's production plants are unable to achieve the basic balance of production and sales, resulting in the idleness of some plants and

equipment; while some members of the CP Group family or senior members of the Group have their own sales network and economic strength, they are not capable of creating a well-known brand. Of course, it is not willing to leave the ring of CP Group, so it registered a new trademark under the name of CP Group, reused unused plant and equipment, and positioned the new brand according to the existing sales network and formulated the corresponding brand strategy. . The occurrence of this situation has prompted more and more brands under the CP Group. This reason has virtually promoted the implementation of CP Group's multi-brand strategy.

### **3.4 Analysis of Success and Failure of CP Group's Multi-brand Strategy**

The implementation of the CP Group's multi-brand strategy has come all the way to the present day. Although most of the brands have achieved victory, some brands are still not satisfactory. For example, one of the multiple brands of CP Group in China, "Elegant Lotus", in 1997, Lotus Lotus established its first store in Pudong, Shanghai. By the end of 2005, Lotus had opened 64 in 25 cities in China. shop. Since then, Lotus has slowed its development speed due to problems such as management. The rapid expansion of successive years has also made Lotus easy to show signs of fatigue and dragged down the performance of its related listed company CP Group International Limited. It can be seen that the multi-brand strategy also has its important limitations. First of all, the high cost requires the CP Group to have enough high-quality brand management personnel to deal with the increased difficulty of management due to adopting a multi-brand strategy. Second, the CP Group is required to have a certain amount of brand building resources, and limited advertising costs. To be shared by multiple brands, there may be a risk of "suddenly gluttonous" and it is difficult to form strong and powerful communication advantages. The implementation of multi-brand strategy may also be difficult to cause consumers to have a strong concern for the multi-brand CP group body; leading to the CP Group's distinctive corporate image is not easy to form. From this perspective, multi-brand strategy is only applicable to companies with certain strengths such as CP Group.

I believes that in the implementation of multi-brand strategy in Thailand, the success of the company is the CP Group, and many of CP's brands are well-known in Thailand, such as "7-ELEVEN" (see figure), "TRUE MOVE", etc. . Each of its brands has a single brand image that meets the needs of people's daily lives. Some people believe that the CP Group's implementation of a multi-brand strategic operation will result in a situation in which the various companies within the

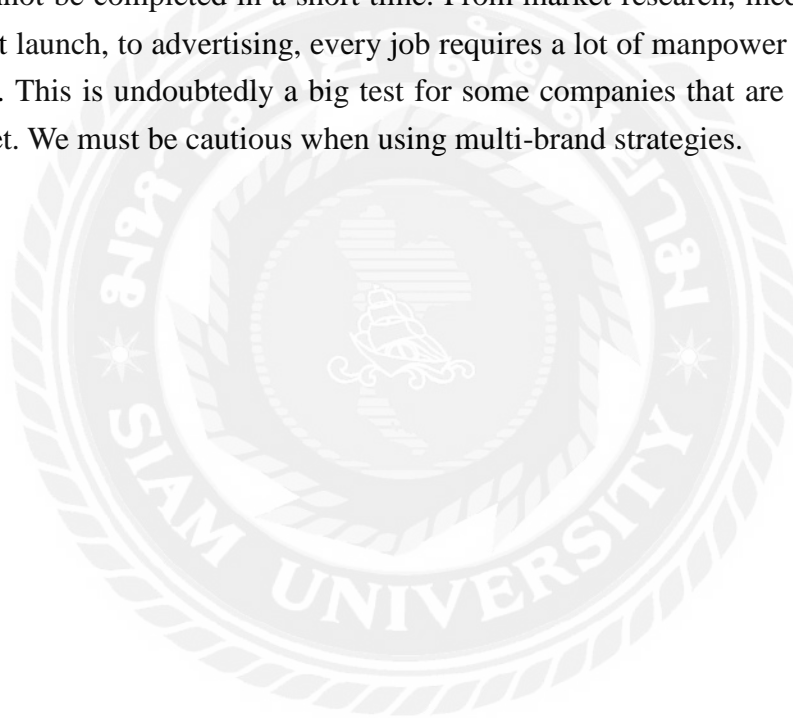
company run each other and kill each other. CP thinks that a good strategy is to constantly attack oneself. Because the CP is very clear that the market economy is a competitive economy, instead of allowing competitors to develop new products to divide up their own market, it is better to challenge themselves to let the various products of various brands of the CP Group seize the market to consolidate themselves in Thailand; the leading position in the market.



The implementation of the CP Group's multi-brand strategy has brought another benefit that is to make the positioning of the CP Group's brands more accurate and easier to expand the size of the market segment. From another perspective, CP Group's implementation of a multi-brand strategy is actually an advantageous weapon to fight against competitors and protect itself. First of all, from the perspective of consumers, CP Group took the initiative to use multi-brand strategies to make the group build a strong image in the minds of consumers; use "multiple products and more cards" to divide multiple products, services and other aspects The target market, in order to meet the needs of various consumers at different levels and different needs, in order to cultivate consumer preferences for the CP Group brands and increase their loyalty. Second, from the perspective of competitors, CP Group's implementation of multi-brand strategy, especially the "7-ELEVEn" retail store (see figure) all over Thailand, is equivalent to controlling the growth of competitors from the source. This kind of high entry barrier is undoubtedly a great increase in the competitive costs of competitors, and it is a good advantage for CP Group.

| (หน่วย : ร้าน)                     | 2549  | 2550  | 2551  | จำนวนสาขาที่เปิดเพิ่มขึ้น<br>ในปี 2551 |
|------------------------------------|-------|-------|-------|--|
| ร้านสาขาบริษัท                     | 2,119 | 2,462 | 2,671 | 209                                    |
| ร้านแฟรนไชส์                       | 1,449 | 1,562 | 1,813 | 251                                    |
| ร้านค้าที่ได้รับสิทธิช่วงในอาณาเขต | 216   | 255   | 294   | 39                                     |
| รวม                                | 3,784 | 4,279 | 4,778 | 499                                    |

From the implementation of CP Group's multi-brand strategy, we have seen "acquisition" and "loss". This proves that this road of multi-brand strategy is not a smooth path. To eat this multi-brand strategy, it is also necessary to make profits and eliminate disadvantages in business practices. First of all, companies that manage multiple brands must be as strong as the CP Group. The extension of the brand cannot be completed in a short time. From market research, media selection, to product launch, to advertising, every job requires a lot of manpower and material resources. This is undoubtedly a big test for some companies that are not stable in the market. We must be cautious when using multi-brand strategies.



## **4. CP GROUP BRAND COMMUNICATION STRATEGY**

CP Group's brands have their own principles in the selection of media. The following uses Thai “TRUE AF” and China’s “CP Variety Arts” as examples. Both "TRUE AF" and "CP Variety" are television programs, and they all have the function of media dissemination. Both the "TRUE AF" and the "CP Variety" have paid great attention to the fundamental principles of modern advertising media planning. They have always insisted that the selected media is in harmony with the advertising goals and advertising strategies. The CP Group in Thailand clearly understands the advertising goals and advertising. The influence of strategy on the choice of media is very heavy. At the same time, it is also understood that in many communication media, there will be certain limitations on the dissemination of advertising information, and the effects of communication are also not the same. It is precisely because of this that CP Group analyzes and understands the performance and characteristics of various media more carefully on the choice of media before making an excellent choice. However, whether it is in Thailand or in China, the CP Group also insists that the media's effectiveness should be placed in an important position.

### **4.1 Communication Strategy of Thailand CP Group**

#### **4.1.1 Media Selection Strategy**

The reason why TRUE AF can succeed is because it clearly sets out the results of the target market strategy, starting with the development of a passionate marketing strategy. Because this is a very important prerequisite foundation for establishing customer relationship management. Among them, the passion marketing strategy is unique in that it does not consider the purchaser to be a customer, but it is through the development of late-stage connections that allow purchasers to pass word of mouth. The passion strategy has mainly created a period of fascination, allowing customers to become obsessed, allowing customers to gradually and increasingly pay attention to emotions, and to spread emotions more and more frequently. TRUE AF as a reality TV show is how to transform this sentiment of the customer into its strategic process as follows:



Firstly, to establish an emotional connection is to pass the first approximately 1 month or the first 3 weeks. The "vote" method creates emotional impulses in the customer's emotions and clearly expresses the feelings of satisfaction for an AF contestant. This sentiment arises from the establishment of missions, and the use of selected contestants must live in the prescribed places and train this as a selling point that is different from other entertainment businesses. During this period, customers can use mobile phones to send text messages as the main media, and stipulate that if mobile phone users of the program's main sponsor, True Move Telecommunication Network, are used to send messages, they can enjoy more favorable promotion regulations than other mobile phone networks, and if they send more, There are also opportunities to win prizes or souvenirs presented by contestants. On the other hand, the use of integrated advertising media, including television and printed publications, is used as an additional means to promote the announcement of various rules of the game, the time of the game and the short message sending number used to participate in the voting. At this stage, we paid more attention to the repeated dissemination of the content, and the time for dissemination and promotion was about 4 months. According to the survey, if the 4 months is too long, people will feel bored. The ideal time for the promotion through interviews should be 2 Month to 3 months. Secondly, contact points are established through various media, especially the cable television channels that are connected by uninterrupted satellite antennas, so that AF contestants appear in people's daily lives. In this way, people can track and watch the contestants in the regulations 24 hours a day. The progress of various events that occurred in the institute and the activities carried out by the contestants. The contact point of the brand is very clear and specific, so that people watching the track will never miss any plot. It seems that AF enters the room first and the audience enters the room again, so it is easier to resonate. In addition, there are other contact points around people, such as sending short messages using mobile phones, participating in voting for player points, giving them encouragement; or participating contestants and audiences participating in question and answer; or through a fixed network of chat rooms, and supporting various player numbers. People chat together for questions and answers and exchange opinions, all of which have played a warming effect for the previous period of fascination, and have made the communication strategies of concerned people more reliable through word of mouth. Third, TRUE AF designed teaching topics and created learning programs to allow participants to learn from the basics, including learning to sing and dance. The contestants will test and prove each player's ability in the form of a concert in the form of concerts and training results for a week, held every Saturday night from 20:00 to 23:00, within 3 hours of the live performance. Allow viewers to come and watch. And people can easily

purchase viewing tickets at the mall's help desk. For viewers who are not able to come to watch in person, they can still watch the game through the True Visions and free TV channels connected to the satellite antenna and the affiliates of the sponsored game, and vote for their favorite contestants by sending text messages. In order to reflect the audience's emotional investments is not useless, and further consolidate this media.

#### **4.1.2 Creative and Design of Advertising**

The focus of creating and designing advertisements is on contestants. It is necessary to create the image of the brand ambassadors for the program. At the same time, the contestants must also participate in the program and play an important role in jointly developing the market for the programs from all aspects. As a brand ambassador, like the logo of a program, the task is to create an image for the program, that is, to use the reputation of the contestants to enhance the image of the program through television programs and various market activities organized by the participating program producers. The logo of "TRUE AF" directly expresses his brand name directly, giving the viewer a beautiful visual effect using the two bright colors of red and orange as background colors. TRUE AF's logo has more flashing "see" figures, and A is a 26-letter at the beginning of Thai A. The big "A" can reflect the ability and prestige of the winning brand ambassador. It also implies that the brand name of the "TRUE AF" live-action show is very high. Compared with similar programs, it is very popular in the hearts of the national audience high popularity. At the same time, the content and significance of this program is to provide the younger generation with a way to pursue their dreams and realize their dream of becoming singers and actors. Therefore, the program producer designed a name for these contestants called "dream seeker" and also had a short musical sound combination "Academy Fantasia" as the slogan of the program. The meaning of Academy Fantasia is "Dream Academy". It can be seen that CP Group's willingness to pursue a dream platform for the young generation in Thailand is exactly what the CP Group's corporate philosophy represents. All of these are also intended to make it easy for the audience to remember the player's name.



The advertising media is selected as follows:

Mainly based on the television (see figure), the participants will be broadcast on the live status during the competition, the activities carried out in the training scenario, and the concerts held every Saturday evening, except through 3 True Visions. The channel broadcasts live broadcasts of daily life, concerts, daily message sums, and special news. It also broadcasts live broadcasts through a TV station in the free TV channel of other allies. Secondly, the radio station media, as a co-sponsored radio station, is responsible for the dissemination of TRUE AF-related news and the dissemination of various events that occur each week. At the same time, printed publications are also used because of the emphasis on the promotion of the image of contestants, allowing viewers to see the appearance of each serial number contestant, and to announce the number of mobile phone text messages.





At the same time, it also used the Internet (see figure) to open the website <http://trueaf.truelife.com> as the main channel for each contestant to communicate with supporters. The main content of this page includes the resume and progress message of each contestant. , New Vote Scores, Blog Messages, Personal Diary V-Diary and Dream Recorder's Inner Record. It is also a special page (see figure) that allows contestant supporters to come in and chat with each other.



图 4.4 正大集团真人秀节目网络的媒体

### **4.1.3 Investment Strategy**

During the initial period of the introduction of the Academy Fantasia (AF) TV reality shows from abroad, the reality show category was new to Thais at the time. Although Thais had also had similar contacts from other programs, this 24-hour full-scale program was the first contact. Therefore, program production companies must invest huge sums of money to create conditions for the development of these activities. The first step is to build contestants to carry out activities and places of residence, and build a multi-functional building for players to train and live. Including the installation of closed-circuit cameras and a variety of living facilities, as well as the installation of a special communication system for sending SMS services, this is an important part of the production of this program. On the other hand, it is to create a concert stage. It is necessary to consider the lighting and the stage scenery. The investment in the stage is not inferior to the concert of a professional singer. Every Saturday night, from 20:00 to 23:00, a full three-hour live concert will be held live. Additional computer systems are used to collect short message voting results that support the players and give the players additional points. The data must be updated at all times so that any events that happen at any time can be quickly reflected to the audience. The investment of these technologies is very challenging for programmers.

### **4.1.4 Effect of Communication Strategy**

Using specific data to illustrate the achievements of the TRUE AF brand communication strategy, TRUE AF reached 9 million votes in the first year of the broadcast, even if it was relayed to viewers on the cable channel only. In the second year, the number of votes increased to 11.5 million after adding other free TV channels as a means of transmission. It is worthy of recognition that the audience's infatuation with the dream seeker group is increasing year by year, resulting in a group of people with strong purchasing power and ready to invest funds for their favorite competitors. This has become a lot of market development. Here are the total votes for each season:

AF 1 = 9 million votes

AF 2 = 11.5 Million votes

AF 3 = 13 million votes

AF 4 = 20 million votes



AF 5 = 22 million votes

## 4.2 Communication Strategy of China Chia Tai Group

### 4.2.1 Media Selection Strategy

Take the well-known "Zhengda Variety" as an example. "Zhengda Variety" is a magazine-style variety TV program produced by CP Group and CCTV. The program has been in service for 20 years since it was launched in 1990. It has produced brilliant ratings and has been listed as one of the top ten most popular programs on CCTV for a long time. "Zhengda Variety Arts" is a large-scale TV variety show that has been broadcast by CCTV for a long time. The selection of the media of the CP Group in China also requires full control of the characteristics of the media. In the case of television media, TV can appeal to both visual and auditory aspects. The impression given is stronger than other media, but it is relatively weak in terms of continuing to touch the audience. Variety's frequency of a Monday period can make up for this weakness. Therefore, we can see that when the CP Group wants to make the group's reputation and the pursuit of the concept known to the Chinese, good media choice is good for television.

### 4.2.2 Creative and Design of Advertising

The logo of "Zhengda Variety" is very similar to the positive logo of Chia Tai Group in China (see figure). The outside square represents a firm principle; the inside circle represents a flexible strategy. However, the circular shape of the "Vitality Arts" logo has become a globe shape, meaning that the content of this program is related to the multicultural programs of the world.



The slogan is "Love is a selfless dedication." This slogan comes from the lyrics in the theme song "Love Devotion" of Zhengda Variety. The "love" in the advertisement is a combination of three loves: "love is love, love is amour, and love is rak". Love symbolizes uniqueness, and Amour stems from the Latin root Amor, which focuses more on the sublimation of love, emphasizing spiritual fit and spiritual communication. Rak is derived from the Thai "love". On the surface, the slogan "Love is selfless and dedication" simply conveys the concept of "prosperity and variety"—patriotism, love of the family, and love of the individual, but it coincides with the business philosophy of the Chia Tai Group. Good for country and good for people companies. Therefore, we must not think that the "love" shown by the "Zhengda Variety" is actually a business idea that Zhengda Group wants to pass on to Chinese consumers.

#### **4.2.3 Investment Strategy**

"Zhengda Variety" has been widely enjoyed by Chinese audience since its launch in 1990. According to the survey, a large part of the reason is that this program spreads the beautiful scenery and native people in various countries of the world, allowing the audience to enjoy the exotic scenery before the TV and obtain it. However, the cost of this link is quite high, and each phase of shooting and production requires a lot of manpower and material resources. However, since the Chia Tai Group had just invested in China at the time, high investment in communication was necessary. In 1992, Shanghai Zhengda Variety Television Production Co., Ltd. was established in Xuhui District, Shanghai (owned by CP Group). Shanghai Zhengda Variety TV Production Company follows the name "Zhengda Variety" and successively launches its business: planning and production of all kinds of TV programs at home and abroad, planning and production of various types of TV commercials at home and abroad, and agency services for TV advertising media. Technical training for TV professionals, TV studios and recording studios, and rental services for photographic equipment. The Zhengda Group (CP Group) has already been familiar with many people in China because of its early dissemination of "Zhengda Variety" and the subsequent development of a series of businesses. At the same time, as the "professional entertainment" has begun to be understood by the Chinese people, the investment in television media has been correspondingly weakened. For example, the revision of "Zhengda Variety Arts" will cancel the introduction of attractive exotic scenery.



#### 4.2.4 Effect of Communication Strategy

The "Zhengda" brand has achieved very good results from the spread of Zhengda Variety TV programs to later the business communications of Shanghai Zhengda Variety TV Production Company. "Zhengda Variety Arts" has undergone several revisions since its inception and has more and more supporters. Chia Tai Group is also known and even familiar to more and more Chinese people. At the same time, a large number of TV programs produced by Shanghai Zhengda Variety TV Production Company not only enriched the lives of Chinese audiences, but also won the recognition and recognition of Chinese audiences. At the same time, it is also exported to foreign countries and has received a lot of praise from the international television industry. In particular, "Tomorrow's Worries" has been sold to Singapore, the United States, Canada, and New Zealand, Australia and other countries and the Taiwan region of China. It has caused great repercussions in the Chinese community around the world. The brand of Zhengda Group not only spread well in China, but also spread the brand of Zhengda Group more widely through the springboard with a large population and scattered population in China.

#### 4.3 Comparison of Brand Communication Strategies between China and Thailand in Chia Tai Group

CP Group's Sino-Thai brand communication strategy is compared from four aspects, see the table.

|  | Strategy                                 | Countries                              |                    |
|--|--|--|--------------------|
|  |  | China                                  | Thailand           |
| Comparison of brand communication strategies | Media selection strategy                 | Grasp the characteristics of the media | Multimedia overlay |
|  | Creative advertising and design purposes | Promotion                              | Attract            |
|  | Investment strategy                      | High input                             | High input         |
|  |  |  |                    |

|  |  |   |  |
|--|--|---|--|
|  | <b>Communication<br/>strategy effect</b> | <b>increase awareness<br/>Promote corporate<br/>culture</b> | <b>Produce strong<br/>purchasing power<br/>Target population</b> |
|--|--|---|--|



## **5. POSITIVE ANALYSIS OF COMMUNICATION STRATEGIES**

### **5.1 Basic Survey**

In order to further analyze the implementation of brand communication and multi-brand communication in the Chinese market of Chia Tai Group, the author made a survey to make the analysis more persuasive. This survey uses field questionnaires to collect data. In order to make the sample representative, students and teachers between the ages of 18 and 50 were selected. 150 questionnaires were distributed and 150 questionnaires were returned. The rate of use was 100%.

### **5.2 Data Analysis**

#### **5.2.1 The Survey Data of Advertising Audiences on CP Group's Brand Awareness and the Degree of Approval of Media Communication**

Methods showed that 64.67% of students and teachers know the brands of CP University and 35.33% of them did not know of the randomly selected survey respondents. This data proves that the "CP Group" has gained a certain degree of popularity through the spread of more than 20 years in the Chinese market. However, other data also show that although many people know this brand of CP, they do not really know the brand "CP". This is mainly related to the channels and methods of communication. Most of the 64.67% of the respondents who knew the brand of CP Group knew the "CP Group" through the "CP Variety" and only knew it. The level of understanding of the industries that CP Group is involved in and the brand awareness of the CP Group is very low. This also proves that the dissemination effect of the CP Group's brand has only achieved a superficial success and has not opened up a Chinese market that truly belongs to the "CP Group" (see figure5-1).

From the survey data, it is also learned that a large part of people understand the channels of the Chia Tai Group through television media, advertisements, and journals. We do not have access to the industries and brands underpinned by the CP

Group in these channels, and it is even less likely that we can learn about the products of the CP Group in these media (see figure5-2).

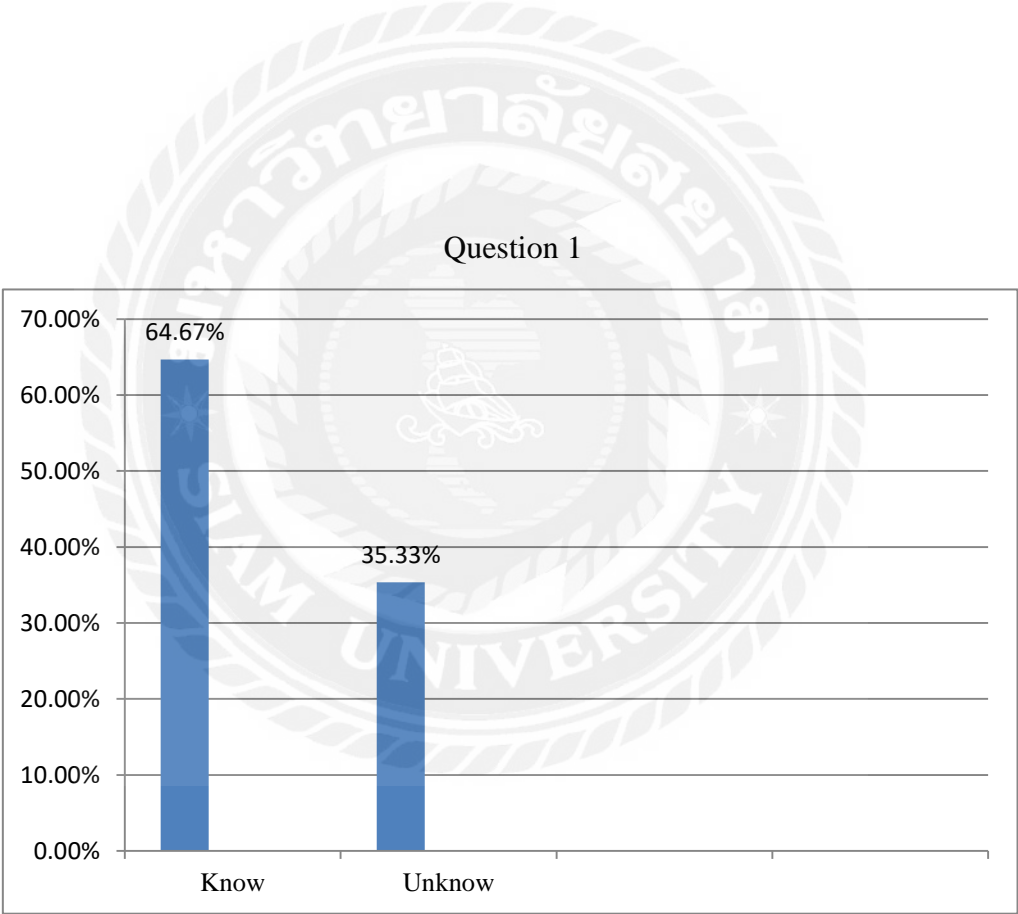


Figure 5-1 CP Group Awareness Survey Data  
Question 6

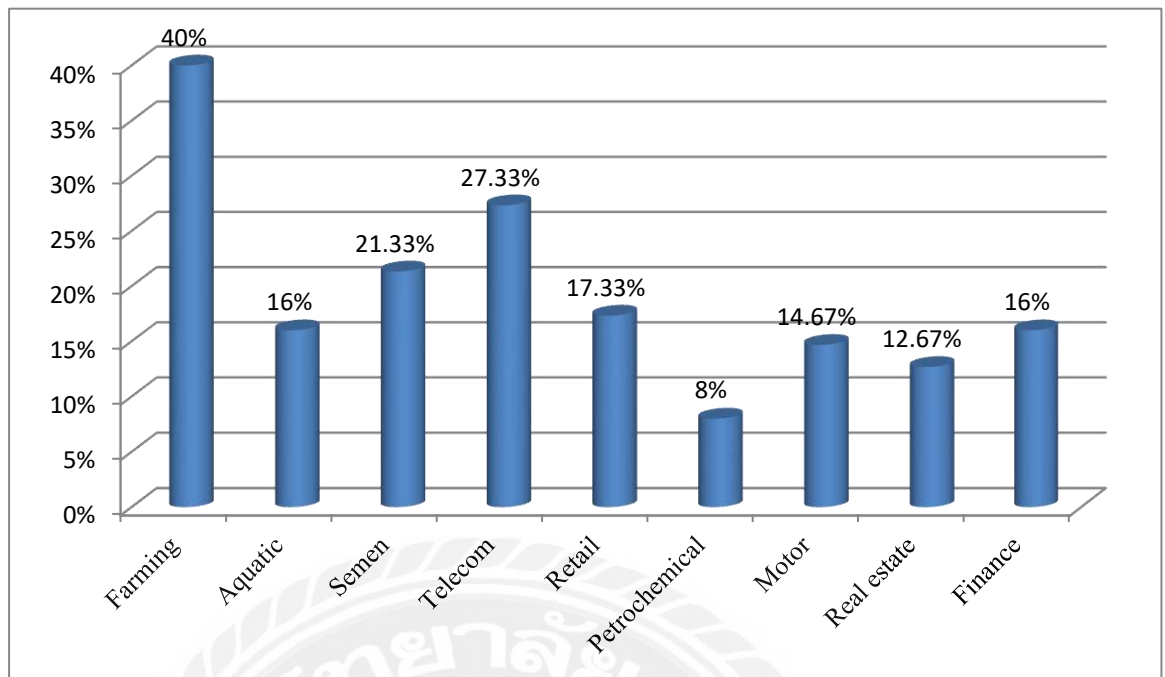


Figure 5-2 Survey data of CP Group's involvement in industry understanding

### 5.2.2 The Audience Awareness of CP Group's Multi-brand Effect

The survey data shows that the implementation of the CP Group's multi-brand strategy in China did not achieve the desired results. The main reason for the author's analysis is because the brand "CP Group" is overemphasized in the media communication channels and neglects the spread of other brands. Although each of its brands has also made corresponding transmissions, it is not very significant in front of the big brand of "CP Group" because people are always used to remembering great things. At the same time, it is not difficult to achieve a unified multi-brand communication spread, nor does it convey the unique characteristics of each of its brands to advertising audiences. In general, the dissemination of the various brands must be separated from the influence of the "CP Group" aura. It cannot be completely separated from this aura and should be in a state of ambiguity. When the advertising audience hears the big brand "CP Group", they think of each brand, and when they hear each brand, they can clearly understand that this brand is just one of the "CP Group" multi-brands. However, the survey data shows that it is very clear that the proportion of the "CP Group" brand and the relationship between each brand is very low among advertising audiences, and the main reason for this poor dissemination effect is precisely the above analysis. See Figure 5-3.

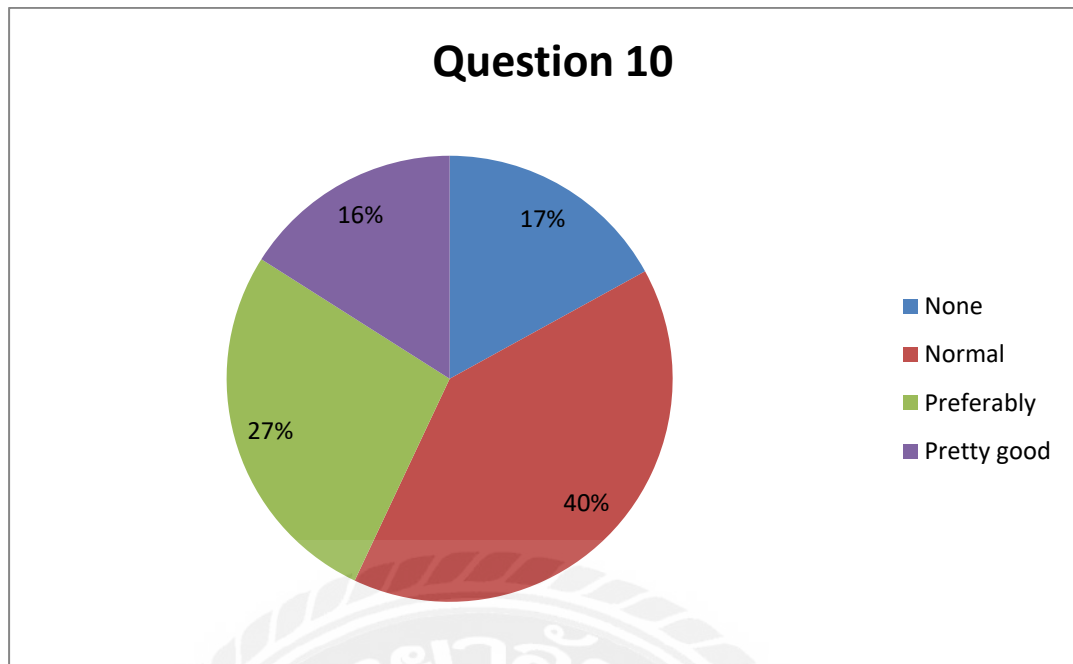


Figure 5-3 Survey data of the communication effect of “Zhengda Variety”

### 5.3 CP Group Brand Development Proposals

After more than 20 years of development, the “CP Group” brand has a certain reputation in the minds of consumers. However, from the survey data, people can recognize “CP Group” brand recognition, brand association, and brand loyalty. All aspects of brand purchase degree are only at a very low level. The overall dissemination of the brand image of “CP Group” has not formed a long-term accumulation. The author believes that this result is due to the incomplete brand building of “CP Group” because a complete requirement for brand building is based on the core product of the brand. However, "CP Group" is excessively pursuing the overall brand, which is not suitable for the implementation of multi-brand strategy. See Figure 5-4.

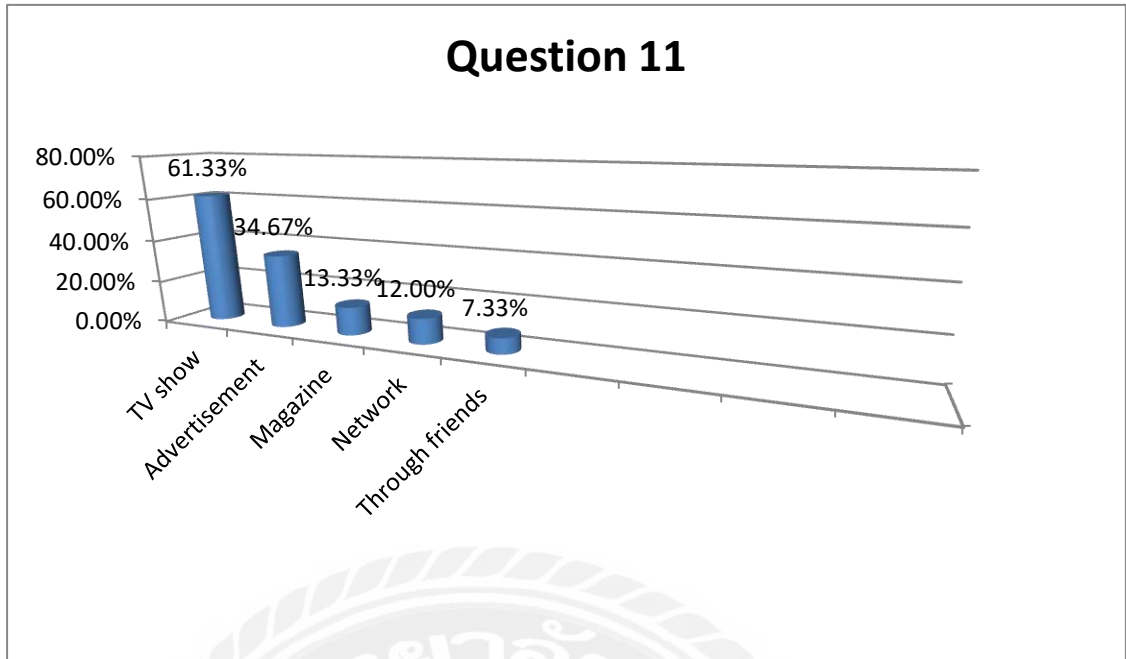


Figure 5-4 Chia Tai Group Communication Channel Effect Data

For the development of the "CP Group" brand, I suggest that we should optimize the brand structure, emphasize the products, and reintegrate the distribution channels. Do not focus on the name "CP" in the brand's dissemination, because people understand the meaning of the big concept of communication, including the name of the company or brand. According to the survey data, the brand name "CP" has already been known by many people. Instead, it should focus more on the dissemination of the business, and the direct manifestation of the enterprise is the product. Therefore, in the case of multiple brands, the brand structure should be optimized to separate the tangible product brand from the intangible product brand, such as farming and animal husbandry and telecommunications. Separated to shape their brand image rather than stored in the "CP" this big brand of light spread down. And to be specific to the nature of the product, such as agriculture and animal husbandry to emphasize the quality of the good food products to highlight the characteristics of fresh, health, and the telecommunications industry to reflect the high level of service, low prices and other characteristics. After optimizing the brand structure and branding, it should also integrate the channels for dissemination. Based on the survey data, we can see that most people understand that the brand "CP Group" uses television and advertising. However, under the circumstance where network applications are very popular, there are very few people who understand the "CP Group" brand through the network. Explain that CP Group's strength in the dissemination of the network channel is not enough. Therefore, it is necessary to strengthen the strength of network communication. Because the network has a large capacity of information,

the release of new products or other information for each brand can be accurate and timely. At the same time, the spread of the Internet can be broadcast 24 hours a day, releasing all the information of each of its brands and providing more convenient and more coverage than TV media, advertisements, and periodicals. Utilizing the network to spread the information quickly and broadly is conducive to the "CP Group" to better develop brand building and develop new markets.





## 6. CONCLUSIONS AND DISCUSSION

The speed of CP Group's development in Thailand and its development in China are all obvious successes. The success of the CP Group in the competition between the domestic market and the international market is determined by the importance of its employees, corporate philosophy, and branding. CP Group is a multinational corporation that focuses on the production of agricultural products and takes into account the simultaneous development of various industries. The brand's construction is particularly important, whether it is from the positioning of the local CP brand in Thailand and the naming of the brand, or the spread of the CP brand in the Chinese market.

This is inseparable from the fact that CP Group has a large number of outstanding talents and rich operating experience. The current CP Group is already among the top 500 companies in the world. However, if it only stays in the status quo, the top 500 will be replaced. Therefore, the author suggests that the CP Group should not reduce the spread of established brands while continuing to expand. There is a common saying in China that “others are advancing as if they are declining”. The famous brand established by the company should always be treated as a new brand. It can strengthen the introduction of group brand management talents, and consult and coach professional brand consulting agencies to help companies establish more standardized and more scientific brand communication methods. As for the implementation of the multi-brand strategy, the author suggests that appropriate adjustments should be made to the structure, especially for multi-brands outside Thailand, so as to avoid the losses caused by the internal structure problems of the “Yi Lotus” brand in the Chinese market.

The CP Group, as Thailand's first foreign expansion company, has received the support and trust of the Thai people. Therefore, while the ability is getting bigger and bigger, it should be more rewarding to society; otherwise it will lose the Thai people's trust in it. The author received a lot of inspiration from this writing. First of all, it is recognized that brand positioning has a significant impact on the brand's occupation of the market. In other words, if there is no brand positioning, all product marketing and brand image building will be meaningless. At the same time, brand positioning is still an important basis for brand communication. Brand communication will be conveyed to target consumers through the brand image set

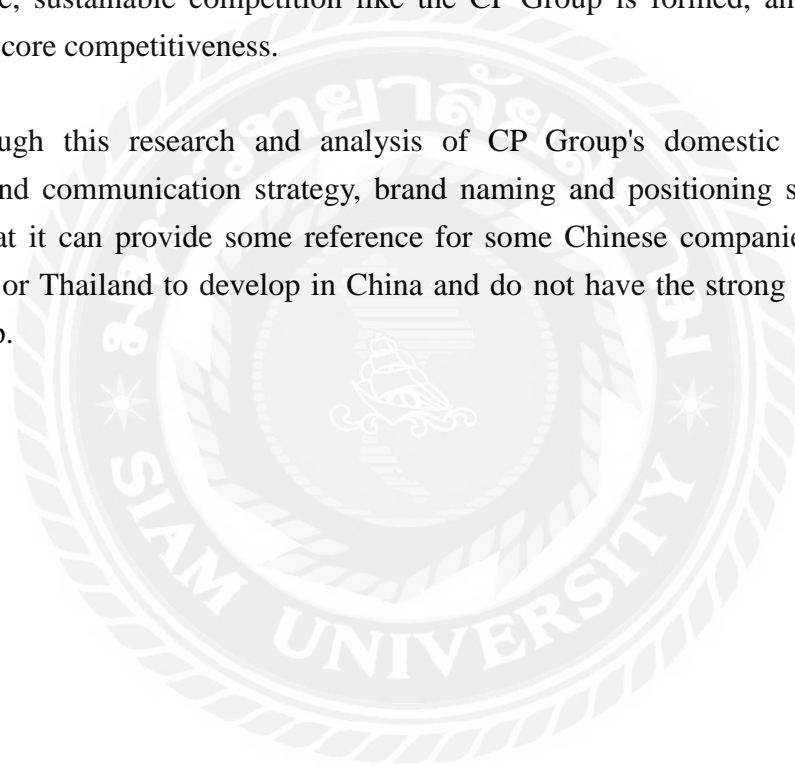
by the media. Brand positioning will allow the designed brand image to occupy a unique and valuable value in the minds of consumer's position. In addition, brand positioning must be achieved through brand communication, and brand communication must be based on brand positioning, because brand positioning determines the content of brand communication. Without the prior brand's overall image design, brand communication loses its direction and basis. Therefore, both brand positioning and brand communication is interdependent. Secondly, multinational corporations such as the CP Group, especially multinational brands, should pay more attention to the differences between consumers from different countries and regions, historical culture, customs, and values. And from the search for breakthroughs, develop a suitable brand strategy. Those transnational corporations that do not know how to apply strategic ideas to guide the various operations of enterprises and do not pay attention to foreign cultures, customs and values will eventually have no good prospects for development. At the same time, the strategic applications of CP Group will also bring inspiration to other enterprises.

Other companies can be as convinced as the CP Group that the creation, shaping, management, maintenance and promotion of the brand are all based on an excellent culture. It is also possible to think like CP Group is standing in the customer's position. Based on the operating environment of domestic and foreign markets, we can profoundly understand the macroeconomic policies of various industries, and conduct in-depth research on the consumer market, so as to more accurately understand and grasp the development of the industry, and facilitate the The actual situation of customers to formulate strategies.

The combination of a market environment like the CP Group allows other companies to be more maneuverable and enforceable. When formulating strategies, you should learn that CP Group follows several principles. For example, the principle of openness in thinking, CP Group boldly conceived when formulating its strategy, and careful verification. The deep understanding and grasp of the industry and objective laws, combined with the data to become closed thinking, open thinking, understanding of certain successful model resources and boldly explore and try their best. It is also possible to learn CP Group's principle of multi-brand joint operations. This will enable companies to obtain support in many aspects and face good opportunities in the face of fierce market competition and complex social phenomena, so as to ensure the overall success of project planning. In addition, other companies can also get inspiration from the CP Group, such as formulating strategies and strategic plans while paying attention to and understanding the strengths and operating principles of competitors, not only to understand the

first-line brand companies in the same industry, but also to the second and third lines. Learn about the actual situation of brand companies and competitors with customers. The revelation that other companies can also receive in CP Group's strategic applications is the CP Group's emphasis on brands. Because the brand is doing well, the price of the product will be relatively stable. And after forming a good brand, it is easy to further refine the brand and achieve market segmentation. In many areas, we can find that products can be developed on the basis of brands, and carry out powerful expansion. At the same time, the brand barrier can also maintain the company's competitive advantage. In addition, the brand can also convey the recognition of a trust and value concept. After the success of the brand, it will slowly transform into a corporate brand, making the brand bigger and bigger. Over time, sustainable competition like the CP Group is formed, and this is the so-called core competitiveness.

Through this research and analysis of CP Group's domestic and foreign multi-brand communication strategy, brand naming and positioning strategy, it is hoped that it can provide some reference for some Chinese companies that go to Thailand or Thailand to develop in China and do not have the strong strength like CP Group.



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