



**A Study on POP MART's Sales Strategy in Thailand
Based on the 4Ps Theory**

PAN YIJIA

6717195430

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PAN YIJIA

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Requirements for the Degree of Master of Business Administration

Advisor.....*Jidapa C.*.....
(Dr. Jidapa Chollatharnratanapong)

Date:*12*...../*1*...../*March*.....*2026*.....

.....*J J*.....
(Associate Professor *Dr. Jomphong Mongkhonvanit*)
Dean, Graduate School of Business

Date.....*06*...../*05*...../*2026*.....

Title: A Study on POP MART's Sales Strategy in Thailand Based on the 4Ps Theory
Researcher: Pan Yijia
Degree: Master of Business Administration
Major: International Business Management

Advisor:
(Dr. Jidapa Chollathanrattanapong)

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ABSTRACT

As Chinese trendy toy brands accelerate their internationalization process, how to enhance their influence in overseas markets through effective marketing strategies has become a pressing issue. This study aimed to examine how product strategy, pricing strategy, place strategy, and promotion strategy influence POP MART's market influence in Thailand.

This study, based on the 4Ps marketing theory, took POP MART's Thai market as its research subject. Using a quantitative research method, data were collected from Thai consumers aged 18-35 through a questionnaire survey, yielding 371 valid samples.

The results show that product, price, place, and promotion strategies all have a significant positive impact on POP MART's Thai market. Based on these findings, several managerial implications are derived from the perspective of the 4Ps marketing strategy. Product strategy should continue to focus on original design and strong IP characters, while also adding suitable Thai cultural elements to increase product appeal. Pricing strategy should remain stable and reasonable, with different price levels or limited editions to meet the needs of different consumers. Place strategy should strengthen the connection between online and offline channels to improve purchasing convenience and brand visibility. Promotion strategy should remain a key focus by making greater use of social media, local influencers, and interest-based communities to improve brand awareness and strengthen POP MART's international image in the Thai market.

Keywords: 4Ps marketing theory, Thai Market, POP MART, trendy toy

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PAN YIJIA

DECLARATION

I, Pan Yijia, hereby declare that this Independent Study entitled “A Study on POP MART's Sales Strategy in Thailand Based on the 4Ps Theory” is an original work and has never been submitted to any academic institution for a degree.

(Pan Yijia)

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Chapter 1 Introduction

1.1 Background of the Study

In September 2023, POP MART opened its first flagship store at CentralWorld in Bangkok, officially entering the Thai market and taking an important step in promoting trendy toy culture locally. On the opening day, more than one thousand customers queued, and sales exceeded RMB 2 million, demonstrating strong consumer demand and market acceptance (Sohu, 2023).

In early 2024, global celebrities further boosted the brand's visibility. Lisa from BLACKPINK showcased POP MART's LABUBU blind boxes on social media, quickly drawing widespread attention and driving sales growth. A Thai princess was also seen carrying a LABUBU charm on her Hermès handbag during Paris Fashion Week, highlighting the IP's growing influence in the luxury fashion scene (Futunn News, 2024). Supported by celebrity exposure and rising popularity, POP MART expanded its retail presence in Bangkok, with several newly opened stores in the first half of 2024 reportedly achieving over RMB 10 million in sales on their opening day (Nation Thailand, 2024).

POP MART's rapid development in Thailand is closely related to its distinctive marketing strategies. The brand uses blind box and limited-edition release models to meet Thai consumers' desire for novelty and surprise, helping it stand out in a competitive retail and entertainment market (Mahidol University Repository, 2024).

POP MART's success in the Thai market is built on a comprehensive set of marketing strategies. At the product level, the brand emphasizes the integration of international IP with local Thai cultural elements, launching product lines that align with the aesthetic preferences of local consumers. In terms of pricing, POP MART sets reasonable price ranges based on Thailand's market conditions, balancing brand positioning with the affordability for local customers. For distribution, the company not only operates physical stores to provide immersive shopping experiences but also actively develops online sales channels, ensuring comprehensive market coverage. In brand promotion, it effectively leverages local celebrities and social media influence, using creative marketing campaigns to enhance brand awareness.

The success of these strategies stems from POP MART's deep understanding of the Thai market. Economic development in Thailand has driven growth in cultural consumption, and local consumers show strong interest in cultural products with emotional value. In addition, consumers of various age groups in Thailand are highly receptive to trendy products, and the active social media environment provides favorable conditions for brand communication. These factors together have contributed to POP MART's rapid growth in the Thai market.

From a market research perspective, POP MART's experience in Thailand offers valuable insights.

1.2 Problems of the Study

With the continuous growth of the global designer toy industry, consumer demand for

personalized design, creative content, and emotional value has steadily increased. POP MART's rapid expansion and strong performance in the Thai market raise a key question: how do its marketing strategies meet local consumers' cultural preferences, social needs, and collecting motivations, thereby enhancing brand awareness and market influence? This study conducted an in-depth analysis of POP MART's localized practices in product design, pricing strategies, distribution channels, and promotion activities, exploring how these strategies specifically contribute to strengthening the brand's market influence. By examining POP MART's practices, this research aimed to summarize valuable lessons and provide guidance for other Chinese cultural and creative brands seeking to expand into overseas markets.

1. How does POP MART's product strategy in Thailand affect its market influence?
2. How does POP MART's price strategy in Thailand affect its market influence?
3. How does POP MART's place strategy in Thailand affect its market influence?
4. How does POP MART's promotion strategy in Thailand affect its market influence?

1.3 Objectives of the Study

1. To examine the influence of product strategy in POP MART's influence in the Thai market.
2. To examine the influence of price strategy in POP MART's influence in the Thai market.
3. To examine the influence of place strategy in POP MART's influence in the Thai market.
4. To examine the influence of promotion strategy in POP MART's influence in the Thai market.

1.4 Scope of the Study

This study employed the 4P framework to examine POP MART's sales strategy since it entered Thailand in 2023. It analyzed the brand's localization practices and their effectiveness in the Thai market from four perspectives: product, price, place, and promotion. The research focused on POP MART's specific sales activities in Thailand and collected data through a questionnaire survey, which was conducted over a period of approximately two months, to understand its market influence and consumer feedback.

The study concentrated on POP MART's sales strategy and did not involve comparisons with other brands. By exploring its localization practices and development outcomes in the Thai market, the research identified key factors in its overseas expansion. It aimed to provide practical references for Chinese trendy brands seeking to enter international markets.

1.5 Significance of the Study

1.5.1 Theoretical Contribution

Firstly, this study enhances the application of the 4Ps theory to the cultural and creative products sector. A classic marketing framework, the 4Ps model has traditionally guided enterprises in meeting consumer demands and enhancing market performance through four dimensions: product, price, place and promotion. However, this has primarily been the case

for standardised or functional goods. Collectible toys represent an emerging category of emotionally driven, brand-oriented consumer products where purchasing decisions are influenced by factors such as emotional value, social recognition and collecting psychology, as well as functionality and price.

Applying the 4Ps theory to POP MART's study of the Thai market helps to validate its applicability to non-traditional goods and cultural creative products, while demonstrating its role in guiding the design of marketing strategies. This provides theoretical support for the collectible toy industry and offers reference points for the international marketing of other consumer goods that emphasise emotional value and cultural factors. This highlights the significance of the 4Ps theory in contemporary marketing practice.

1.5.2 Practical Implications

From a practical standpoint, this study provides enterprises seeking to enter the Thai market with actionable guidance.

When expanding overseas, businesses must strike a balance between preserving their core brand values and adapting to local cultural preferences. POP MART's limited editions, collaborative IPs and products incorporating local elements, which were launched in Thailand, are a good example of this. They have successfully maintained the brand's global identity while catering to the aesthetic and collecting preferences of young Thai consumers. This approach achieves harmonious integration of cultural alignment and brand extension. Simultaneously, the systematic application of the 4Ps marketing strategy drives market breakthroughs. POP MART stimulates consumer interest through differentiated product strategies, enhances repurchase rates via flexible pricing and membership incentives, improves accessibility through online and offline integration, and amplifies brand influence through social media and celebrity endorsements. These strategies strengthen consumer engagement and purchase conversion, providing an effective pathway for rapid brand recognition in new markets.

These insights are valuable for other cultural consumer brands pursuing international expansion. Enterprises can flexibly tailor product design, pricing, distribution channels and promotion strategies according to the cultural, psychological and behavioural characteristics of target markets, thereby achieving market entry, brand recognition and enhancing consumer loyalty.

1.6 Limitation of the Study

Firstly, this study focused on an analysis of the POP MART case study within the Thai market. While representative, its conclusions may not be applicable universally across different countries or brand categories. Secondly, while the 4Ps theory is a classic marketing framework, emerging approaches such as digital marketing, social media engagement and user-generated content are becoming increasingly important. The theoretical framework of this research may not cover these dimensions sufficiently, thereby presenting limitations when interpreting contemporary marketing practices. Thirdly, POP MART's entry into the Thai market is still relatively recent. Consequently, the findings primarily reflect strategic performance during the initial phase and lack the support of long-term tracking data.

1.7 Terms and Definition Used in This Study

1.7.1 4Ps Marketing Theory

The 4Ps marketing theory comprises four dimensions: product, price, place, and promotion. It serves as a classic theoretical framework for enterprises to formulate systematic marketing strategies. By combining these four elements, it guides businesses in meeting target customer needs, enhancing market competitiveness, and elevating brand value. In this study, the 4Ps theory is applied to analyse the implementation and effectiveness of POP MART's product design, pricing strategy, channel layout, and promotion activities within the Thai market.

1.7.2 Thai Market

The Thai market refers to the consumer groups and related economic environment within Thailand, with this study focusing primarily on the designer toy and blind box segments. This market is dominated by young consumers who show strong interest in novel, personalized, and collectible products. Consumer behavior is significantly influenced by cultural background, social media communication, trending fashions, and the need for social recognition, resulting in distinctive patterns such as impulsive purchases, collecting tendencies, and social sharing behaviors.

At the same time, Thailand has a relatively mature retail and e-commerce system, with online and offline channels developing in parallel. The widespread use of social media provides diverse platforms for promoting trendy consumer goods. The income levels and purchasing power of young consumers are relatively stable, and their willingness to spend on cultural, creative, and trendy products is strong. Together, these factors form the basic environment of Thailand's designer toy and blind box market, providing essential context for analyzing brand operations in the local market.

1.7.3 Trendy Toys

Trend toys are collectible items centred on creativity, design aesthetics and cultural value, typically exhibiting artistic merit, limited production runs and personalised characteristics, primarily targeting younger consumer demographics. Beyond mere entertainment products, trend toys embody cultural symbols and social value, with consumers often purchasing them for collection, self-expression or social interaction. In this study, trend toys refer specifically to POP MART's art toys and derivative products.

1.7.4 Blind Boxes

Blind boxes are a sales format in which the contents are concealed within the packaging, meaning consumers cannot identify specific designs before purchase. Defined by randomness and collectability, acquiring blind boxes usually involves an element of surprise and a desire to complete a collection. This process also fosters social engagement and encourages repeat purchases. In this study, blind boxes are the main focus for analysing POP MART's product strategy and promotion tactics.

Chapter 2 Literature Review

2.1 Introduction

This chapter reviews literature relevant to the study, providing a theoretical foundation for analyzing POP MART's influence in the Thai international market. It outlines the development and evolution of the 4Ps marketing theory and its application in brand internationalization, introduces POP MART's growth and internationalization history, and reviews research on the Thai designer toy market and blind box brand marketing strategies to provide insights into local consumer behavior. By applying the 4Ps framework, the chapter analyzes POP MART's marketing practices in Thailand, highlighting their impact on market influence and identifying gaps in existing research.

2.2 Literature Review

2.2.1 Development and Evolution of the 4Ps Marketing Theory

The development and evolution of the marketing mix concept reflect the shift in modern marketing from a "product- and company-centered" approach to a "customer-centered" approach. The first systematic discussion of the marketing mix was by Borden, who in the mid-20th century viewed the various controllable marketing factors of a company as a management combination and analyzed their role and changes in business practice (Borden, 1964). Later, in 1960, McCarthy simplified these elements and summarized them as the "4Ps" (product, price, place, promotion), presenting the key aspects of marketing decision-making more clearly. Through textbooks, this framework was rapidly popularized and became the most commonly used tool for companies when formulating marketing strategies (McCarthy, 1960).

The 4Ps model has the advantages of clear structure and ease of use; however, as market conditions have evolved, its limitations have become apparent, such as an overemphasis on the product and insufficient attention to customer experience and long-term relationships. As a result, both academics and practitioners have made improvements in two directions: first, by expanding the original elements to suit services and other industries; second, by fundamentally changing the starting point and mindset of marketing.

The first approach involves the expansion of the marketing mix. In the 1980s, Booms and Bitner proposed adding "People," "Process," and "Physical Evidence" to the traditional 4Ps, forming the "7P" model. They emphasized that in the service industry, employee quality, service processes, and the environment and image perceived by customers have a decisive impact on customer satisfaction and brand perception (Booms & Bitner, 1981). This reflects the growing importance of the service sector and the increasing significance of managing customer experience.

The second approach shifts the focus from a company-oriented to a customer-oriented perspective. In 1990, Lauterborn proposed replacing the 4Ps with the "4Cs," emphasizing that companies should focus on what customers truly need rather than just on what they want to sell (Lauterborn, 1990). Later, relationship marketing and service-dominant logic (SDL) further deepened this transformation. Grönroos (1994) argued that marketing should move from single transactions to long-term relationship management, highlighting trust and customer loyalty. Vargo and Lusch (2004) pointed out that value is not solely created by the

company and delivered to the customer, but is co-created through interaction, shifting marketing research toward customer engagement, value co-creation, and service experience (Grönroos, 1994; Vargo & Lusch, 2004).

With the advent of the digital era, information technology, social media, and data-driven capabilities have further reshaped the marketing mix. Researchers have noted that in the digital environment, the boundaries between “Place” and “Promotion” have become blurred, distribution ecosystems have evolved from one-way channels to multi-directional platforms and experiential spaces, and pricing is increasingly influenced by real-time bidding, personalized pricing, and subscription models (Jackson & Ahuja, 2016). At the same time, textbook works by Kotler and others continue to preserve the teaching value of the 4Ps while incorporating modern elements such as customer value, customer experience, and digital channels, highlighting that theory should guide practice but be adapted to specific contexts (Kotler & Keller, 2016).

The 4Ps model has undergone expansion, substitution, and paradigm shifts. The current trend in both academic research and business practice is to retain the operational simplicity of the 4Ps while integrating customers, relationships, and digital conditions as essential dimensions for analysis and decision-making. This approach forms a hybrid framework that can be adapted to different industries and cultural contexts (Jackson & Ahuja, 2016; Vargo & Lusch, 2004; Kotler & Keller, 2016). This developmental trajectory provides a theoretical foundation for applying the 4Ps model to specific case studies.

2.2.2 Overview of POP MART’s Development and Internationalization

Founded in 2010 and headquartered in Beijing, POP MART initially started as a retailer of trendy toys and later developed into a brand enterprise centered on its proprietary IP and blind box products. According to its 2024 annual report, the company emphasizes that “IP incubation and management have always been the core driving force behind POP MART’s continuous growth.” The report shows that its main characters, such as Molly, SKULLPANDA, and CRYBABY, each generated revenue at the 100-million-yuan level, with the group’s total revenue reaching RMB 13.04 billion in 2024, a year-on-year increase of 106.9%.

POP MART’s signature “blind box” format combines consumers’ desire for surprise with the collecting mechanisms of trendy toys. Through limited edition series, collaborations with artists, and cross-IP partnerships, the company enhances product differentiation and cultural recognition. In China, POP MART has built a three-dimensional sales network—offline stores, vending machines, and online e-commerce platforms. The annual report notes that revenue across channels has been integrated, reflecting a clear trend toward digitalization and networked distribution.

The company sets relatively affordable prices for regular blind boxes to expand its user base, while adopting premium pricing for limited edition and hidden variants, thus achieving a dual strategy of “mass entry + scarcity-driven demand.” Research indicates that POP MART effectively leverages social media, unboxing livestreams, fan community management, and secondary market discussions to maintain brand buzz and strengthen customer loyalty (Li ng et al., 2023). Its listing and financial performance also clearly reflect the success of its business model: the company was listed on the Main Board of the Hong

Kong Stock Exchange on December 11, 2020 (stock code 9992), and its performance continued to grow in the following years, with both revenue and net profit reaching record highs in 2024.

POP MART's systematic implementation of marketing strategies in the domestic market has allowed it to accumulate scale advantages, brand influence, and channel resources, laying a solid foundation for international expansion. In overseas markets, the company possesses mature capabilities in brand image development, channel replication, and fan economy mechanisms, enabling it to transfer its marketing mix model relatively smoothly to foreign markets, including Thailand and other Southeast Asian countries. Nevertheless, challenges remain in areas such as cultural adaptation, price sensitivity, and localization of distribution channels.

2.2.3 Thai Designer Toy Market

In recent years, Thai designer toy market has experienced rapid growth, particularly among Generation Z (born approximately 1995–2010) and “Kidults” (adult toy collectors), who show strong enthusiasm for trendy toys. According to a report by IMARC Group (2024), the Thai toy market reached USD 455.76 million in 2024 and is expected to grow to USD 779.98 million by 2033, with a compound annual growth rate of 5.52%.

Research indicates that the Thai designer toy market can be segmented based on demographic, psychological, and behavioral characteristics. Generation Z and young adult consumers show high interest and purchase intention for trendy toys, with female consumers being particularly active in collecting and social sharing (Anuwongpukdeechat, 2024). Psychologically, consumers seek unique and limited-edition products to express personal identity and taste. Toys are not only seen as entertainment but also carry emotional value and social significance, especially when shared on social media. Behaviorally, online shopping and social media engagement have become the primary consumption channels, with consumers often purchasing through platforms such as Shopee and Lazada and sharing their experiences on Instagram and TikTok.

Based on these characteristics, Thai designer toy brands primarily target female Generation Z consumers and “Kidult” groups. The former are sensitive to trendy culture, have strong purchasing power, and are socially active, while the latter seek emotional comfort and nostalgic experiences, often willing to pay a premium for high-quality and limited-edition products. Brands position themselves by emphasizing the fusion of trends and art, emotional resonance, and social interaction.

Moreover, product features, pricing, and perceived value are key factors influencing consumer purchase decisions. Unique designs and limited editions significantly enhance purchase intentions, and price plays a particularly important role in the mid-to-high-end market. There is a significant positive correlation between social media engagement and purchase intention, highlighting the influence of online interaction on consumer behavior (Khamsanyot, 2025; Juicharoen, 2025; Raopanya, 2025). In summary, the rapid growth of the Thai designer toy market is driven by Generation Z and Kidult consumers' demand for personalization, emotional value, and social interaction. Brands have successfully attracted their target consumers through precise market segmentation, targeting, and brand positioning strategies, while social media and emotional marketing have further

strengthened brand influence.

2.2.4 Research on Marketing Strategies of Blind Box Brands

Blind boxes are an emerging consumption model that has experienced rapid growth on a global scale. Zhou (2024) observed that POP MART has strengthened consumer brand loyalty by offering a variety of product derivatives and utilising the blind box mechanism. This has transformed its products into collectible items and a form of social currency. Using a ternary economic model, Liu et al. (2023) analysed the motivational factors behind blind box consumption, finding that consumers are concerned not only with the product's intrinsic value but also with the psychological satisfaction and social recognition it provides.

From a behavioural economics perspective, Wang (2022) argued that the blind box economy exploits consumers' preference for uncertainty and loss aversion tendencies by using random reward mechanisms to encourage repeated purchases. Raviphath Charoenwiwatthai (2024) also observed that POP MART has effectively created a sense of urgency and scarcity through its limited-edition products and blind box system, thereby stimulating consumer purchases. This strategy has proven particularly effective in the Thai market, where the strong interest of local consumers in limited editions and exclusive IPs has fuelled the brand's rapid expansion.

Zhou (2024) found that over 70% of POP MART's primary consumer base is composed of young women whose purchasing behaviour is significantly influenced by impulsive buying, future purchase intentions and social conformity. By implementing limited-edition and hidden item strategies, POP MART has successfully triggered consumers' desire to collect and share their purchases on social platforms. The study emphasised that POP MART's marketing strategy fulfils functional consumer needs and strengthens brand loyalty through emotional value.

In her research, Hao (2024) pointed out that POP MART's success is largely dependent on the diversity of its intellectual property and the variety of its derivative products. The study finds that POP MART has developed a robust product portfolio through its original series, effectively meeting the emotional needs of diverse consumer groups.

Xia (2025) used LABUBU, a POP MART sub-brand, to analyse how blind box brands achieve cross-cultural dissemination through symbolic capital and emotional value. The study indicates that LABUBU's distinctive design style and open-ended narrative approach render it a medium for emotional projection among young consumers worldwide. POP MART continuously amplifies LABUBU's emotional value by leveraging celebrity influence, social media engagement, and user co-creation mechanisms, resulting in widespread traction in overseas markets such as Thailand.

These findings suggest that emotional resonance and symbolic design are essential for cultural adaptation, offering valuable insights into the internationalisation of blind box brands.

2.2.5 POP MART's Marketing Practices in Thailand: A 4Ps Based Analysis

The 4Ps marketing theory, which was first conceptualised by McCarthy (1960), provides a strategic framework based on four key pillars: product, price, place, and promotion. This model is designed to fulfil consumer demands (Kotler & Keller, 2016).

Product strategy refers to the goods or services provided by an enterprise to satisfy consumer demand. POP MART adopts a diversified product portfolio and high-quality design to cater to the aesthetic preferences of different markets. Han et al. (2024) noted that POP MART's product development emphasises cultural integration, exemplified by the launch of limited-edition items incorporating local Thai cultural elements, which effectively enhance consumer identification. In addition, by continuously releasing new series and limited-edition products, POP MART maintains market freshness and sustains consumer anticipation.

Price strategy denotes the pricing strategy for products, influencing purchasing decisions and market competitiveness. POP MART adopts a combination of differential and psychological pricing strategies. According to Hao Lulu (2024), most of POP MART's products are priced between RMB 50 and 200, with strategic use of specific price points to enhance consumers' price perception. In the Thai market, POP MART adjusts its pricing to align with local consumption levels, while creating scarcity through hidden editions and limited releases to support premium positioning. This approach appeals not only to general consumers but also to collectors. Additionally, POP MART stimulates purchasing in Thailand through membership programmes and time-limited discounts, effectively increasing repurchase rates (Charoenwiwatchai, 2024).

Place strategy indicates the distribution and sales channels for products, enhancing accessibility and convenience. POP MART employs an omnichannel approach in Thailand, combining physical experience stores with online e-commerce platforms. Its offline stores are typically located in high-traffic commercial areas of Bangkok, using immersive displays to attract consumers, while online sales leverage local platforms such as Shopee and Lazada to reach a broader audience (Xia, 2025). This integration enhances brand accessibility and strengthens the overall shopping experience. Furthermore, POP MART increases brand exposure and attracts potential customers through international designer toy exhibitions and pop-up stores.

Promotion strategy signifies an enterprise's advertising and sales activities, strengthening brand influence and stimulating purchases. POP MART leverages the reach of social media, prioritising social media marketing and celebrity endorsements. For example, its collaboration with the Thai star Lisa has rapidly increased brand awareness (Charoenwiwatchai, 2024). LABUBU's hashtag views on platforms such as TikTok have exceeded one billion, with user-generated content becoming a key driver of brand dissemination (Xia, 2025). POP MART has further increased its brand influence by promoting itself on platforms such as TikTok and Xiaohongshu (Han et al., 2024). Additionally, POP MART's membership system has significantly boosted customer loyalty and repeat purchase rates.

Thus, POP MART's success in the Thai market clearly demonstrates the practical effectiveness of the 4Ps marketing theory. By planning strategically across the product, pricing, distribution and promotion dimensions, the company has enhanced its brand influence and achieved effective engagement and conversion of its target consumers.

2.3 Conceptual Framework

This study is grounded in the 4Ps marketing theory and examines the relationship between POP MART's marketing strategies and its brand influence in the Thai market. In this study, the independent variables are the controllable elements of the marketing mix, including product strategy, price strategy, distribution channels, and promotion strategy. These strategies influence consumers' perceptions, attitudes, and evaluations of the brand, which in turn affect the dependent variable—POP MART's brand influence and market performance in Thailand.

As a classic marketing mix framework, the 4Ps marketing theory possesses systematic and universal characteristics, enabling a comprehensive analysis of POP MART's international marketing strategy. Its strategic deployment in the Thai market can be fully deconstructed through the four dimensions of product, price, place and promotion.

The application of this classic theory validates its applicability to cultural and creative products expanding overseas and provides a strategic model for the internationalisation of Chinese brands.

This study adopted McCarthy's (1960) 4Ps marketing theory as its core theoretical framework. This model categorises marketing strategy into four fundamental components: product, price, place, and promotion.

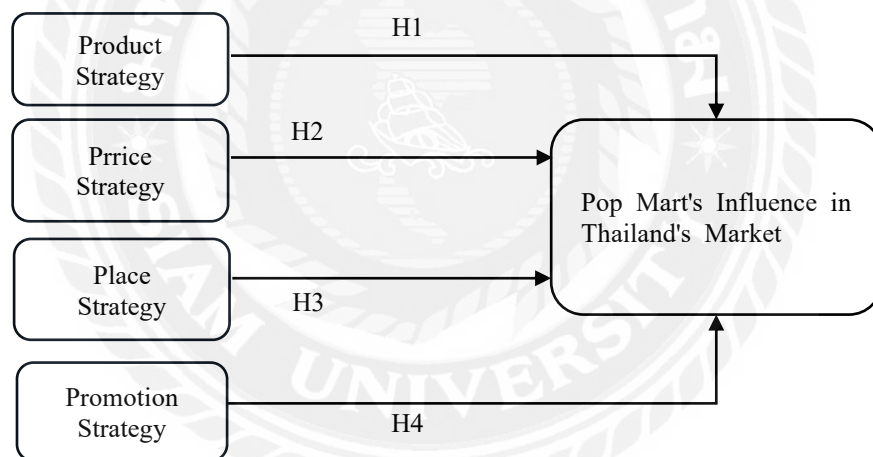


Figure 2.1 Conceptual Framework

Chapter 3 Research Methodology

3.1 Introduction

This chapter aims to present the research design, variable measurement, research hypotheses, sampling sources, data collection procedures, and data analysis methods of the study. Grounded in the 4Ps marketing framework, the research constructed the independent variables across four dimensions—product, price, place, and promotion—to examine their impact on POP MART’s influence in the Thai market. Consumer data were collected through a structured questionnaire, and the research hypotheses were tested using reliability and validity assessments, correlation analysis, and linear regression. This chapter provides a comprehensive overview of the research methodology, laying the foundation for the subsequent analysis of results.

3.2 Research Design

This study adopted a quantitative research design. The independent variables are the four dimensions of the 4Ps marketing strategy—Product, Price, Place, and Promotion—measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), with higher scores indicating more positive consumer perceptions of the respective strategies.

Product strategy dimension consists of five items (Q1–Q5), assessing product design, theme preference, quality level, and localization fit. Price strategy includes four items (Q6–Q9), evaluating respondents’ views on price reasonableness, competitiveness, and willingness to pay. Place strategy comprises four items (Q10–Q13), focusing on purchase convenience, usage of official channels, and distribution coverage. Promotion strategy consists of four items (Q14–Q18), measuring promotion exposure, social media influence, and the effectiveness of brand activities.

The dependent variable, “POP MART’s market influence in Thailand,” is measured through five items (Q19–Q23), capturing consumers’ overall evaluation of the brand’s international influence in terms of brand awareness, favorability, competitiveness, and willingness to recommend.

3.2.1 Product strategy

The product strategy dimension mainly addresses whether the product itself is attractive and whether it fits the local market. This dimension is measured with five items, which reflect consumers’ views on the creativity of POP MART’s products, the attractiveness of characters and themes, the match between product quality and price, the purchase interest generated by new and collaborative products, and whether the products suit the aesthetic preferences of Thai consumers. In essence, this dimension measures product competitiveness and the degree of localisation.

Table 3.1 Product Strategy

Product Strategy (Product)	
1	I think POP MART's product designs are creative and unique.
2	I like the themes and characters of POP MART's products.
3	POP MART's products match the preferences of Thai consumers.
4	New or collaborative POP MART products interest me in purchasing.
5	I feel that the quality of POP MART's products matches their price.

3.2.2 Price Strategy

The price strategy dimension focuses on whether price acts as a factor that promotes or prevents purchase. Four items are used to evaluate price reasonableness, consumers' willingness to pay a premium for the brand, price competitiveness compared with other trendy toy brands, and whether the pricing system fits the consumption level of the Thai market. This dimension assesses whether POP MART's pricing in Thailand is both acceptable to consumers and competitive in the market.

Table 3.2 Price Strategy

Price Strategy (Price)	
5	POP MART's pricing strategy makes me more willing to purchase its products.
6	POP MART's pricing strategy makes me willing to recommend the brand to friends.
7	POP MART's prices are competitive compared with those of other designer toy brands.
8	A reasonable pricing strategy increases my recognition of POP MART's international brand image.

3.2.3 Place Strategy

The place strategy dimension mainly examines whether consumers can easily purchase the products and whether the brand has sufficient market reach. This dimension includes purchase convenience, whether consumers buy through official channels, whether the current distribution network meets purchasing needs, and whether channel layout improves brand visibility. It measures the efficiency of POP MART's channel coverage and its ability to reach consumers in the Thai market.

Table 3.3 Place Strategy

Place Strategy (Place)	
1	POP MART products are easily accessible in Thailand through various channels (stores, e-commerce, etc.).
2	I often purchase POP MART products through official channels.
3	POP MART's distribution channels meet my purchasing needs.
4	I feel that POP MART's channel layout enhances the brand's visibility.

3.2.4 Promotion Strategy

The promotion strategy dimension focuses on whether brand information is effectively communicated and whether marketing activities truly influence purchase decisions. Four items measure the exposure frequency of promotion activities, the effectiveness of social media communication, the influence of marketing activities on individual purchase intention, and the role of brand events and advertising in improving brand awareness. This dimension evaluates POP MART's communication effectiveness and marketing conversion ability in the Thai market.

Table 3.4 Promotion Strategy

Promotion Strategy (Promotion)	
1	I often see POP MART's promotions or marketing campaigns.
2	POP MART's social media promotions help me learn about the brand and its products.
3	I think POP MART's marketing activities encourage me to make purchases.
4	I feel that POP MART's brand events and advertisements help increase brand awareness.

3.2.5 Market Influence

The dependent variable in this study is POP MART's market influence in Thailand. Five items are used to measure consumers' overall perceptions, including brand image recognition, increased positive feelings toward Chinese brands, perceived market competitiveness based on POP MART's success in Thailand, willingness to recommend the brand to others, and perceptions of the brand's localisation ability. Together, these items provide a comprehensive evaluation of POP MART's market influence in Thailand.

Table 3.5 Market Influence

Market Influence	
1	I believe POP MART is a designer toy brand with international influence.
2	POP MART's products and activities create a positive impression of Chinese brands for me.
3	POP MART's success in Thailand makes me feel it is competitive in the international market.
4	I would recommend POP MART products to friends or family.
5	I feel that POP MART's market performance reflects Chinese brands' ability to localize overseas.

3.3 Hypothesis

Based on the 4Ps framework, this study proposed the following hypotheses:

H1: Product strategy has a positive effect on POP MART's market influence in Thailand.

H2: Price strategy has a positive effect on POP MART's market influence in Thailand.

H3: Place strategy has a positive effect on POP MART's market influence in Thailand.

H4: Promotion strategy has a positive effect on POP MART's market influence in Thailand.

3.4 Population and Sampling

This study focused on young consumers in Thailand, particularly those with a certain level of awareness of or engagement with collectible toy culture. Young consumers were identified as the target sample because the main consumption of collectible toys in Thailand is concentrated among individuals aged 18–35, who are more likely to access emerging cultural trends, international brands, and online community content. They also represent the most influential consumer group for the overseas expansion of collectible toy brands.

Because trendy toy enthusiasts are scattered across different communities, this study adopted a convenience sampling method under non-probability sampling for data collection.

3.5 Data Collection

To ensure stable and reliable data sources, this study primarily distributed the questionnaire online, prioritizing coverage of young consumers in Thailand. For the online portion, the questionnaire was widely shared through social media platforms frequently used by Thai youth, including Facebook, Instagram, and Twitter. Leveraging the sharing functions and community networks of these platforms allowed for rapid and cost-effective sample coverage. At the same time, to enhance the diversity and representativeness of the sample, the questionnaire was also strategically distributed offline at POP MART stores, designer toy shops, and related event venues, providing opportunities for respondents with

different consumption habits and channel exposures to participate.

The questionnaire included basic demographic information as well as items related to the 4Ps marketing strategies (product, price, place, promotion) and the brand's international influence. To improve data quality and reliability, responses were collected anonymously to minimize social desirability bias. Logic-check questions and response-time screening mechanisms were implemented to exclude potentially invalid samples. Clear instructions were provided throughout the data collection process, and respondents were encouraged to answer based on their genuine experiences to ensure accuracy.

The entire data collection process lasted approximately three weeks, combining online and offline channels to disseminate the questionnaire through social media networks and physical stores. This integrated approach not only increased the sample size and response rate but also ensured broad and diverse coverage, providing a robust foundation for subsequent data analysis and research conclusions.

A total of 400 questionnaires were distributed, and after removing 29 invalid responses, 371 valid questionnaires were obtained, resulting in an effective response rate of 93.0%. This sample size meets the minimum statistical requirements and satisfies the standards for conducting correlation and multiple regression analyses.

3.6 Data Analysis

This study employed SPSS software to perform statistical analysis on the questionnaire data.

1. Descriptive Statistics: Used to present the basic characteristics of the sample and to examine the overall distribution of each variable.

2. Reliability Analysis (Cronbach's α): Used to assess the internal consistency of the scales, with higher α values indicating greater stability.

3. Validity Analysis (KMO and Bartlett's Test): Used to determine whether the items are suitable for factor analysis.

4. Correlation Analysis (Pearson): Used to examine the strength of the relationships between independent and dependent variables, providing a basis for subsequent regression analysis.

5. Multiple Linear Regression Analysis: Used to test the strength and significance of the 4Ps strategies' effects on brand international influence, to verify the proposed hypotheses, and to analyze the relative contributions of the independent variables.

This overall analytical framework ensures that the data structure is sound and the variable relationships are clear, supporting the development of reliable statistical conclusions.

3.7 Reliability and Validity Analysis of the Scale

3.7.1 Reliability Analysis

Given that this study includes multiple scale-based items, it is necessary to assess the reliability and validity of the questionnaire to ensure the stability and consistency of each item. Reliability was assessed separately for each scale, calculating the Cronbach's α coefficient for the five scales: Product, Price, Place, Promotion, and Brand Influence. The

results of these calculations are presented in the figure below.

Table 3.6 Reliability Analysis Results

Variable	Number of Items	Corrected Item-Total Correlation (CITC)	Cronbach's α upon Deletion of Item	Cronbach's α (Overall)
product	A1	0.640	0.831	0.854
	A2	0.702	0.815	
	A3	0.652	0.828	
	A4	0.675	0.822	
	A5	0.667	0.824	
price	B1	0.694	0.810	0.851
	B2	0.669	0.820	
	B3	0.701	0.807	
	B4	0.699	0.807	
place	C1	0.272	0.763	0.702
	C2	0.564	0.588	
	C3	0.605	0.560	
	C4	0.533	0.610	
promotion	D1	0.244	0.794	0.711
	D2	0.632	0.564	
	D3	0.569	0.605	
	D4	0.586	0.591	
market influence	E1	0.709	0.832	0.865
	E2	0.703	0.833	
	E3	0.663	0.843	
	E4	0.647	0.847	
	E5	0.712	0.830	

The results of the reliability analysis indicate that the Cronbach's α coefficients for all dimensions exceed 0.70. Among them, the Product strategy, Price strategy, and Brand Influence scales achieve a high level of reliability, while the Place and Promotion scales reach an acceptable standard, demonstrating good internal consistency within each dimension. Each scale reliably reflects its corresponding construct, meeting the requirements for internal consistency in social science research, and is therefore suitable for subsequent validity testing and structural analysis.

3.7.2 Validity Analysis

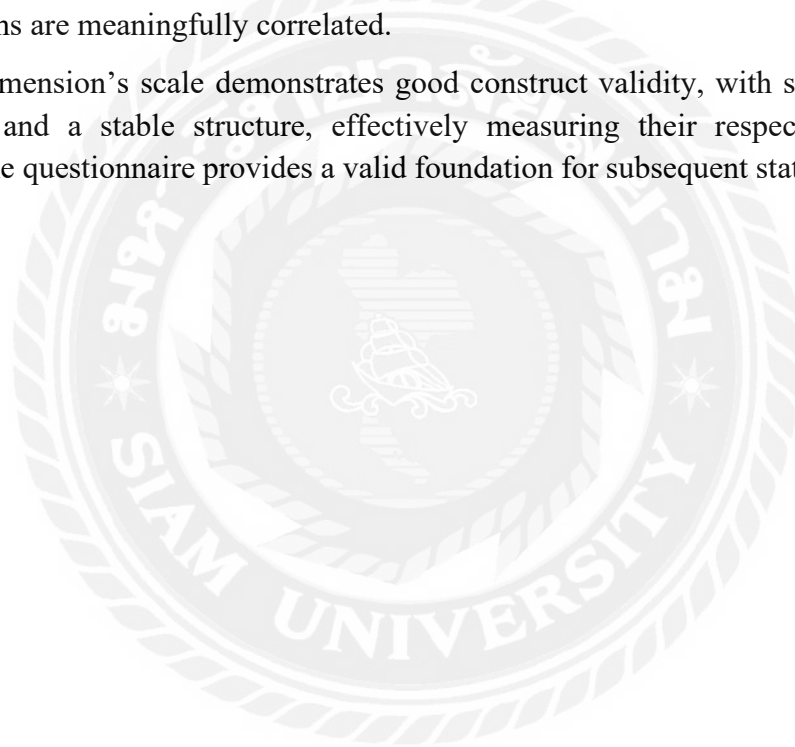
The study conducted validity analysis. The KMO (Kaiser-Meyer-Olkin) measure and Bartlett's test of sphericity were performed separately for the five dimensions: Product, Price, Place, Promotion, and Brand Influence.

Table 3.7 KMO and Bartlett's Test Results

Dimensio	KMO	Bartlett's χ^2	df	p-value
product	0.860	734.114	10	0.000
price	0.821	609.908	6	0.000
place	0.714	311.570	6	0.000
promotion	0.727	357.182	6	0.000
market influence	0.865	802.770	10	0.000

The results show that the KMO values for all dimensions exceed 0.70, with Product and Brand Influence reaching relatively high levels, indicating that the sample data are suitable for factor analysis. The Price, Place, and Promotion dimensions also meet the minimum standards generally accepted in social science research. At the same time, Bartlett's test of sphericity for all five dimensions is statistically significant, suggesting that the scale items are meaningfully correlated.

Each dimension's scale demonstrates good construct validity, with strong inter-item correlations and a stable structure, effectively measuring their respective constructs. Therefore, the questionnaire provides a valid foundation for subsequent statistical analyses.



Chapter 4 Results of the Study

4.1 Introduction

After completing the reliability and validity tests, this study further conducted statistical analyses on the collected valid questionnaire data to examine the research model and test the proposed hypotheses.

The data analysis was carried out in three steps according to the research objectives. First, descriptive statistics were used to present the basic characteristics of the sample and provide an overview of the means and distributions of the main variables, allowing for an understanding of the overall data structure. Second, Pearson correlation analysis was performed to examine the relationships between variables, verifying whether significant associations exist between the independent and dependent variables and providing preliminary support for hypothesis testing. Finally, multiple linear regression analysis was used to further explore the effects of the four dimensions—Product, Price, Place, and Promotion—on brand international influence and to test the validity of the research hypotheses.

These analyses form a crucial basis for cross-validating the research model and provide empirical support for the subsequent discussion and conclusions.

4.2 Descriptive Statistics of Variables

4.2.1 Sample Demographics

A total of 371 valid questionnaires were collected in this study. To describe the basic demographic characteristics of the sample, frequency and percentage analyses were conducted for background variables, including gender, age, place of residence, and occupation, in order to clearly present the structural distribution of the respondents.

Table 4.1 Demographic Characteristics of Sample (n=371)

Variable	Category	Frequency	Percentage(%)
1、 Gender	Female	190	51.21
	Male	181	48.79
2、 Age	18-24	47	12.67
	25-30	131	35.31
	31-34	103	27.76
	35 and above	90	24.26
3、 Residence	Phuket	102	27.49
	Bangkok	148	39.89
	Chiang Mai	121	32.61
4、 Occupation	Office Worker	215	57.95
	Student	48	12.94

	Freelancer	108	29.11
Total		371	100.0

According to the frequency analysis, the overall sample structure is relatively balanced, indicating an acceptable level of representativeness.

In terms of gender distribution, there are 190 female respondents (51.21%) and 181 male respondents (48.79%). The proportions of males and females are nearly equal, suggesting a balanced gender structure that helps to reduce potential gender bias in the research outcomes.

With regard to age distribution, the sample is mainly concentrated in the 25–30 age group (35.31%) and the 31–34 age group (27.76%). Together, these two groups account for more than 60% of the respondents, indicating that the sample is primarily composed of young and early middle-aged consumers. This demographic profile is consistent with consumer groups that typically exhibit stronger purchasing power and higher levels of brand awareness in the current market.

Regarding place of residence, respondents from Bangkok represent the largest proportion (39.89%), followed by Chiang Mai (32.61%) and Phuket (27.49%). The sample therefore covers major first-tier cities as well as key tourism and commercial centres in Thailand, providing a reasonable degree of regional representativeness.

In terms of occupational structure, salaried employees account for the largest share of the sample (57.95%), followed by self-employed or freelance workers (29.11%), while students represent a smaller proportion (12.94%). This distribution suggests that the sample is largely drawn from individuals with stable income or relatively strong consumption capacity, providing an appropriate population basis for subsequent analysis of consumers' perceptions and evaluations of the relevant marketing strategies.

4.2.2 Descriptive Statistics of Key Variables

In this study, product strategy, price strategy, place strategy, and promotion strategy are treated as the independent variables, while market influence is defined as the dependent variable. The mean values and standard deviations of all variables were calculated based on respondents' ratings on a five-point Likert scale. These descriptive statistics are used to reflect respondents' overall perception levels and the degree of variability regarding POP MART's 4Ps marketing strategies in the Thai market and its market influence, thereby providing a foundational data basis for subsequent correlation and regression analyses.

Table 4.2 Descriptive Statistics of Key Variables

Variable	Sample Size	Mean	Standard Deviation
Product strategy	371	3.799	0.867
Price strategy	371	3.726	0.959

Place strategy	371	3.693	0.823
Promotion strategy	371	3.764	0.819
Market Influence	371	3.704	0.911

For Product Strategy dimension, the mean score is 3.799 with a standard deviation of 0.867, which is the highest among the four independent variables. This indicates that respondents generally hold favourable evaluations of POP MART's product design, creative attributes, and perceived quality. The finding suggests that product-related factors represent a clear strength in consumer perceptions and may serve as a fundamental basis for enhancing the brand's market influence.

Price Strategy has a mean value of 3.726 and a standard deviation of 0.959. Overall, respondents express a moderately positive yet relatively neutral attitude towards the brand's pricing level. The comparatively higher standard deviation implies noticeable differences among consumers in their perceptions of price reasonableness and value for money, indicating that acceptance of pricing varies across the sample.

For Place Strategy, the mean score is 3.693 with a standard deviation of 0.823, making it the lowest among the four independent variables. This suggests that respondents adopt a more cautious evaluation of POP MART's channel coverage, purchasing convenience, and distribution structure in the Thai market. Nevertheless, the overall assessment remains slightly above the midpoint of the scale. The relatively concentrated distribution indicates that most respondents share similar perceptions of channel-related experiences.

Promotion Strategy records a mean value of 3.764 and a standard deviation of 0.819, showing that respondents generally recognise POP MART's promotion activities, brand communication approaches, and marketing communication effectiveness in the Thai market. The relatively high mean score suggests that promotion strategies have played a positive role in increasing brand visibility and attracting consumer attention.

As the dependent variable, Market Influence has a mean value of 3.704 and a standard deviation of 0.911. This result indicates that respondents generally perceive POP MART as having established a certain level of international brand influence in the Thai market, although a strong and highly consistent perception has not yet been fully formed. The observed variation in responses provides a practical basis for further analysis of how different marketing strategy factors affect market influence.

4.3 Results of the Study

4.3.1 Pearson Correlation Analysis

To examine the degree of association among the key variables, this study conducted a Pearson correlation analysis, which reports the correlation coefficients among product, price, place, promotion, and market influence.

Table 4.3 Pearson Correlation Between 4Ps Dimensions and Market Influence

Variable		Market influence
Product strategy	Correlation Coefficient	0.393**
	p-value	0.000
	Sample Size	371
Price strategy	Correlation Coefficient	0.323**
	p-value	0.000
	Sample Size	371
Place strategy	Correlation Coefficient	0.387**
	p-value	0.000
	Sample Size	371
Promotion strategy	Correlation Coefficient	0.431**
	p-value	0.000
	Sample Size	371

* $p < 0.05$ ** $p < 0.01$

The results indicate a significant positive correlation between Product Strategy and Market Influence, with a correlation coefficient of 0.393, which is statistically significant at the 1% level ($p = 0.000$). This finding suggests that higher consumer evaluations of POP MART's product design, creativity, and overall quality are associated with stronger perceptions of the brand's influence in the international market, indicating that product-related attributes constitute a key foundational factor supporting the brand's international image and market recognition.

Price Strategy also shows a significant positive correlation with Market Influence, with a correlation coefficient of 0.323, which is significant at the 1% level ($p = 0.000$). This result indicates that favourable consumer evaluations of price reasonableness and value for money contribute to stronger perceptions of the brand's market influence. However, compared with other marketing elements, the strength of this association is relatively weaker, suggesting that price plays a more supportive rather than dominant role in shaping market influence.

The correlation coefficient between Place Strategy and Market Influence is 0.387 and is statistically significant at the 1% level ($p = 0.000$), indicating a stable positive relationship between the two variables. This suggests that more favourable consumer evaluations of POP MART's channel layout, purchasing convenience, and brand accessibility in the Thai market are associated with stronger perceptions of the brand's international influence. The finding highlights the important supporting role of channel development in the process of brand internationalisation.

The correlation coefficient between Promotion Strategy and Market Influence is 0.431, which is the highest among the four marketing strategy dimensions, and it is statistically significant at the 1% level ($p = 0.000$). This result indicates that promotion activities, brand communication, and marketing communication approaches are most closely associated with market influence. Promotion therefore plays a particularly prominent role in enhancing brand visibility, strengthening the brand's international image, and improving consumer awareness.

Overall, all four dimensions—product, price, place, and promotion—exhibit significant positive correlations with market influence, suggesting that POP MART's 4Ps marketing strategies in the Thai market are closely related to the enhancement of its market influence. Among them, the Promotion dimension shows the strongest association, highlighting the critical role of brand communication and marketing activities in shaping international market perceptions. The Product and Place dimensions follow, indicating that product strength and channel development remain fundamental pillars supporting brand internationalisation. Although the Price dimension is also statistically significant, its correlation is relatively weaker, suggesting that price functions more as a complementary and moderating factor. These findings provide empirical support for subsequent regression analyses examining the effects of different marketing strategies on market influence.

4.3.2 Multiple Regression Analysis

This study took market influence as the dependent variable and selected product, price, place, and promotion as the independent variables to examine the mechanisms through which these four factors influence market influence. The sample consisted of 371 observations with no missing data, indicating good data completeness and an adequate sample size for conducting linear regression analysis.

Table 4.4 Linear Regression Results of Product on Market influence (n = 371)

Variable	<i>B</i>	Std.Error	<i>Beta</i>	<i>t</i>	<i>p</i>
Constant	2.134	0.196	-	10.891	0.000**
Product Strategy	0.413	0.050	0.393	8.217	0.000**
<i>R</i> ²	0.155				
Adjusted <i>R</i> ²	0.152				

Note: Dependent variable = Market influence

* $p < 0.05$ ** $p < 0.01$

The regression results indicate that Product Strategy has a significant positive effect on Market Influence. The unstandardised coefficient for Product is 0.413, and the standardised coefficient is 0.393, both of which are statistically significant at the 1% level ($p = 0.000$). This suggests that, holding other conditions constant, a one-unit increase in consumers' product evaluations is associated with a corresponding increase in market influence. The model yields an R^2 value of 0.155 and an adjusted R^2 of 0.152, indicating that the Product dimension alone explains approximately 15% of the variance in market influence. This result demonstrates that product-related factors possess relatively robust explanatory power

in shaping the brand's international image.

Table 4.5 Linear Regression Results of Price on Market influence (n = 371)

Variable	B	Std.Error	Beta	t	p
Constant	2.561	0.180	-	14.231	0.000**
Price Strategy	0.307	0.047	0.323	6.558	0.000**
R²	0.104				
Adjusted R²	0.102				

Note: Dependent variable = Market influence

* $p < 0.05$ ** $p < 0.01$

Price Strategy also exerts a significant positive effect on Market Influence. The unstandardised coefficient for Price is 0.307, and the standardised coefficient is 0.323, with a t-value of 6.558 and a significance level of 0.000. This indicates that higher consumer recognition of price reasonableness and value for money is associated with more favourable evaluations of the brand's market influence. The model reports an R² value of 0.104 and an adjusted R² of 0.102, suggesting that the explanatory power of price is relatively limited. Nevertheless, its effect remains statistically significant, indicating that price functions primarily as a supportive factor in influencing market influence.

Table 4.6 Linear Regression Results of Place on Market influence (n = 371)

Variable	B	Std.Error	Beta	t	p
Constant	2.123	0.201	-	10.563	0.000**
Place Strategy	0.428	0.053	0.387	8.056	0.000**
R²	0.150				
Adjusted R²	0.147				

Note: Dependent variable = Market influence

* $p < 0.05$ ** $p < 0.01$

Place Strategy also has a significant effect on Market Influence. The unstandardised coefficient for Place is 0.428, and the standardised coefficient is 0.387, both of which are statistically significant at the 1% level ($p = 0.000$). This indicates that higher levels of channel coverage, purchasing convenience, and consumer contact frequency in the Thai market are associated with stronger perceived market influence. The model yields an R² value of 0.150 and an adjusted R² of 0.147, suggesting that channel-related factors provide a relatively stable level of explanatory power for market influence.

Table 4.7 Linear Regression Results of Promotion on Market influence (n = 371)

Variable	<i>B</i>	Std.Error	<i>Beta</i>	<i>t</i>	<i>p</i>
Constant	1.897	0.201	-	9.430	0.000**
Promotion Strategy	0.480	0.052	0.431	9.187	0.000**
<i>R</i> ²	0.186				
Adjusted <i>R</i> ²	0.184				

Note: Dependent variable = Market influence

* $p < 0.05$ ** $p < 0.01$

Promotion Strategy exhibits the most pronounced effect on Market Influence. The unstandardised coefficient for Promotion is 0.480, and the standardised coefficient is 0.431, with a t-value of 9.187, and the effect is statistically significant at the 1% level. This result indicates that strengthened promotion activities, brand communication, and marketing communication efforts can substantially enhance consumers' perceptions of the brand's market influence. In terms of explanatory power, the model reports an R^2 value of 0.186 and an adjusted R^2 of 0.184, which are the highest among the four models. This suggests that promotion strategies play a relatively stronger role in enhancing market influence.

4.3.5 Summary of Hypothesis Testing

Based on the regression results, the four hypotheses proposed in this study can be examined and summarised as follows.

Product strategy has a significant positive effect on POP MART's market influence in Thailand. The regression coefficient is positive and statistically significant at the 1% level, indicating that higher consumer evaluations of product design, creativity, and overall quality are associated with stronger perceptions of the brand's market influence. Therefore, Hypothesis H1 is supported.

Price strategy also shows a significant positive relationship, suggesting that improvements in perceived price reasonableness and value for money contribute to stronger consumer recognition of POP MART's market influence. Although its explanatory power is relatively lower compared with other strategies, both the direction and statistical significance of the effect are consistent with the research expectations. Accordingly, Hypothesis H2 is supported.

Place strategy has a significant positive impact on market influence, indicating that well-developed channel layouts and higher purchasing convenience enhance the brand's international image and visibility in the Thai market. As a result, Hypothesis H3 is supported.

Promotion strategy exhibits the most prominent effect among the four hypotheses. Its regression coefficient and explanatory power are the highest, highlighting the key role of brand communication, promotion activities, and marketing communication in shaping POP MART's market influence. Therefore, Hypothesis H4 is strongly supported.

Chapter 5 Conclusion and Recommendation

5.1 Conclusion and Discussion

Based on 371 valid questionnaire responses, this study adopted the 4Ps marketing theory as its analytical framework to systematically examine the effects of product, price, place, and promotion strategies on POP MART's market influence in Thailand.

The descriptive statistics indicate that the mean values of all variables are generally at a moderately high level, suggesting that respondents hold relatively positive evaluations of POP MART's overall marketing performance in the Thai market. This provides a sound data foundation for the subsequent empirical analyses.

The correlation analysis reveals that all four strategy—product, price, place, and promotion—are significantly and positively correlated with market influence, offering initial evidence of a close relationship between 4Ps marketing strategies and the brand's market influence. In terms of the magnitude of the correlation coefficients, promotion shows the strongest association with market influence, followed by product and place, while price exhibits a comparatively weaker relationship. This pattern reflects the more direct role of brand communication and marketing activities in shaping international market perceptions within the Thai market context.

The linear regression results further demonstrate that all four marketing strategies exert significant positive effects on market influence and pass the 1% significance level test, thereby supporting the four research hypotheses proposed in this study. Among them, promotion strategy shows the highest regression coefficient and explanatory power, indicating that promotion activities, brand communication approaches, and marketing content play a central role in enhancing POP MART's market influence. Product strategy and place strategy also display strong explanatory power, suggesting that product creativity and quality, as well as channel accessibility and convenience, serve as essential foundations for supporting the brand's international image. By contrast, although the price strategy has a statistically significant effect, its explanatory power is relatively limited, indicating that it functions more as a supportive and moderating factor in influencing market influence.

Taken together, the findings suggest that POP MART's market influence in Thailand is not driven by a single marketing element but rather results from the combined effects of multiple marketing strategies. While promotion currently demonstrates a stronger influence, its effectiveness remains dependent on solid product strength and well-developed channel structures. This conclusion is consistent with the core principle of the 4Ps framework, which emphasises the synergistic effects of the marketing mix.

5.2 Recommendation

Based on the research findings, the following managerial implications are proposed for POP MART in the Thai market from the perspective of the 4Ps marketing strategy.

In terms of product strategy, continuous emphasis should be placed on strengthening product originality and cultural expression, as well as improving the alignment between product design and IP content. Young consumers in Thailand are particularly sensitive to trend culture and emotional value. While maintaining a globally consistent brand identity, POP MART may appropriately incorporate local cultural elements to enhance emotional

resonance and market distinctiveness, thereby reinforcing the role of product strategy in supporting market influence.

In terms of price strategy, a relatively stable and competitive pricing system should be maintained to avoid potential negative effects on brand image caused by frequent or substantial price fluctuations. The findings indicate that although price is not the primary influencing factor, reasonable pricing contributes to consumers' perceptions of the brand's professionalism and level of internationalisation. POP MART may therefore adopt tiered pricing or limited-edition product strategies to address the needs of different consumer segments while preserving the brand's positioning.

In terms of place strategy, further optimisation of the coordination between online and offline channels is recommended. On the one hand, POP MART should continue to expand its physical store presence in key cities to increase brand visibility in major consumption markets across Thailand. On the other hand, stronger integration between e-commerce platforms and social media channels can enhance consumers' access to product information and purchasing convenience, thereby amplifying the positive impact of channel strategy on market influence.

In terms of promotion strategy, this area should remain a primary focus at the current stage. The results show that promotion has the most significant effect on market influence, indicating that brand communication, social media marketing, and themed promotion activities are particularly effective in the Thai market. POP MART may further strengthen collaborations with local social media platforms, key opinion leaders (KOLs), and subcultural or anime-related communities, using content-driven and interactive promotion approaches to continuously enhance brand exposure and international image recognition.

5.3 Further Study

Based on the 4Ps marketing theory, this study conducted an empirical analysis of POP MART's market influence in the Thai market and drew several conclusions. However, due to limitations in research conditions and research design, there remains scope for further refinement and extension. Future research may be developed in the following aspects.

5.3.1 Research Method

This study employed a questionnaire-based survey and quantitative analysis, with data primarily drawn from a cross-sectional sample at a single point in time. While this approach is effective in capturing consumers' overall evaluations of the brand's marketing strategies and market influence at the current stage, it is limited in its ability to reflect the long-term effects of changes in marketing strategies. Future research may, where feasible, adopt a longitudinal design by collecting data at different stages or time points, allowing for comparisons of marketing strategy effectiveness across various phases of brand development and enabling a more comprehensive analysis of the dynamic evolution of POP MART's market influence.

5.3.2 Research Variable Design

This study examined the direct effects of the 4Ps marketing strategies on market influence. In practice, consumers' perceptions of a brand's market influence may also be

shaped by other factors, such as brand awareness, brand trust, cultural identification, or the level of social media engagement. Future research may build on the existing framework by incorporating mediating or moderating variables to further explore the mechanisms through which marketing strategies influence market influence, thereby producing more comprehensive and in-depth findings.

5.3.3 Sample Selection and Research Subjects

The research sample in this study was primarily drawn from consumer groups in the Thai market, which means that the findings exhibit a certain degree of regional specificity. While this focus allows for an in-depth analysis of POP MART's performance in Thailand, the results may not be fully generalisable to other countries or regions. Future research could extend the scope to other Southeast Asian markets or conduct cross-country comparative analyses to examine differences in the effects of 4Ps marketing strategies on market influence across diverse cultural and market contexts.

In addition, this study mainly adopted a consumer-based perspective, focusing on subjective perceptions of POP MART's marketing strategies and market influence. Future research may incorporate firm-level or industry-level perspectives by drawing on interviews with company managers, industry data, or publicly available information. Such an approach would allow for a more comprehensive analysis of POP MART's international market strategy and contribute to multi-perspective and multi-level research conclusions.

5.3.4 Research Content

This study focuses on POP MART's overall brand-level market influence and does not conduct a segmented analysis of specific product lines or distinct consumer groups. Future research may further differentiate consumers by age group, consumption frequency, or product preference, and examine variations in consumer responses to marketing strategies. Such an approach would enhance the practical relevance and applicability of the research findings.

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Appendix

Thank you for participating in this survey. This questionnaire aims to understand how consumers in Thailand perceive POP MART and its marketing activities, including product design, pricing, sales channels, and promotion strategies. Your opinions will help reflect local consumers' experiences and views toward the brand in the Thai market. This survey is completely anonymous and for academic research purposes only. There are no right or wrong answers. Please answer the questions based on your personal experience and honest feelings. All responses will be kept confidential and will be used only for analysis.

The questionnaire takes about 5–8 minutes to complete. Thank you very much for your time and support.

Basic Information

Gender: Male Female Other

Age: 18–24 25–30 31–34 35 and above

Residence: Bangkok Chiang Mai Phuket Other _____

Occupation: Student Employee Freelancer Other _____

Product Strategy (Product)		1	2	3	4	5
1	I think POP MART's product designs are creative and unique.					
2	I like the themes and characters of POP MART's products.					
3	POP MART's products match the preferences of Thai consumers.					
4	New or collaborative POP MART products interest me in purchasing.					
5	I feel that the quality of POP MART's products matches their price.					
Price Strategy (Price)		1	2	3	4	5
6	POP MART's pricing strategy makes me more willing to purchase its products.					
7	POP MART's pricing strategy makes me willing to recommend the brand to friends.					
8	POP MART's prices are competitive compared with those of other designer toy brands.					

9	A reasonable pricing strategy increases my recognition of POP MART's international brand image.					
Place Strategy (Place)		1	2	3	4	5
10	POP MART products are easily accessible in Thailand through various channels (stores, e-commerce, etc.).					
11	I often purchase POP MART products through official channels.					
12	POP MART's distribution channels meet my purchasing needs.					
13	I feel that POP MART's channel layout enhances the brand's visibility.					
Promotion Strategy (Promotion)		1	2	3	4	5
14	I often see POP MART's promotions or marketing campaigns.					
15	POP MART's social media promotions help me learn about the brand and its products.					
16	I think POP MART's marketing activities encourage me to make purchases.					
17	I feel that POP MART's brand events and advertisements help increase brand awareness.					
Market influence		1	2	3	4	5
18	I believe POP MART is a designer toy brand with international influence.					
19	POP MART's products and activities create a positive impression of Chinese brands for me.					
20	POP MART's success in Thailand makes me feel it is competitive in the international market.					
21	I would recommend POP MART products to friends or family.					
22	I feel that POP MART's market performance reflects Chinese brands' ability to localize overseas.					