



Marketing Strategies of ChaBaidao in Thailand Based on the 4Ps Theory

WANG YICHEN
6717195703

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION
GRADUATE SCHOOL OF BUSINESS**

2026



Marketing Strategies of ChaBaidao in Thailand Based on the 4Ps

Theory

WANG YICHEN

This Independent Study Has Been Approved as a Partial Fulfillment of the Requirements for the Degree of Master of Business Administration

Advisor.....
(Dr. Jidapa Chollathanrattanapong)

Date:26 / Sep / 2016.....

.....
(Associate Professor Dr. Jomphonng Mongkhonvanit)
Dean, Graduate School of Business

Date.....7 / Oct 2016.....

Title: Marketing Strategies of ChaBaidao in Thailand Based on the 4Ps Theory
Researcher: WANG YICHEN
Degree: Master of Business Administration
Major: International Business Management

Advisor:


(Dr. Jidapa Chollathanrattanapong)

26 / Sep / 2026

ABSTRACT

As stock competition intensifies within China's new-style tea beverage industry, overseas expansion has become a vital path for brands to break through growth bottlenecks. Thailand stands as a core Southeast Asian market for Chinese tea beverage brands to establish their presence. In order to analyze the marketing strategies, localization advantages, existing deficiencies and operational bottlenecks of Cha Baidao in the Thai market, and propose corresponding countermeasures and optimization suggestions for its local development, this study selected Cha Baidao's overseas business in Thailand as the research subject and conducted quantitative research based on the 4Ps Marketing Mix Theory. Questionnaires were distributed to consumers across multiple Thai cities, yielding 238 valid responses. Four research hypotheses were verified through multiple linear regression analysis. The results indicate that localized products, differentiated pricing, localized promotion, and omni-channel layout all exert a significant positive impact on Cha Baidao's operational performance in Thailand, with product strategy serving as the brand's core competitive advantage. Its tiered pricing aligns with local purchasing power, yet there remains room for improvement in scenic spot pricing and long-term preferential mechanisms. This study broadens the application scope of the 4Ps Theory in cross-border catering, the strengths and weaknesses of Cha Baidao's localized marketing, and offers practical references for domestic new-style tea beverage brands seeking to enter Thailand and other Southeast Asian markets.

Keywords: Cha Baidao, 4Ps theory, localized marketing Thailand

ACKNOWLEDGEMENT

I would like to express my sincere gratitude to Dr. Jidapa Chollathanrattanapong for her patient guidance and invaluable advice throughout the completion of this independent study. From the selection of the research topic and the development of the research framework to the revision and refinement of the manuscript, her professional guidance and continuous support have greatly benefited both my research and academic writing.

I would also like to thank Siam University for providing an excellent academic and research environment that supported the successful completion of this study.

WANG YICHEN
August 2026



DECLARATION

I, Wang Yichen, hereby certify that the work embodied in this independent study entitled “Marketing Strategies of ChaBaidao in Thailand Based on the 4Ps Theory” is result of original research and has not been submitted for a higher degree to any other university or institution.

WANG YICHEN

Aug 14, 2026



CONTENTS

ABSTRACT	I
ACKNOWLEDGEMENT	II
DECLARATION	III
CONTENTS	IV
LIST OF TABLES	VI
LIST OF FIGURES	VII
Chapter 1 Introduction	1
1.1 Background of the Study	1
1.2 Questions of the Study	2
1.3 Objectives of the Study	3
1.4 Scope of the Study	3
1.5 Significance of the Study	4
1.6 Definition of Key Terms	5
1.6.1 4Ps Theory	5
1.6.2 Marketing Strategy	6
Chapter 2 Literature Review	7
2.1 Introduction	7
2.2 4Ps Theory	7
2.3 Localized Product Strategy	14
2.4 Differentiated Price Strategy	16
2.5 Omni-channel Place Strategy	17
2.6 Localized Promotion Strategy	18
2.7 Conceptual Framework	19
Chapter 3 Research Methodology	20
3.1 Research Design	20
3.2 Population and Sample	20
3.2.1 Data Collection	20
3.3 Hypothesis	20
3.4 Research Instrument	21
3.4.1 Variables and Dependent Variable	21
3.4.2 Structure of the Instrument	21
3.4.3 Measurement Scale	21
3.4.4 Measurement Items	22

3.5 Reliability and Validity Analysis of the Scale	22
3.6 Data Collection	23
3.7 Data Analysis	24
Chapter 4 Findings and Discussion	26
4.1 Findings	26
4.1.1 Demographic Characteristics of Respondents	26
4.1.2 Descriptive Statistical Analysis of Variables	26
4.1.3 Multiple Linear Regression Analysis Results	28
4.2 Discussion	28
4.2.1 Interpretation of the Findings	28
4.2.2 Relationship of the Findings and Previous Research	30
4.2.3 Explanation of Unexpected Results	32
4.2.4 Research Limitations	32
Chapter 5 Conclusion and Recommendation	35
5.1 Conclusion	35
5.2 Recommendation	37
5.3 Further Study	39
References	41
Appendix	41

LIST OF TABLES

Table 3.1 Questionnaire Design	23
Table 3.2 Reliability Analysis Results	23
Table 3.3 Validity Analysis Results	24
Table 4.1 Descriptive Statistics of Respondents	26
Table 4.2 Descriptive Statistics of Variables	26
Table 4.3 Output Results of Multiple Regression Analysis	28



LIST OF FIGURES

Figure 2.1 Conceptual Framework	20
---------------------------------------	----



Chapter 1 Introduction

1.1 Background of the Study

In recent years, the domestic new tea beverage industry in China has transitioned from a stage of rapid incremental expansion to stock market competition. According to industry data, the scale of China's new tea market has reached a high level, while the overall growth rate has slowed significantly, reflecting a saturated domestic market environment. With the continuous expansion of store networks of mainstream new tea brands, market penetration has approached saturation, and the industry is plagued by severe homogeneous competition in product categories, taste formulas, store models and marketing methods. Most brands rely on frequent price wars and blind scale expansion to seize market share, resulting in compressed profit margins, intensified industry involution, and increasingly limited room for domestic performance growth. In this context, overseas market layout has evolved from an optional development strategy to a core imperative for leading domestic new tea brands to break through growth bottlenecks and achieve sustainable long-term development.

Against the backdrop of global cultural integration and the rising popularity of Chinese catering culture overseas, Southeast Asia has become the preferred overseas emerging market for Chinese new tea brands by virtue of its unique geographical advantages, consumption characteristics and cultural proximity. Compared with European and American markets with huge cultural and consumption differences, Southeast Asian countries feature a large proportion of young consumer groups, perennial high-temperature climate, and a deeply rooted tea-drinking consumption habit, which creates a solid market foundation for the promotion and popularization of new Chinese tea beverages. Among all Southeast Asian countries, Thailand stands out as a high-quality track for new tea brand expansion. Thailand has a mature milk tea consumption market and strong public demand for diversified tea drinks, while the local modern chain tea beverage brands are relatively scarce, and the market competition gap of standardized high-quality new tea products is prominent, attracting a large number of domestic new tea brands to accelerate their layout in Thailand in recent years.

As a representative leading chain brand in China's new tea beverage industry, Cha Baidao has accumulated profound advantages in mature global supply chain system, standardized store operation management, independent product research and development, and brand system construction through years of domestic market cultivation. Different from the extensive large-scale rapid expansion strategy adopted by brands such as Mixue Bingcheng in the Southeast Asian market, Cha Baidao has chosen a prudent and refined overseas development route, taking Thailand as its core foothold for Southeast Asian market layout. The brand focuses on localized market adaptation and optimization, carrying out targeted

adjustment and innovation covering product categories, pricing systems, offline and online sales channels, and brand promotion strategies, so as to adapt to the consumption preferences, economic level and market environment of Thai young consumers. Its differentiated localized operation model has not only achieved stable market growth in Thailand, but also provided a typical practical sample for the overseas localized development of domestic new tea brands.

From the perspective of academic research, the existing domestic and foreign research on new tea beverages mainly focuses on the domestic market operation strategies, brand marketing innovation and industry development trends of new tea brands. A small number of studies have discussed the overall overseas expansion layout and macro overseas marketing strategies of mainstream brands represented by Mixue Bingcheng. However, systematic and targeted academic research focusing on Cha Baidao's overseas marketing layout in the Thai market is still insufficient. Few studies comprehensively analyze Cha Baidao's marketing system in Thailand based on the classic 4Ps marketing theory framework, and there is a lack of in-depth and detailed discussion on the practical advantages, existing deficiencies and optimization space of its localized product, price, channel and promotion strategies. The relevant research system is incomplete, which cannot fully summarize the practical experience of Cha Baidao's localized overseas operation, and also fails to provide sufficient theoretical support and practical reference for subsequent new tea brands entering the Thai and Southeast Asian markets.

Based on the above industry background, market reality and research gaps, this study took Cha Baidao's marketing strategies in the Thai market as the research subject, applied the classic 4Ps marketing theory as the core analytical framework, systematically sorted out the current situation of its product, price, channel and promotion marketing strategies in Thailand, summarized the core strengths and existing problems of its localized marketing layout, and combined the competitive characteristics of the Thai new tea market and the consumption demands of local consumers to put forward targeted optimization and improvement suggestions. This research supplemented the theoretical research on the overseas localized marketing of new tea brands in Southeast Asia, enriched the application scenarios of 4Ps theory in the cross-border operation of Chinese consumer brands, and provided valuable practical references and development enlightenment for more domestic new tea brands to accurately deploy the Thai market and achieve sustainable overseas development.

1.2 Questions of the Study

1.What is the current situation of Cha Baidao's existing 4Ps marketing strategies in the Thai market?

2.How should Cha Baidao optimize its marketing strategies in Thailand in accordance with the 4Ps Theory?

1.3 Objectives of the Study

1. To examine Cha Baidao's marketing strategy in Thailand, its localization advantages, drawbacks and bottlenecks.
2. To provide recommendations to Cha Baidao in Thai market.

1.4 Scope of the Study

In terms of geographical scope, this study strictly limited its research boundary to Cha Baidao's market operation and marketing strategies in Thailand, excluding the brand's business performance, marketing layout and operational conditions in mainland China and other overseas regions. All analytical discussions, empirical analyses and strategic summaries in the research are fully based on Thailand's unique local economic environment, traditional tea-drinking culture, youthful consumer consumption habits, as well as the competitive pattern of the local new tea beverage industry. Such geographical restriction effectively eliminated the interference of cross-regional environmental differences, ensures that all research conclusions are highly targeted and adaptable to the Thai market context, and avoided generalized discussions on the brand's overall global development.

In terms of research subject, this study mainly focused on Cha Baidao's localized marketing strategies implemented in Thai offline terminal markets, which comprehensively cover product localization design, market-oriented pricing strategy, physical store channel distribution and diversified online and offline promotion activities under the 4Ps marketing theory framework. Correspondingly, this study excluded the brand's internal enterprise management systems, overseas supply chain construction and operational adjustment mechanisms, human resource allocation and staffing management, corporate financing operations, as well as its overall macro-level global strategic layout. This delimitation enabled the research to concentrate on external market marketing behaviors and consumer-oriented operational strategies, making the research focus more concentrated and professional.

In terms of time scope, this research selected the mature and stable operation stage of Cha Baidao's Thai market expansion as the core research period. The exploratory trial operation stage with unstable store scale, immature market adaptation and frequently adjusted marketing policies was excluded from the research scope. By screening relatively stable, complete and effective market operational data and formalized marketing strategies in the brand's mature development stage, this study guaranteed the authenticity, stability and practical guiding value of the research findings, so that the summarized marketing advantages and existing problems can accurately reflect the real operational status of Cha Baidao in the Thai new tea market.

1.5 Significance of the Study

Theoretically, this study effectively enriches and supplements the practical application system of 4Ps Marketing Theory in the context of cross-border localized marketing of Chinese new tea beverage brands. Most existing academic literature tends to apply the classic 4Ps theoretical framework to analyze brand operation and marketing strategies within the domestic Chinese market environment. Relevant research discussions targeting the adaptability, effectiveness and practical optimization of 4Ps theory for Chinese new tea brands entering Southeast Asian emerging markets are relatively insufficient and relatively single in perspective. Against the background of cross-cultural consumption differences and overseas industrial competition, this study takes Cha Baidao's Thai market layout as a typical research case and adopted the complete 4Ps theoretical framework to systematically sort out, analyze and evaluate its localized product strategy, differentiated pricing strategy, channel layout strategy and integrated online and offline promotion strategy. It further verified the scientificity and feasibility of traditional Western marketing theories in emerging cross-border consumer markets under different cultural and economic backgrounds, expanded the boundary and applicable scenarios of classic marketing theories in the internationalization research of Chinese consumer goods brands, and improved the theoretical applicability of 4Ps theory in cross-cultural localized marketing practice.

Furthermore, this study fills the existing research gaps in the overseas expansion system of domestic new tea beverage brands. Current relevant studies mainly focus on the competitive pattern and marketing innovation of the domestic new tea industry, or conduct macro overall analysis on the overseas development strategies of early outbound brands such as Mixue Bingcheng. However, targeted, systematic and in-depth academic research focusing on Cha Baidao's unique localized marketing model in the Thai market is still scarce. There is a lack of comprehensive induction and objective evaluation of its marketing advantages, operational deficiencies and localization adaptation logic. On this basis, this study systematically sorted out the overall marketing operation status of Cha Baidao in Thailand, summarized its successful localized experience and existing strategic problems, and provided new typical case support and theoretical research perspectives for the academic research on the cross-border development of Chinese new tea brands, which further improves and enriches the research system of new tea brand internationalization.

Practically, this research provides targeted, feasible and operable optimization suggestions for Cha Baidao's long-term localized operation and sustainable development in the Thai market. Based on comprehensive 4Ps marketing analysis, this study objectively identified the deficiencies and shortcomings of Cha Baidao's current product localization, pricing positioning,

channel coverage and marketing promotion in response to local Thai consumer preferences and industrial competition. Combined with Thailand's unique tropical consumption characteristics, youth consumption trends, local tea-drinking culture and peer brand competition situation, this study puts forward targeted improvement measures, which can help Cha Baidao further optimize its overseas marketing system, enhance local market competitiveness and consumer acceptance, reduce operational risks in cross-border markets, and realize stable and high-quality localized development in Thailand.

In addition, this research provides valuable practical references and operational enlightenment for a large number of domestic new tea brands intending to deploy Southeast Asian overseas markets. At present, the domestic new tea industry is facing severe market saturation and homogeneous involution, and overseas expansion has become an important breakthrough for brand growth. Nevertheless, most emerging new tea brands lack mature overseas market layout experience and systematic localized marketing strategies, and are prone to fall into the dilemma of single marketing mode and insufficient cultural adaptation in the process of going global. By summarizing the practical exploration experience and existing operational lessons of Cha Baidao's refined overseas development model in Thailand, this study enables peer new tea brands to effectively avoid homogeneous competition and common overseas marketing mistakes, formulate more scientific and market-oriented cross-border marketing strategies, and improve the overall success rate of Chinese new tea brands entering the Southeast Asian market.

Ultimately, this study further refines the cross-cultural marketing adaptation logic of Chinese new tea beverage brands, promotes the innovative inheritance and international dissemination of traditional Chinese tea culture in Southeast Asian youth consumer groups, helps shape the high-quality overseas brand image of China's modern catering industry, and continuously enhances the overall international competitiveness and regional brand influence of Chinese new tea enterprises in Southeast Asian consumer markets.

1.6 Definition of Key Terms

1.6.1 4Ps Theory

The 4Ps Marketing Mix Theory was systematically refined by McCarthy in 1960, building on Borden's earlier "marketing mix" concept from the 1950s. McCarthy consolidated numerous fragmented marketing variables into four core, interrelated controllable elements—Product, Price, Place, and Promotion—establishing the classic 4Ps framework that remains a foundational analytical tool in marketing strategy and practice.

(1) Product

Product is the foundational carrier for meeting consumer demands and the source of brand competitiveness. Product strategy encompasses the full product lifecycle, including positioning, design, taste development, packaging, iteration, quality control, and product line layout.

(2) Price

Price directly determines profit margins, consumer willingness to purchase, and brand positioning, and is the most flexibly adjustable marketing variable. Pricing strategy includes base pricing, tiered pricing, regional differentiation, discounts, holiday promotions, and membership mechanisms.

(3) Place

Place (channel strategy) connects brands with terminal consumers, governing product circulation, sales coverage, and consumer accessibility. It encompasses store site selection, regional distribution, supply chain construction, delivery services, and pop-up operations.

(4) Promotion

Promotion focuses on building effective two-way communication between brands and consumers, encompassing social media marketing, offline events, KOL/KOC collaborations, co-branding, and promotional publicity.

1.6.2 Marketing Strategy

A marketing strategy refers to a comprehensive, long-term, and systematic action framework and resource allocation plan formulated by an enterprise to achieve specific marketing objectives, based on an analysis of its internal and external environment and market opportunities.

Chapter 2 Literature Review

2.1 Introduction

This chapter mainly combs the previous literature, reviews the concepts of each variable in the literature, and then gives operational definitions , laying a theoretical foundation for the variable hypotheses, model construction data collection and analysis .

2.2 4Ps Theory

The 4Ps Marketing Mix Theory is universally recognized as the foundational theoretical cornerstone of modern marketing science and constitutes the most canonical, systematic, and empirically robust analytical framework for enterprises to formulate standardized marketing strategies and implement market-oriented operational layouts in global competitive scenarios (McCarthy, 1960; Kotler & Keller, 2021). As a pivotal academic paradigm that bridges normative marketing theory and industrial practical implementation, the theoretical formation of the 4Ps system stems from the progressive conceptual iteration and academic systematization of mid-20th-century marketing thought. During the postwar economic expansion of the 1950s, industrial productivity surged rapidly across Western economies, prompting a fundamental market transition from a seller's market characterized by supply scarcity to a buyer's market dominated by diversified consumer choice and intensified inter-firm competition (Borden, 1964). Under such transformative industrial and market contexts, simplistic product-centric competition and fragmented promotional tactics could no longer address multi-dimensional market challenges, including heterogeneous consumer demands, escalating peer rivalry, and volatile external environmental changes. In response to emerging market operational dilemmas, Borden (1964) formally institutionalized the pioneering academic concept of the “marketing mix”, arguing that modern commercial competition essentially resides in systematic marketing capability integration rather than single-dimensional advantage competition. The scholar emphasized that enterprises must synthetically integrate, coordinate, and deploy multiple controllable internal marketing factors to dynamically adapt to uncertain external market environments, precisely capture individualized and segmented consumer preferences, and effectively mitigate multi-layered competitive pressures from industry peers.

Prior to the establishment of standardized marketing mix theory, diverse decentralized marketing variables involving product development, pricing mechanism, channel distribution, and brand promotion had been sporadically adopted in corporate practical operations. However, these scattered marketing practices lacked unified theoretical induction, dimensional classification, and systematic guiding logic, resulting in disjointed marketing execution, low resource allocation efficiency, and insufficient strategic pertinence (Kotler, 2019). To resolve the theoretical fragmentation and practical disorder of early marketing research, McCarthy (1960) conducted comprehensive induction, rigorous screening, and standardized dimensional reconstruction of numerous discrete marketing variables based on Borden's

conceptual framework. The scholar successfully encapsulated all controllable marketing elements that determine corporate market performance and brand competitiveness into four mutually coordinated core strategic dimensions: Product, Price, Place, and Promotion, thereby constructing the logically rigorous, structurally complete, and widely applicable 4Ps Marketing Mix theoretical system. Since its inception, this classic framework has filled the academic void of macroscopic systematic marketing guidance for transnational enterprises and consumer goods brands, and has remained the most fundamental analytical paradigm, core empirical research tool, and authoritative theoretical support for global marketing strategy formulation, cross-border market localization, and sustainable competitive advantage cultivation (Constantinides, 2006).

The core logical paradigm of the 4Ps Theory adopts enterprise autonomous marketing decision-making and supply-side strategic layout as its fundamental research perspective, positing that all market-oriented operational behaviors, brand positioning layouts, and transnational market expansion strategies of commercial organizations can be comprehensively summarized, multi-dimensionally deconstructed, and dynamically optimized through this four-dimensional synergistic system (McCarthy, 1960). Critically, the four core marketing dimensions are not isolated, fragmented, or mutually independent strategic modules; instead, they form an organically integrated operational system featuring interactive restriction, dynamic coordination, and complementary empowerment (Kotler & Keller, 2021). Specifically, product strategy serves as the intrinsic core and value carrier of the entire marketing system, determining the fundamental market competitiveness of brands; price strategy functions as the profit and positioning fulcrum, directly regulating corporate profit margins, consumer purchasing willingness, and brand market hierarchy; place strategy undertakes the critical operational function of market penetration and terminal accessibility, ensuring efficient product circulation and scenario coverage; promotion strategy acts as the communication bridge between brands and consumers, eliminating information asymmetry and activating market vitality. As verified by extant marketing research, only when enterprises implement targeted matching, dynamic adjustment, and collaborative optimization of the four dimensions in accordance with the target market's economic development level, regional cultural traditions, resident consumption habits, and industrial competitive patterns can they construct a systematic, differentiated, and sustainable marketing competitive system (Constantinides, 2006). Such systematic marketing layout effectively helps enterprises break through homogeneous industrial competition, stabilize segmented consumer groups, and ultimately achieve continuous market expansion, sales growth, and long-term brand value appreciation in cross-border scenarios.

With the continuous upgrading of global consumer demand structures and the transformative evolution of market competition logic, contemporary marketing academia has successively proposed consumer-demand-oriented 4C Theory and relationship-governance-oriented 4R Theory, shifting the traditional research perspective from enterprise supply-side deployment to consumer demand perception

and long-term brand relationship maintenance (Lauterborn, 1990; Ettenberg, 1999). Despite the emergence of updated derivative theories, the 4Ps Marketing Mix Theory retains irreplaceable academic foundational value and practical superiority in industrial research and corporate operational practice (Gronroos, 1994). Its inherent advantages of clear dimensional division, rigorous logical hierarchy, strong practical operability, and universal industrial adaptability enable it to remain the most mainstream and authoritative basic theoretical framework for empirical research on cross-border catering operations, fast-moving consumer goods marketing, and internationalization strategies of emerging consumer brands (Nguyen et al., 2020). Particularly in the research context of overseas localized marketing for Chinese new-style tea beverage brands, the 4Ps theoretical framework can highly fit the practical operational logic of brand cross-border layout, provide standardized dimensional analysis criteria and systematic theoretical guidance for empirical research, and effectively explain the internal mechanism of localized marketing strategies affecting overseas market performance (Zhang & Li, 2023).

2.2.1 Product

Product strategy constitutes the core pillar and fundamental starting point of the entire 4Ps marketing mix system, serving as the primary value carrier for brands to deliver commodity utility, satisfy targeted consumer demands, and construct differentiated core competitive advantages (McCarthy, 1960; Kotler, 2019). All subsequent pricing formulation, channel layout, and promotional communication strategies are developed, adjusted, and optimized centering on product attribute characteristics, functional positioning, and market competitive orientation, which fully demonstrates the decisive core status of product strategy in the marketing system (Constantinides, 2006). Against the dual industry backgrounds of intensifying homogeneous competition in China's domestic new-style tea beverage market and accelerating cross-border international layout of domestic catering brands, localized product innovation and differentiated product system construction have become the primary strategic breakthrough for tea brands to break through overseas market entry barriers, adapt to regional consumption characteristics, and enhance endogenous market competitiveness (Wang et al., 2022). The connotation of modern marketing-oriented product strategy has far surpassed the traditional narrow definition of taste matching and raw material collocation, evolving into a full-cycle systematic strategic system covering product market positioning, localized taste adaptation, raw material upgrading and optimization, dietary cultural adaptation, innovative packaging design, diversified product line iteration, seasonal product updating, standardized quality control, and healthy functional attribute empowerment (Chen & Liu, 2024).

For Chinese new-style tea beverage brands deploying in the Thai market, localized product strategic optimization possesses extremely critical practical significance due to the prominent institutional and cultural heterogeneity of Sino-Thai dietary cultures, resident taste preferences, and consumer demand structures (Nguyen et al., 2020). Empirical cross-cultural consumption research indicates that Thai consumers have formed relatively fixed and unique beverage consumption

characteristics in long-term dietary practices, including a universal preference for high-sweetness taste, year-round cold drink consumption habits, high recognition of tropical fruit raw materials, and growing demand for low-fat, low-calorie healthy beverage products (Sukhu et al., 2021). Such consumption traits are substantially different from the diversified taste preferences, seasonal drinking rhythms, and health consumption concepts of Chinese consumers. Consequently, mechanical replication of domestic classic product lines and taste formulas without localized adaptation will inevitably lead to poor market fit, low consumer acceptance, and insufficient competitive advantages in overseas markets, which hinders brands' localized market penetration and long-term operational development (Zhang & Li, 2023).

Scientific and effective localized product strategy requires brands to conduct in-depth field research on local market consumption characteristics, fully integrate regional tropical resource endowments and local dietary taboos, and implement targeted product optimization and innovative iteration (Kotler & Keller, 2021). Specifically, brands need to dynamically adjust the sweetness gradient, taste richness, and ingredient proportion of traditional tea products according to local taste preferences, actively introduce high-quality tropical fruits and characteristic plant raw materials popular in the Thai market, and launch exclusive customized products that conform to local public consumption trends and aesthetic preferences (Sukhu et al., 2021). Meanwhile, brands should formulate differentiated product layout plans based on local seasonal climate changes, traditional folk festivals, and emerging healthy consumption concepts, and establish a long-term product iterative updating mechanism to sustain market freshness and consumer stickiness (Wang et al., 2022). Through systematic localized product innovation, differentiated market positioning, and standardized quality control, brands can effectively avoid low-level homogeneous competition with local Thai beverage enterprises and other incoming Chinese tea brands, form unique product competitiveness and distinctive brand labels, and lay a solid material foundation and market reputation foundation for long-term stable localized operation (Chen & Liu, 2024).

2.2.2 Price

Price strategy is recognized as the most flexible, dynamically adjustable, and market-sensitive core component within the 4Ps marketing mix system, exerting direct and decisive influences on consumer purchase intention, terminal purchase decisions, brand market positioning, product market share, and corporate comprehensive profit performance (McCarthy, 1960; Nagle & Holden, 2020). Different from the simplistic fixed pricing mode adopted in traditional business operations, modern marketing pricing strategy constitutes a multi-level, full-coverage, and dynamically adjustable strategic system, encompassing basic product benchmark pricing, multi-product-line tiered differentiated pricing, scenario-based regional dynamic pricing for diverse business districts, cyclical discount activities, holiday-themed preferential policies, long-term member point incentive mechanisms, and bundled combination pricing schemes (Kotler, 2019). As a core market regulation tool connecting corporate cost input and market benefit output, the formulation of cross-border pricing strategies is

comprehensively constrained and influenced by multiple internal operational factors and external market environmental factors, which jointly determine the rationality and market adaptability of pricing decisions (Constantinides, 2006).

Internal influencing factors primarily include corporate cross-border raw material procurement costs, international transportation and warehousing expenses, offline store rental and operational overheads, local human resource costs, and endogenous brand premium positioning strategies (Nguyen et al., 2020). External influencing factors cover macro-level local residents' per capita disposable income, regional overall consumption levels, hierarchical consumption gaps among segmented consumer groups, peer competitors' product pricing benchmarks, and the overall price acceptance threshold of the local beverage consumer market (Sukhu et al., 2021). In the cross-border localization layout of new-style tea beverage brands, scientific, reasonable, and refined pricing strategy formulation serves as the core strategic balance point between large-scale market expansion and sustainable profit operation, directly determining the brand's long-term survival and development space in overseas competitive markets (Zhang & Li, 2023).

Brands can formulate diversified hierarchical pricing models based on their own brand positioning, target consumer group attributes, and market development objectives, including mass affordable pricing for mainstream public consumer groups, high-end premium pricing for core business districts and high-consumption scenarios, and gradient tiered pricing covering low, medium, and high-end full product lines, so as to accurately match the differentiated consumption capacity and personalized demands of diverse consumer groups (Nagle & Holden, 2020). The Thai consumer market presents typical hierarchical consumption characteristics, with distinct behavioral and capability differences among student groups, urban white-collar workers, tourist groups, and high-end consumer clusters (Sukhu et al., 2021). The implementation of refined tiered pricing strategies can effectively fit the income level and consumption bearing capacity of local diversified consumer groups, realizing precise market coverage of segmented crowds.

Reasonable and precise pricing design can effectively avoid the operational predicaments caused by extreme pricing strategies: excessively high premium pricing leads to narrow consumer coverage and low market accessibility, while single low-price competitive strategies trigger brand value depreciation and profit space compression (Kotler & Keller, 2021). Through refined market pricing layout and flexible diversified preferential mechanisms, brands can effectively stimulate potential consumer purchase willingness, improve the frequency of repeat purchase behaviors, and continuously expand market share in the highly competitive Thai new-style tea beverage market (Wang et al., 2022). Furthermore, targeted optimization of differentiated pricing for scenic spot business districts and the establishment of standardized long-term member preferential systems can further enhance the refinement, systematicness, and market competitiveness of brand pricing strategies, ultimately realizing the coordinated growth of brand market influence and corporate economic benefits (Chen & Liu, 2024).

2.2.3 Place

Place strategy, professionally defined as channel strategy in modern marketing academia, functions as the core intermediate link connecting brand product supply and terminal consumer demand, undertaking the critical operational missions of efficient product circulation, standardized terminal sales realization, and high-quality consumer experience delivery (McCarthy, 1960; Stern, 2014). A sound, complete, and efficient omni-channel operational system is the fundamental operational guarantee for new-style tea beverage brands to achieve large-scale market coverage, in-depth regional market penetration, and sustainable long-term development in overseas cross-border markets (Nguyen et al., 2020). With the iterative innovation of the global digital economy and the continuous upgrading of offline retail scenario operational modes, the theoretical connotation and practical extension of modern place strategy have achieved comprehensive expansion, evolving from the traditional single offline store layout mode into a systematic omni-channel system integrating offline spatial layout, localized supply chain guarantee, and online digital distribution channels (Kotler, 2019).

The specific strategic connotation of place strategy covers multi-dimensional operational modules, including offline store site selection and spatial layout planning, hierarchical store type positioning and scale design, regional market radiation coverage layout, localized supporting supply chain system construction, standardized raw material procurement, efficient cross-regional transportation and intelligent constant-temperature storage, online instant delivery platform docking, temporary theme pop-up store operation, and full-scene omni-channel terminal system construction (Stern, 2014). In the cross-border localization operation of Chinese new-style tea beverage brands in Thailand, the rational layout of localized channels and the construction of omni-channel operational systems largely determine the brand's market penetration efficiency, terminal consumer accessibility, resource allocation efficiency, and overall market operation scale (Zhang & Li, 2023).

Different from the mature, saturated, and highly standardized domestic channel layout system in China, the Thai overseas market possesses unique urban functional zoning characteristics, crowd activity tracks, and scenario-based consumption rules, which require brands to adopt localized adaptive channel layout strategies (Sukhu et al., 2021). In terms of offline channel construction, brands need to conduct in-depth field investigation and systematic data analysis on local urban commercial layout and crowd consumption characteristics, prioritizing high-quality store resources with dense pedestrian flow, strong consumption vitality, and high market visibility, including urban core business districts, high-traffic tourist scenic spots, university agglomeration areas, and large-scale mature residential communities (Wang et al., 2022). Meanwhile, differentiated store scale design, service mode configuration, and operational standard setting should be implemented according to the attribute differences of diverse consumption scenarios to fully adapt to the daily consumption habits and scenario experience demands of local residents and foreign tourists.

In terms of supply chain channel construction, brands need to build a localized, efficient, and stable supporting supply chain system adapted to Thailand's raw material market characteristics and regional transportation conditions, so as to realize standardized procurement of tea base, fresh fruits, auxiliary raw materials, and packaging materials, as well as efficient cross-regional transportation and intelligent constant-temperature storage, ensuring long-term stability of product quality and sufficient inventory supply (Chen & Liu, 2024). In terms of online digital channels, brands need to actively connect and cooperate with local mainstream takeaway platforms and life service platforms, launch full-time online ordering and instant delivery services, effectively expand remote consumption scenarios, break the spatial constraints of offline physical store sales, and improve overall product market coverage (Nguyen et al., 2020).

In addition, the flexible launch of seasonal theme pop-up stores and festival-limited offline experience stores can effectively enrich brand marketing scenarios, activate regional market vitality, and enhance consumer immersive experience and brand interaction perception (Kotler & Keller, 2021). The integrated layout of online and offline omni-channels can significantly improve the convenience and accessibility of consumer purchases, realize full-scene coverage of different regions and diversified consumption demands, form a three-dimensional, efficient, and sustainable channel operation network, and provide solid terminal support and operational guarantee for the long-term development, scale expansion, and market status consolidation of Chinese new-style tea beverage brands in the Thai market (Stern, 2014).

2.2.4 Promotion

Promotion strategy is a core systematic marketing communication tool for cross-border brands to break through cross-cultural market barriers, reshape localized brand images, transmit product value information, and activate latent consumer market vitality (McCarthy, 1960; Gronroos, 1994). The core operational essence of this strategy lies in constructing efficient, three-dimensional, and interactive two-way communication channels between brands and target overseas consumers through diversified integrated marketing communication means, so as to eliminate market information asymmetry and cross-cultural cognitive differences, and continuously enhance brand awareness, market reputation, and consumer loyalty (Kotler, 2019). With the comprehensive popularization of digital information technology and the rapid development of global social media marketing, the connotation of modern promotion strategy has achieved comprehensive iterative upgrading, evolving from traditional single offline publicity and promotion modes into an integrated marketing communication system that organically combines online new media precision marketing and offline scenario-based interactive activities (Constantinides, 2006).

Its specific strategic coverage includes professional social media content operation, localized KOL and KOC matrix precision promotion, cross-brand co-branding and IP linkage marketing, offline interactive experience activities, traditional festival-themed marketing, community fan refined operation, and targeted precision marketing for segmented consumer groups (Nguyen et al., 2020). In the process of

overseas market entry and localized operation, Chinese new-style tea beverage brands generally face typical cross-cultural communication dilemmas and market integration difficulties, including unfamiliar local market supervision rules, insufficient early-stage local brand popularity, prominent Sino-Thai cultural cognitive differences, and low initial consumer trust (Zhang & Li, 2023). Under such cross-cultural operational constraints, localized and differentiated promotion strategies become the core strategic means for brands to quickly integrate into the local market, narrow psychological distance with local consumers, and gain public recognition and market legitimacy (Wang et al., 2022).

The Thai market features a highly developed social media ecosystem, active online public opinion atmosphere, and young consumer groups who are keen on new media information acquisition, interactive sharing, and trendy brand consumption, which provides a superior market foundation for digital localized promotion of new-style tea beverage brands (Sukhu et al., 2021). In practical promotion operations, brands need to fully adapt to local mainstream social platform ecology, youth information acquisition habits, and aesthetic cognitive characteristics, carry out localized content creation and targeted brand value publicity, and transmit brand culture connotation and product core advantages through localized expression modes that conform to local public cognition (Chen & Liu, 2024). Brands can realize precise penetration and efficient influence on young mainstream consumer groups through in-depth strategic cooperation with local well-known internet celebrities, fashion lifestyle bloggers, and vertical field KOLs with stable fan stickiness and high market credibility.

Meanwhile, offline store opening welfare activities, regular interactive experience events, and traditional festival-themed preferential marketing can effectively enhance offline consumer participation and scenario immersion experience, strengthening consumers' intuitive perception of brand characteristics and product quality (Kotler & Keller, 2021). Furthermore, cross-border co-branding and IP linkage with local well-known civilian brands and cultural IPs can rapidly expand brand market influence, break cross-cultural user cognitive barriers, and realize efficient market heating up in the early stage of brand entry (Nguyen et al., 2020). Systematic, multi-dimensional, and localized promotion strategies can effectively resolve the negative impact of cross-cultural differences and market information barriers on brand overseas operation, rapidly improve local brand visibility, market popularity, and industry influence, continuously accumulate high-quality market word-of-mouth reputation, effectively stimulate consumer trial purchase behavior and long-term repurchase willingness, and ultimately drive the sustained and stable growth of brand product sales, so as to consolidate the core competitive position of Chinese new-style tea beverage brands in the Thai consumer market (Zhang & Li, 2023).

2.3 Localized Product Strategy

Product strategy constitutes the core endogenous carrier and the primary decision-making module of the 4Ps Marketing Mix theoretical system proposed by McCarthy (1960). From the perspective of mainstream marketing management theory, the

generalized product concept covers core product value, tangible product form and extended auxiliary services, forming a three-tiered product value system that determines the fundamental competitive foundation of market entities (Kotler & Keller, 2021). Localized Product Strategy is a specialized cross-border adaptive derivative paradigm of general product strategy, formed on the basis of segmented international market differentiation theory and cross-cultural consumer behavior theory. Academically, it refers to a systematic, full-cycle strategic adjustment activity in which multinational enterprises break the standardized product replication logic of the home market, carry out multi-dimensional reconstruction and innovative iteration of the original domestic product portfolio by capturing the heterogeneous demand characteristics of target overseas markets, so as to realize the matching degree between product attribute supply and local consumer utility perception, and construct non-replicable differentiated product barriers (Constantinides, 2006).

The theoretical foundation of Localized Product Strategy derives from Borden's (1964) marketing mix concept and the international product adaptation theory proposed in the field of transnational marketing research. Early transnational operation theories were dominated by standardized global product layout, which advocated uniform product supply across all overseas markets to reduce R&D and production costs. However, subsequent cross-cultural consumption empirical studies found that cultural differences, dietary norms, climate endowments and group demand heterogeneity would significantly reduce the market acceptance of standardized products, which gave birth to the theoretical consensus of localized product adaptation (Nguyen et al., 2020). The core logical operation path of this strategy can be divided into three progressive stages: first, conduct quantitative and qualitative market segmentation research on target overseas consumer groups to identify differentiated demand characteristics; second, carry out targeted optimization and innovation on multi-dimensional product attributes including raw material collocation, taste parameters, product morphology, packaging design, nutritional attributes and seasonal product line layout; third, establish a long-term dynamic product iteration mechanism to continuously match the evolving consumption preference of local markets, so as to form exclusive product competitive advantages distinct from competitors (Zhang & Li, 2023).

The complete operational system of Localized Product Strategy contains multiple interrelated sub-modules: market demand research module, localized product R&D and test module, diversified product line hierarchical layout module, product packaging cultural adaptation module, seasonal limited product iteration module, standardized quality control module and extended supporting service matching module. From the perspective of marketing system synergy, product strategy is the logical starting point of pricing, channel and promotion decision-making; all other three dimensions of the 4Ps system need to be formulated around the positioning, attribute characteristics and target consumer groups of localized products (Constantinides, 2006). Its core strategic value lies in eliminating the market entry barriers caused by cross-cultural demand differences, reducing the market failure risk

brought by homogeneous standardized competition, improving consumer perceived value and brand stickiness, and providing stable core competitiveness for the long-term market operation of cross-border enterprises.

2.4 Differentiated Price Strategy

Price strategy is defined as the flexible profit regulation lever within the 4Ps marketing mix system, which directly acts on consumer purchase decision-making behavior, enterprise profit acquisition space and hierarchical brand market positioning (Nagle & Holden, 2020). Differentiated Price Strategy, also named segmented pricing strategy in normative pricing economics and marketing academia, is a refined dynamic pricing management paradigm based on the theory of demand price elasticity and market segmentation theory. Its standardized academic connotation is as follows: enterprises divide the overall target market into multiple independent heterogeneous consumer segments according to multi-dimensional segmentation criteria such as consumer income level, consumption scenario attribute, product demand preference and regional economic development gap, and set differentiated benchmark prices, preferential mechanisms and profit systems for each segmented market without forming internal price leakage, so as to maximize the overall revenue and market coverage of the brand (Kotler, 2019). This strategy abandons the single unified pricing mode, and realizes the precise matching between price gradient and consumer purchasing power through hierarchical price design.

The theoretical origin of Differentiated Price Strategy can be traced back to the third-degree price discrimination theory in microeconomics, which was introduced into marketing research and combined with the 4Ps marketing mix framework, forming a complete set of transnational differentiated pricing decision-making logic (Nagle & Holden, 2020). The core precondition for the effective implementation of differentiated pricing is the existence of market segmentation barriers, that is, there is no free commodity resale channel between different consumer segments, which avoids the risk of internal price conflict within the brand. The internal operation logic of the strategy follows a dual constraint mechanism of internal cost factors and external market factors: internal constraints include raw material procurement cost, cross-border logistics and warehousing cost, store operation overhead and brand premium positioning; external constraints cover macro resident per capita disposable income, market demand elasticity, competitor pricing benchmark and local consumer price acceptance threshold (Sukhu et al., 2021). By adjusting the price level of different segments, enterprises can tap the consumption potential of low-income mass groups while obtaining premium income from high-end consumer groups, realizing the balanced growth of sales volume and profit margin.

The complete Differentiated Price Strategy system consists of six core sub-modules: basic benchmark pricing module, multi-product line tiered gradient pricing module, scenario-based regional differentiated pricing module, cyclical discount and holiday preferential module, long-term member point incentive profit module and cross-product bundled combination pricing module. From the perspective of the synergy of the 4Ps system, differentiated pricing needs to match the positioning of

localized products, and provide price support for omni-channel channel layout and localized promotion activities (Constantinides, 2006). Its core strategic value is reflected in three dimensions: first, expand market coverage to cover multi-level consumer groups with different purchasing power; second, avoid vicious low-price competition with homogeneous competitors through price stratification; third, balance corporate operating profit and consumer purchase willingness, effectively stimulate repeated purchase behavior and stabilize long-term market share.

2.5 Omni-channel Place Strategy

Place strategy, uniformly defined as channel strategy in modern marketing academic norms, is the indispensable intermediate circulation link connecting brand product supply terminals and consumer demand terminals in the 4Ps theoretical system, undertaking the dual core functions of commodity physical circulation and consumer experience delivery (Stern, 2014). Omni-channel Place Strategy is an integrated channel layout paradigm derived from the digital economy transformation of traditional single offline channel theory. Its standardized academic definition refers to a unified, interconnected and resource-sharing full-scene channel operation system built by enterprises by integrating offline physical entity channels and online digital virtual channels, breaking the temporal and spatial isolation between offline stores and online ordering terminals, and realizing seamless switching of all consumer scenarios under unified brand service standards (Nguyen et al., 2020). Different from single-channel and multi-channel theories, the core feature of omni-channel lies in data interconnection, resource sharing and consistent service experience among all channel terminals.

The theoretical evolution of omni-channel channel strategy has gone through three stages: traditional single offline store channel theory, multi-channel separation theory and integrated omni-channel synergy theory. Early channel research represented by Stern (2014) only focused on the site selection, supply chain and distribution of offline physical stores; with the popularization of digital e-commerce, multi-channel theory emerged, but online and offline channels operated independently with separated operation systems and inconsistent service standards, resulting in resource waste and consumer experience fragmentation. Against this background, omni-channel theory was proposed, which takes consumer full-scene consumption demand as the core perspective, and takes the interconnection of all channel terminals as the core operation logic (Wang et al., 2022). The core operation path of Omni-channel Place Strategy is as follows: first, build a stable localized supply chain system as the basic guarantee for all channel commodity supply; second, carry out hierarchical layout of offline physical stores covering multiple consumption scenarios; third, connect local digital service platforms to build online ordering and instant delivery channels; fourth, realize unified data management, inventory sharing and standardized service output among all channels to eliminate channel segmentation barriers.

The complete Omni-channel Place Strategy system includes five core interrelated sub-modules: localized supply chain supporting module, offline store hierarchical site

selection and layout module, temporary pop-up store scene operation module, online digital platform docking module and cross-channel data sharing and inventory coordination module. From the perspective of 4Ps system synergy, omni-channel layout provides terminal circulation carrier for localized product sales, and bears the scene carrier function of differentiated pricing and localized promotion implementation (Kotler & Keller, 2021). Its multi-dimensional strategic value includes: first, greatly improving the accessibility of products for consumers, breaking the spatial restriction of single offline store consumption; second, realizing full regional market coverage through the synergy of online and offline channels, expanding brand market radiation scope; third, enriching consumer immersive consumption scenarios through pop-up stores and multi-type physical stores, enhancing brand interactive perception; fourth, reducing the operational risk of single channel dependence through diversified channel portfolio, and building a stable long-term sales network for cross-border enterprises.

2.6 Localized Promotion Strategy

Promotion strategy, officially named integrated marketing communication strategy in modern marketing academia, is the core information transmission medium and two-way interactive communication bridge between brands and target consumers in the 4Ps marketing mix framework (Gronroos, 1994). Localized Promotion Strategy is a cross-cultural adaptive derivative of general integrated marketing communication theory. Its normative academic connotation is defined as follows: on the basis of analyzing the cultural context, mainstream media ecosystem, group information acquisition habits and public aesthetic preference of target overseas markets, enterprises carry out comprehensive localization transformation of the whole communication system including communication content, promotion carrier, marketing activity form and cooperative IP resources, so as to eliminate cross-cultural cognitive barriers and market information asymmetry, and realize efficient two-way value communication between brands and local consumer groups (Chen & Liu, 2024). Distinguished from standardized global unified promotion, its core characteristic is to take local cultural characteristics as the core adaptation standard of all communication behaviors.

The theoretical foundation of Localized Promotion Strategy originates from cross-cultural communication theory and integrated marketing communication theory. Lauterborn (1990) put forward the 4C theory, which shifted the marketing research perspective from enterprise supply side to consumer demand side, and emphasized that all brand communication activities need to adapt to consumer cognitive characteristics, laying the theoretical foundation for localized communication strategy. Gronroos (1994) further supplemented the relationship marketing logic, pointing out that promotion is not only one-way information output by enterprises, but also a process of building long-term trust relationships with consumers through interactive communication. The core operation logic of Localized Promotion Strategy presents a closed-loop transmission path: first, conduct cross-cultural market research to identify local media preference, cultural taboos and consumer information receiving habits;

second, create localized communication content that conforms to local public cognition and aesthetic standards, and select matching local promotion carriers including social media, offline activities and opinion leader cooperation; third, carry out real-time feedback collection of consumer communication perception, dynamically adjust promotion content and activity forms, and continuously optimize the efficiency of brand information transmission (Nguyen et al., 2020).

The complete Localized Promotion Strategy operational system contains multiple interrelated sub-modules: local social media localized content operation module, vertical field KOL/KOC matrix precision cooperation module, cross-brand localized IP co-branding linkage module, offline scenario interactive experience activity module, traditional local festival themed marketing module and segmented consumer community refined operation module. From the perspective of the overall synergy of the 4Ps marketing mix system, localized promotion undertakes the function of disseminating the value information of localized products, differentiated pricing and omni-channel layout to consumers, and is the core driving force to activate market vitality and expand brand popularity (Constantinides, 2006). Its core strategic value is reflected in three levels: first, resolve cross-cultural communication barriers, quickly improve brand visibility and market legitimacy in overseas target markets; second, realize precise information penetration to segmented consumer groups through localized communication carriers, stimulate consumer trial purchase and repeated purchase willingness; third, accumulate long-term brand word-of-mouth and consumer loyalty through interactive localized marketing activities, consolidate the brand's sustainable market competitive position in complex cross-border competitive environments.

2.7 Conceptual Framework

As shown in Figure 1-1, this conceptual framework took Thailand's local market as the research context and systematically analyzed how the four dimensions of the 4Ps Marketing Mix exert impacts on Cha Baidao's market strategy in the Thai market. Based on the internal logical relationship between each marketing element and the brand's local market performance, this study puts forward four research hypotheses (H1, H2, H3, H4).

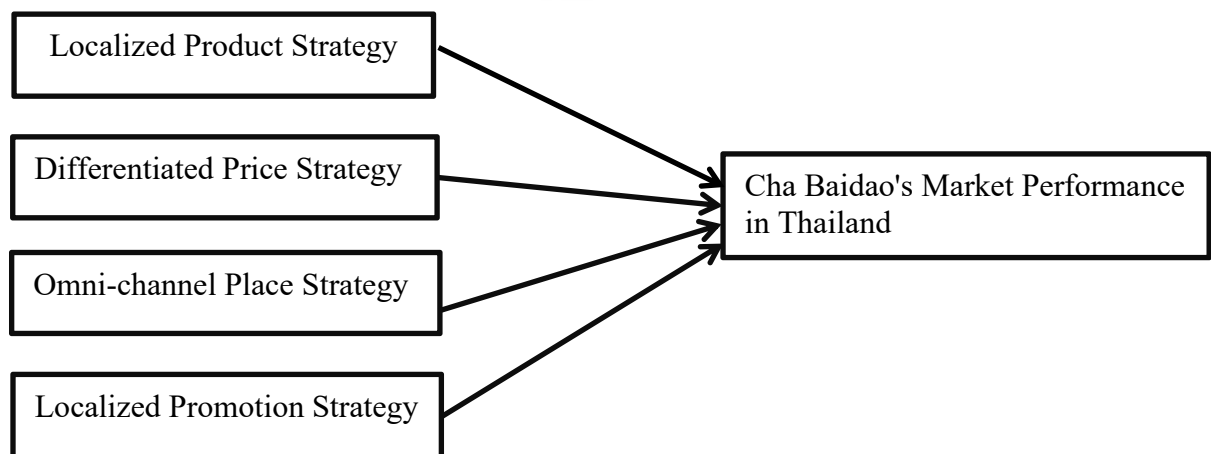


Figure 2.1 Conceptual Framework

Chapter 3 Research Methodology

3.1 Research Design

This study adopted a quantitative research method, taking a structured questionnaire as the core research tool to collect data from Thai consumers and explore the impacts of the four dimensions of the 4Ps Marketing Mix on Cha Baidao's market strategy in the Thai market. Questionnaires were distributed via stratified random sampling to ensure the samples could represent Thai tea beverage consumers.

3.2 Population and Sample

The target population of this study consisted of consumers who had purchased or known about ChaBaidao products in Thailand. Geographically, they were distributed across major consumption-active areas in Thailand. The research targeted consumers within the research period for this paper. There was no exact fixed total population figure, as the total number of ChaBaidao-related consumers in Thailand is dynamic, covering local Thai residents as well as foreign residents in Thailand who have exposure to ChaBaidao beverage stores.

The sample size was determined based on practical research feasibility and the requirement for valid questionnaire feedback. This study collected 238 valid questionnaires as the final sample. The number is obtained by distributing online questionnaires targeting Thai consumers, then screening out invalid responses including incomplete filling, repeated answers and illogical replies. After elimination of unqualified responses, 238 usable samples are retained for subsequent data analysis.

3.2.1 Data Collection

Questionnaires were distributed via social media platforms widely used by Thai participants. Respondents were consumers who were accessible and willing to complete the survey. The sample was selected using a convenience non-probability sampling technique. This approach enabled efficient feedback collection from Thai consumers with prior awareness or consumption experience of Cha Baidao, so that the local marketing performance could be analysed under the 4Ps theoretical framework.

3.3 Hypothesis

H1: Cha Baidao's localized product strategy has a significant positive impact on its market performance in the Thai market.

H2: Cha Baidao's differentiated pricing strategy has a significant positive impact on its market performance in the Thai market.

H3: Cha Baidao's localized promotion activities have a significant positive impact on its market performance in the Thai market.

H4: Cha Baidao's omni-channel layout has a significant positive impact on its market performance in the Thai market.

3.4 Research Instrument

This study employed a self-designed online questionnaire as the primary research instrument for primary data collection, to investigate ChaBaidao's marketing strategies in Thailand based on the 4Ps marketing theory (Product, Price, Place, Promotion).

3.4.1 Variables and Dependent Variable

1. All variables are operationalised into observable and measurable items derived from McCarthy's 4Ps marketing mix theory:

(1). Product (Independent variable)

product taste diversity, product quality, packaging design, product localisation adaptation, product range.

(2). Price (Independent variable)

price level, price competitiveness compared with local beverage brands, price-value perception, promotional pricing.

(3). Place (Independent variable)

store location convenience, offline store coverage, online ordering accessibility, delivery service experience.

(4). Promotion (Independent variable)

social-media advertising effectiveness, influencer marketing, sales promotion activities, brand public awareness.

2. Dependent Variable: Market Performance

Market performance was measured through consumer-level indicators including consumer satisfaction and purchase intention towards Cha Baidao in the Thai market.

3.4.2 Structure of the instrument

The questionnaire is divided into four sections:

Section 1: Screening questions

Filter respondents: only participants who know or have consumed ChaBaidao in Thailand can continue the survey; participants without relevant experience will be excluded.

Section 2: Demographic information

This section collected respondents' background data including gender, age and region. Single-answer multiple-choice questions were used.

Section 3: 4Ps marketing mix measurement items

Statements corresponding to Product, Price, Place and Promotion for respondents to rate their agreement. This is the core part of the questionnaire.

Section 4: Consumer outcome perception

Items measuring consumer satisfaction and purchase intention towards ChaBaidao in Thailand.

3.4.3 Measurement Scale

A 5-point Likert rating scale is adopted for all attitude-related statements:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

Demographic and screening questions use single-choice checklist format. No correct-answer scoring is applied because this is attitude-based research rather than knowledge testing. Higher total scores represent more positive respondent perceptions of corresponding marketing dimensions.

3.4.4 Measurement Items

Table 3.1 Questionnaire Design

Dimension	Sample Measurement Item
Product	1. ChaBaidao provides rich and suitable drink flavours for Thai consumers.2. ChaBaidao's drink quality meets my expectation.3. ChaBaidao's packaging fits local Thai consumption habits.
Price	1. ChaBaidao's price is acceptable for Thai consumers.2. ChaBaidao has competitive prices versus other local milk- tea brands.3. I think ChaBaidao offers good value for money.
Place	1. It is convenient for me to find physical ChaBaidao stores.2. ChaBaidao supports easy online ordering and delivery services.3. ChaBaidao store locations are well- distributed in Thailand.
Promotion	1. I often see ChaBaidao's advertisements on Thai social media.2. Influencer and KOL promotion makes me want to buy ChaBaidao.3. ChaBaidao's sales promotions attract me to purchase.

Note: All questionnaire items are translated into Thai for local respondents to avoid language bias.

3.5 Reliability and Validity Analysis of the Scale

Reliability and validity testing is an essential procedure to verify the scientific nature of the questionnaire instrument. This study adopted Cronbach's Alpha to test the internal consistency reliability and the KMO test to examine the construct validity of the scale.

The value of Cronbach's Alpha coefficient ranges from 0 to 1. The widely accepted academic standard holds that an Alpha value above 0.7 indicates acceptable reliability, while an Alpha value exceeding 0.8 represents excellent internal consistency of the scale.

Table 3.2 Reliability Analysis Results

Construct	Number of measurement items	Cronbach's alpha
Localized Product Strategy	5	0.876
Differentiated Price Strategy	5	0.859
Localized Promotion Strategy	5	0.864
Multi-channel Place Strategy	5	0.848
Cha Baidao's Market Performance in Thailand	5	0.881

As shown in Table 3.2, the Cronbach's Alpha values of all five latent variables are higher than 0.8, which demonstrates excellent internal consistency of each dimension and strong logical correlation among measurement items under the same variable, indicating that the reliability of the questionnaire meets the standard.

The KMO test was used to determine the suitability of sample data for factor analysis. The closer the value is to 1, the more sufficient the sample data; if the value is lower than 0.5, effective factor analysis cannot be performed on the samples.

Table 3.3 Validity Analysis Results

Construct	KMO value
Localized Product Strategy	0.827
Differentiated Price Strategy	0.811
Localized Promotion Strategy	0.819
Multi-channel Place Strategy	0.805
Cha Baidao's Market Performance in Thailand	0.834

The KMO value of each dimension exceeds 0.8, which means the sample size is sufficient and the data structure is complete, proving that the questionnaire has sound construct validity. Combined results of the two tests jointly verify that the questionnaire designed in this study is stable and valid, laying a reliable data foundation for subsequent regression analysis.

3.6 Data Collection

The data-collection phase for this study followed a clear timeline, using self-designed online questionnaires as the primary data-collection material to gather primary data from Thai consumers regarding ChaBaidao's marketing strategies. Secondary data were obtained from brand official releases, beverage-industry reports and e-commerce platform information to support result interpretation.

The questionnaire link was disseminated through popular Thai online social platforms, including Facebook, Instagram and local beverage-interest groups. Instead of sending individual emails to selected participants, the web-based questionnaire link was shared in public groups and community feeds to reach target respondents. Potential participants were provided with a brief introduction explaining the research purpose, the approximate completion time, anonymity of responses and voluntary participation before they accessed the questionnaire.

Once respondents finished filling in, their answers were automatically submitted and stored in the online questionnaire system. No paper copies were used in this research. A screening question at the start filtered out participants who had neither heard of nor consumed ChaBaidao in Thailand; these incomplete-eligibility submissions were directly excluded from further consideration.

To obtain statistically valid research results, this study set a minimum valid sample size of 200 questionnaires. Taking into account incomplete responses, invalid answers and unrecovered questionnaires, a total of 300 questionnaires were distributed via online Thai survey platforms and random offline store visits.

The data collection period lasted three months, yielding 264 returned questionnaires in total. After manual screening, 26 invalid questionnaires with incomplete filling, contradictory answers and repeated responses were eliminated, leaving 238 valid samples with an effective questionnaire recovery rate of approximately 79.3%.

3.7 Data Analysis

Collected questionnaire data were analyzed by means of descriptive statistics and inferential statistics to test the research hypotheses and achieve the research objectives. Descriptive statistics covered mean values, standard deviations, frequencies and percentages, which were used to organize the demographic characteristics of samples and summarize Thai consumers' evaluations of Cha Baidao's four strategies of Product, Price, Place and Promotion, so as to make sample information more intuitive. Inferential statistics were adopted for hypothesis testing, with multiple linear regression analysis as the core method to examine the influential relationship between the four independent variables (product strategy, price strategy, promotion strategy, place strategy) and the dependent variable (Cha Baidao's market performance in Thailand). This analytical method fit the research topic of this study and could comprehensively identify the key factors affecting Cha Baidao's operation in Thailand's milk tea market.

The multiple regression model constructed in this study is shown as follows:

Cha Baidao's Market Performance in Thailand = $\beta_0 + \beta_1 \text{Product Strategy} + \beta_2 \text{Price Strategy} + \beta_3 \text{Promotion Strategy} + \beta_4 \text{Place Strategy} + \varepsilon$
 β_0 refers to the intercept; β_1 , β_2 , β_3 and β_4 represent the regression coefficients of each independent variable; ε stands for the residual term.

This model can quantify the influence degree of each 4Ps element on Cha Baidao's local market performance. T-tests on regression coefficients were carried out

to determine whether the correlation between independent variables and the dependent variable was statistically significant.



Chapter 4 Findings and Discussion

4.1 Findings

4.1.1 Demographic Characteristics of Respondents

As shown in Table 4.1, the sample for this survey is diverse, encompassing various consumer segments across Thailand; detailed demographic characteristics are listed in Table 4.1.

Table 4.1 Descriptive Statistics of Respondents

Questionnaire	Content	number of people	proportions
Gender	Male	114	48%
	Female	124	52%
Age	18-25 years old	107	45%
	26-35 years old	95	40%
	36-45 years old	26	11%
	Over 45 years old	10	4%
Education	High school and below	21	9%
	College diploma	38	16%
	Bachelor's degree	147	62%
	Postgraduate and above	32	13%
Region	Bangkok	133	56%
	Tourist cities	71	30%
	Second-tier provinces	34	14%

The respondents are mainly Thai young people aged 18–35, the core consumer group of local new tea beverage products, with a balanced gender ratio. Most respondents hold a bachelor's degree. Geographically, samples are concentrated in Bangkok, followed by tourist cities and second-tier provinces with dense young populations, matching the profile of target consumers of local new tea beverages.

4.1.2 Descriptive Statistical Analysis of Variables

A descriptive statistical analysis was conducted on the four local marketing dimensions of Chabaido's Thai market using the survey sample; the results are presented in Table 4.2.

Table 4.2 Descriptive Statistics of Variables

Construct	N	Mean	Std. Deviation	Evaluation Level	Key Interpretation
Localized Product Strategy	238	4.21	0.62	High	Highest score with low dispersion. Thai consumers highly recognise tropical- flavoured limited- edition drinks, adjusted

Construct	N	Mean	Std. Deviation	Evaluation Level	Key Interpretation
					sweetness and local- adapted packaging. It represents the brand's core competitive strength.
Localized Promotion Strategy	238	4.05	0.68	Favorable	Second- highest score. Local social- media operations, KOL collaborations and festival- themed marketing are well- accepted among young Thai consumers.
Multi- channel Place Strategy	238	3.92	0.71	Positive	Multi- scenario physical outlets plus third- party delivery platforms reduce purchase barriers and deliver convenient consumption experiences.
Differentiated Price Strategy	238	3.58	0.79	Moderate	Lowest mean and largest standard deviation. Tiered pricing matches local purchasing power; however, scenic- spot price surcharges and insufficient long- term preferential mechanisms result in neutral consumer attitudes, leaving considerable room for improvement.

The mean and standard deviation of latent variables reflect Thai consumers' overall evaluation of Cha Baidao's marketing layout:

Product strategy scores highest, as Thai customers recognize its localized tweaks such as tropical limited drinks, sweetened flavors and local packaging, with high praise for taste stability and localized innovation.

Price strategy earns medium scores. Respondents accept its tiered pricing matching local purchasing power yet hold neutral views on scenic spot surcharges and regular discounts, leaving room for price optimization.

Promotion strategy receives favorable feedback. Local social media operations, influencer collaborations and festival marketing fit Thai culture well and drive consumer attention and purchases.

Place strategy gains positive recognition. Multi-scenario outlets (downtown, malls, scenic pop-ups) and delivery platforms lower purchase barriers and deliver convenient consumption experiences.

4.1.3 Multiple Linear Regression Analysis Results

Multiple linear regression analysis was adopted to test the four research hypotheses proposed in this study, and the regression outputs are presented in Table 4.3. All four independent variables passed the significance test at the level of $p < 0.001$. In other words, localized product strategy, differentiated price strategy, localized promotion strategy and omni-channel place strategy all exerted a significant positive predictive effect on Cha Baidao's market performance in Thailand. The four dimensions of the 4Ps Marketing Mix can effectively explain the fluctuations and changes in the brand's local market strategy.

Table 4.3 Output Results of Multiple Regression Analysis (n=238)

Construct	R ²	Standard Error	t-Value	p-Value
Localized Product Strategy	0.527	0.042	13.917	<0.001
Differentiated Price Strategy	0.376	0.053	9.281	<0.001
Localized Promotion Strategy	0.461	0.049	11.543	<0.001
Omni-channel Place Strategy	0.408	0.050	10.672	<0.001

4.2 Discussion

This section elaborates on the empirical findings derived from 238 valid consumer questionnaires targeting Cha Baidao's market performance within the Thai market. Drawing upon descriptive statistical outputs, reliability-validity diagnostic results and multiple linear regression estimations, this discussion interprets the substantive practical implications of quantitative outcomes, situates the present study's discoveries within existing scholarly literature on cross-border catering localisation, and explores plausible rationales for noteworthy empirical observations that deviate from preliminary intuitive expectations. All analytical interpretations are anchored in the study's conceptual framework built upon the 4Ps Marketing-Mix Theory.

4.2.1 Interpretation of the Findings

Quantitative hypothesis testing demonstrates that all four postulated hypotheses (H1-H4) obtain statistical support. Each independent variable, namely localized product strategy, differentiated price strategy, localized promotion strategy and omni-channel place strategy, generates a statistically significant positive predictive effect on Cha Baidao's operational market performance in Thailand at the stringent significance threshold of $p < 0.001$. Preliminary scale diagnostics establish robust psychometric properties for the measurement instrument: every latent construct yields Cronbach's Alpha coefficients exceeding 0.8, which confirms satisfactory internal

consistency across questionnaire items. Meanwhile, KMO values above 0.8 for all measured constructs verify adequate sampling adequacy and favourable construct validity, thereby substantiating the credibility and replicability of subsequent regression-based inferences. Despite uniformly significant positive associations, the magnitude of regression coefficients manifests evident heterogeneity, indicating divergent degrees of marginal contribution among the four marketing dimensions towards local business performance.

Among the four 4P components, localized product strategy registers the largest standardised regression coefficient ($\beta = 0.527$, $t = 13.917$), identifying product-driven local adaptation as the primary source of competitive advantage for Cha Baidao within Thailand's saturated new-style tea beverage industry. Descriptive statistical summaries further corroborate this quantitative result, whereby respondents assign the highest evaluative scores to product-related survey items. This empirical pattern lends evidence to the proposition that cross-border beverage enterprises derive core market leverage from context-specific product modification. In the Thai institutional and cultural setting, such adaptation materialises through multiple tangible operational measures: the formulation of tropical-flavour limited-edition product lines, systematic recalibration of sweetness profiles congruent with indigenous Thai gustatory preferences, and culturally resonating localised packaging aesthetics. Benefiting from the mature R&D infrastructure and integrated supply-chain system transplanted from its domestic Chinese market, Cha Baidao sustains consistent sensory quality across store networks. Collectively, these product-oriented adaptations elevate consumer satisfaction, foster affective brand loyalty, and construct meaningful perceptual differentiation relative to two competing cohorts: indigenous Thai milk-tea operators and rival Chinese new-tea multinationals active within the Southeast Asian marketplace. Without such deliberate product localisation, the brand would face intensified homogenised competition and diminished capacity to capture young-demographic market share.

Localized promotion strategy constitutes the second-most influential predictor of market performance ($\beta = 0.461$, $t = 11.543$). Surveyed participants generally exhibit favourable evaluative tendencies regarding Cha Baidao's promotional initiatives. The brand executes multi-layered communicative interventions, encompassing targeted content dissemination on mainstream domestic social-media ecosystems, collaborative marketing engagements with locally influential key opinion leaders (KOLs), and event-based campaigns synchronised with traditional Thai cultural and festive calendars. These culturally embedded promotional workflows mitigate salient cross-cultural communication frictions that frequently impede the market entry of foreign catering ventures. Rather than mechanically replicating promotional scripts proven effective within the Chinese home market, the brand modifies messaging frameworks, visual semiotics and activity mechanisms to align with local socio-cultural norms. Such culturally attuned marketing outputs enhance brand salience and cognitive awareness among Thai youth populations, facilitate bidirectional online-offline consumer-brand interactions, stimulate repeat purchase

behavioural intentions, and ultimately translate communicative effectiveness into observable sales volume expansion and incremental market share accumulation.

The omni-channel place strategy ranks third in explanatory power ($\beta = 0.408$). Cha Baidao implements multi-scenario offline site-selection protocols, establishing permanent retail outlets within central business precincts and large-scale commercial shopping complexes, alongside ephemeral pop-up retail points deployed within high-foot-fall tourist scenic zones. Complementing offline physical touchpoints, the brand forges cooperative partnerships with dominant local third-party delivery platforms to complete its online distribution architecture. This integrated omni-channel ecosystem materially reduces spatial and temporal access barriers for target consumers, augments overall consumption convenience for the primary youth demographic, and extends geographic market coverage across diverse provincial regions of Thailand. Comprehensive channel deployment stabilises aggregate customer inflow originating from both in-store walk-in patronage and remote e-delivery orders, which underpins continuous revenue generation and furnishes foundational operational conditions for the brand's long-term market consolidation.

Differentiated price strategy yields the lowest regression coefficient ($\beta = 0.376$) and elicits merely moderate aggregate consumer evaluations. Although the brand's tiered price architecture is broadly compatible with the aggregate purchasing power of mainstream Thai consumer groups, questionnaire respondents express neutral sentiment regarding two prominent structural deficiencies within the existing pricing regime: excessive price mark-ups applied at scenic-spot outlets, and the absence of systematic long-term discount frameworks and formalised membership incentive mechanisms. This empirical observation implies that macro-level price alignment with national average income alone cannot unlock the full potential of price-oriented marketing leverage. Heterogeneous consumption scenarios characterised by divergent consumer compositions, spending predispositions and situational demands necessitate granular, scenario-sensitive price adjustment. Inflexible uniform pricing across disparate retail contexts engenders ambivalent user perceptions among both resident consumers and inbound tourists, partially offsetting the positive performance contributions derived from reasonably calibrated base-level pricing. Consequently, price-strategy effectiveness remains constrained, which explains its comparatively modest regression weight among the four 4P dimensions.

4.2.2 Relationship of the Findings and Previous Research

The empirical outputs documented within the present investigation largely corroborate core theoretical assertions advanced within extant academic literature concerning cross-border localisation of Chinese new-style tea-beverage enterprises, while simultaneously furnishing supplementary quantitative evidence and refining nuanced understandings underexplored in prior predominantly qualitative studies.

Consistent with the scholarly viewpoint articulated by Chen (2024), this research reaffirms the robust explanatory capacity of the classic 4Ps Marketing-Mix Theory when applied to analyse cross-border localised operations within the catering sector.

The four controllable marketing parameters do not function as isolated instruments; instead, they interact synergistically to jointly determine overseas commercial outcomes. Whereas prior literature largely relied on descriptive case narration, this study furnishes measurable regression-derived evidence demonstrating that the product dimension delivers the strongest marginal performance contribution within Southeast Asian emerging markets, an insight insufficiently quantified in preceding research outputs.

With respect to product-localisation dynamics, the study's outcomes validate conclusions presented by Zhang (2023), who emphasised that flavour modification and customised product development constitute indispensable prerequisites for foreign milk-tea brands seeking market penetration within Thailand, shaped by distinctive indigenous tea-consumption customs and ingrained taste inclinations. Earlier scholarly work predominantly adopted qualitative analytical approaches; by contrast, this paper introduces quantifiable empirical proof verifying that product localisation exerts tangible positive influences on objective market performance indicators, rather than merely constituting a conceptual best practice.

In the pricing domain, empirical results support Lin's (2024) fundamental argument that overseas new-tea-beverage pricing architectures ought to maintain congruence with host-market purchasing-power realities. Nevertheless, the current research extends this existing theoretical perspective: mere adaptation to national-level average income proves inadequate for optimal price-strategy performance. Scenario-differentiated dynamic pricing protocols and sustained member-oriented benefit systems represent vital yet comparatively under-theorised components of price localisation within existing academic discourse.

Findings relating to place and promotion dimensions align coherently with arguments set forth by Zhou (2023) and Liu (2024). Zhou (2023) underscored the strategic value of diversified channel configuration for Chinese tea-beverage brands pursuing international expansion across Southeast Asian geographies. Liu (2024) highlighted that culturally contextualised promotional design enables catering multinationals to mitigate cross-cultural communicative obstacles. Building upon these qualitative conceptual discussions, this research quantifies the respective effect magnitudes of omni-channel layout and culturally adapted promotion specifically for Cha Baidao's Thai-market context.

Furthermore, a substantial proportion of existing studies on Chinese new-tea-beverage internationalisation select Mixue and Bawang Tea Ji as primary analytical cases (Li, 2023), while systematic empirical research centring upon Cha Baidao's Thai-market localisation remains comparatively scarce. Accordingly, this inquiry partially addresses this identified research gap, supplying novel case-based quantitative evidence and actionable analytical perspectives for the broader scholarly domain examining the globalisation trajectories of Chinese new-tea beverage enterprises.

4.2.3 Explanation of Unexpected Results

No formulated research hypotheses are rejected through statistical testing, and the overall directional relationships between variables conform to the pre-established conceptual framework. Even so, one notable empirical observation merits in-depth scholarly discussion: differentiated price strategy generates the smallest regression coefficient among all four 4P latent constructs. Considering the intensely price-competitive nature of Thailand's milk-tea market environment, conventional deductive reasoning might anticipate that pricing would exercise comparatively powerful explanatory leverage over market performance variations. Two interrelated contextual rationales jointly account for this somewhat counter-intuitive statistical outcome.

First, Cha Baidao's strategic market positioning diverges from low-cost mass-market competitors operating within Thailand. Unlike budget-oriented beverage chains that deploy price advantage as their principal competitive weapon, Cha Baidao's value proposition pivots predominantly upon differentiated, culturally localised product offerings. Survey participants within this sample, consisting primarily of young Thai consumers, prioritise product novelty, taste experience and product-level innovation when forming purchasing decisions. Price considerations consequently assume secondary rather than determinant status within consumer decision-making hierarchies, inherently constraining the maximum observable marginal impact exerted by price-related marketing inputs.

Second, structural imperfections embedded within the brand's prevailing pricing system dilute its aggregate positive performance contribution. Though baseline tiered price points are appropriately calibrated for mainstream resident consumers, suboptimal scenic-spot price surcharges and the absence of institutionalised long-term customer-retention mechanisms produce ambivalent consumer attitudes. These identified drawbacks partially counteract the performance benefits originating from reasonable base pricing levels, thereby suppressing the overall regression coefficient associated with the price-strategy variable.

It should be emphasised that this observation does not negate the statistical significance of pricing as a marketing lever. Instead, it delivers a critical practical inference for cross-border catering operators: reasonable baseline price alignment with host-market purchasing power constitutes a necessary yet insufficient condition for competitive success. To realise the full marketing potential of price-mix instruments, enterprises must implement scenario-sensitive fine-tuning alongside comprehensive customer-retention incentive architectures. No statistically contradictory or entirely anomalous outputs emerge from the analytical workflow; all independent variables manifest anticipated positive associations with the dependent market-performance construct, consistent with the theoretically derived research conceptualisation.

4.2.4 Research Limitations

While the present study delivers meaningful empirical insights regarding Cha Baidao's localized marketing strategies in Thailand grounded in the 4Ps

Marketing-Mix Theory, several methodological, sample-related and contextual limitations should be acknowledged. These constraints create boundaries for generalisability of the research findings and provide directional guidance for subsequent scholarly investigations.

First, limitations associated with sample representativeness and sampling scope. The total valid sample size for this quantitative research stands at 238, collected from four major Thai geographical regions: Bangkok, Chiang Mai, Phuket and Khon Kaen via stratified random sampling. Even though respondents cover core consumption areas of new-style tea beverages, the sample still exhibits demographic skewness. Survey participants are predominantly young consumers aged between 18 and 35 years old, who represent Cha Baidao's primary target market. Older consumer cohorts, rural residents and low-income groups are under-represented within the dataset. Consequently, the empirical conclusions primarily reflect the perceptions and consumption feedback of young urban Thai customers and cannot be fully extrapolated to the entire national consumer population of Thailand. In addition, online questionnaire distribution and offline store-intercept sampling may introduce self-selection bias: participants who voluntarily complete questionnaires tend to possess prior consumption experience or relatively high brand awareness of Cha Baidao, which might cause slight upward bias in consumer evaluation scores. Future research could adopt multi-stage random sampling covering rural provinces and older age brackets to improve population representativeness.

Second, limitations stemming from variable measurement and research design. This study adopted cross-sectional questionnaire data, capturing consumer attitudes and market performance only at a single time point during Cha Baidao's stable operational phase in Thailand. Cross-sectional design cannot track dynamic shifts in marketing-strategy effectiveness across long-term time horizons. It fails to observe how adjustments in product portfolios, price revisions, promotional campaigns or channel expansion reshape market performance over successive years. Moreover, all latent variables including market performance are measured through consumers' subjective perceptual evaluation via 5-point Likert scales, rather than objective archival business indicators such as store revenue, profit margin or real-world sales volume. Subjective perception may diverge from factual corporate operational outcomes due to individual cognitive bias. Further studies may combine primary survey data with secondary objective operational data obtained from brand authorities to achieve triangulation and enhance measurement robustness. Additionally, this research exclusively examines four core dimensions derived from the 4Ps theoretical framework. Other influential exogenous factors, such as supply-chain stability, cross-border human resource management, competitive pressure from rival milk-tea brands and macro-economic fluctuations, are not incorporated into the regression model. These omitted variables may exert potential confounding effects on brand market performance.

Third, case-specific boundary for result generalisability. This empirical analysis is tightly contextualised to Cha Baidao's business practices within the Thai market.

The verified causal relationships among 4Ps marketing dimensions and market performance cannot be directly generalised to other Southeast-Asian national markets such as Indonesia, Malaysia or Vietnam. Each Southeast-Asian jurisdiction features divergent tea-drinking culture, income distribution, competitive landscape and regulatory institutions. Similarly, the conclusions may not be mechanically transferred to other Chinese new-tea beverage brands with distinct market positioning, investment scales and overseas development philosophies. For instance, fast-expanding mass-market brands may exhibit different coefficient magnitudes across 4P dimensions compared with Cha Baidao's prudent refined-operation mode. Hence, readers should exercise caution when extrapolating findings to alternative brand cases or geographic markets.

Fourth, qualitative evidence depth constraints. Centred on a quantitative paradigm, this study prioritises hypothesis verification through statistical inference. Although consumer questionnaires collect perceptual feedback, in-depth semi-structured interviews with firm managers, store operators or industry insiders are not implemented. Qualitative interview materials could reveal internal decision-making logic behind Cha Baidao's marketing adjustments, practical operational obstacles encountered in localisation and implicit trade-offs among product, price, place and promotion strategies, which questionnaire-based quantitative methods are incapable of fully capturing. Subsequent mixed-methods research may integrate qualitative interview evidence with quantitative data to unpack the underlying mechanisms behind statistical relationships more comprehensively.

In summary, the above-mentioned limitations do not invalidate the core findings of this paper. Rather, they mark realistic constraints of this research project. Future scholars may mitigate these weaknesses by enlarging sample coverage, adopting longitudinal research designs, introducing multi-source objective data and deploying mixed-method research approaches, so as to deepen understandings of Chinese new-tea brands' cross-border localised marketing in emerging Asian markets.

Chapter 5 Conclusion and Recommendation

5.1 Conclusion

Against the backdrop of market saturation and homogeneous competition within China's domestic new-style tea beverage sector, Chinese tea brands have turned to overseas markets to unlock new growth momentum. Thailand represents a high-potential Southeast Asian destination characterised by a large youth demographic, well-established milk-tea consumption culture and relatively limited competition from local modern-chain tea operators. This study centred on Cha Baidao, which pursued steady, refined overseas development in Thailand, with two core investigative aims. Firstly, it intended to unpack the actual conditions of the brand's 4Ps-driven localised marketing practices within the Thai market and pinpoint inherent strengths and operational bottlenecks. Secondly, it aimed to derive actionable optimisation proposals grounded in empirical evidence, so as to improve Cha Baidao's long-term local market adaptability. Rather than offering general descriptive accounts of cross-border brand expansion, this research sought empirical evidence to interpret how each marketing element functioned in a non-domestic cultural and commercial setting. The core research problems were re-framed as follows: what features characterised Cha Baidao's existing product, price, place and promotion strategies in Thailand; and what targeted adjustments could be implemented under the 4Ps theoretical lens to remedy identified deficiencies and strengthen its market position.

To fulfil these research objectives, this investigation adopted a quantitative research approach anchored in consumer-sourced primary data. Structured questionnaires were administered via online survey platforms and offline in-store intercept sampling across representative Thai cities, covering Bangkok, Chiang Mai, Phuket and Khon Kaen. A total of 300 questionnaires were initially distributed. After eliminating incomplete, contradictory and duplicated responses through manual data screening, 238 valid questionnaires were retained for subsequent statistical analysis, yielding an effective response rate of approximately 79.3%. The research team conducted reliability and validity tests to validate the psychometric quality of the measurement scale, utilising Cronbach's Alpha to examine internal consistency and the KMO test to assess sampling adequacy for factor analysis. Descriptive statistical procedures were deployed to synthesise demographic profiles of participants and summarise Thai consumers' subjective evaluations of each of the four marketing dimensions. Multiple linear regression analysis was further executed to quantify the predictive relationships between the four independent variables (localised product strategy, differentiated price strategy, localised promotion strategy and omni-channel place strategy) and the dependent variable- Cha Baidao's market performance in the Thai context.

Empirical outputs from statistical testing demonstrated that all four dimensions of the 4Ps marketing mix exerted statistically significant positive effects on Cha

Baidao's Thai-market operational performance at the $p < 0.001$ significance level. Correspondingly, all four pre-established research hypotheses (H1-H4) obtained full empirical validation. Nevertheless, the magnitude of influence varied noticeably across individual marketing constructs. The localised product strategy generated the strongest predictive effect and constituted the brand's core source of competitive advantage in Thailand. Surveyed Thai consumers expressed high recognition of Cha Baidao's market-oriented product adaptations, including tropical-themed limited-edition beverages, sweetness calibration tailored to local gustatory habits and packaging designs incorporating regional cultural elements. By contrast, although Cha Baidao's tiered pricing system aligned reasonably well with the disposable income and purchasing power of mainstream Thai consumers, respondents only delivered moderate overall evaluations for price-related performance. Such neutral assessments mainly stemmed from two prominent practical drawbacks: inflexible price surcharges applied at tourist-heavy scenic-spot outlets, and the absence of systematic, sustainable long-term discount schemes and membership benefit mechanisms, which created substantial room for further price-system optimisation. In respect of promotional activities, localised marketing built upon mainstream Thai social-media channels and time-sensitive traditional-festival events effectively mitigated cross-cultural communication barriers between the brand and local consumers. These initiatives successfully elevated brand visibility and public awareness among young Thai target groups, stimulated active consumer-brand interaction and drove favourable repeat-purchase behaviours. For the place dimension, the brand's integrated online-offline omni-channel layout combined geographically diversified physical store sites and mature third-party delivery services. This comprehensive distribution framework considerably reduced time-cost and spatial barriers to product access, improved overall consumption convenience and guaranteed stable and continuous customer inflow for Cha Baidao's retail network across Thailand.

These core findings provided explicit, evidence-based answers to the two primary research questions raised at the outset of this study. In response to the first research question concerning the current status of Cha Baidao's 4Ps marketing strategies in Thailand, the study confirmed that Cha Baidao had constructed a relatively complete localised marketing system adapted to the consumption characteristics of Thailand's new-style tea-beverage market. Product localisation stood out as its most prominent strength; promotion and omni-channel layout also delivered satisfactory market outcomes, while the pricing strategy represented the primary weak link requiring further improvement. Addressing the second research question regarding strategy optimisation under 4Ps Theory, empirical evidence suggested that Cha Baidao should not merely maintain its existing successful product, channel and promotional arrangements. To achieve more sustainable competitive superiority in Thailand, the brand needed to prioritise the refinement of its differentiated pricing mechanism, introduce scenario-based dynamic pricing rules for different consumption locations, and develop long-term membership and reward programmes. Meanwhile, further advancement of scenario-oriented marketing could maximise the value

generated by promotional and channel resources. From a theoretical perspective, this study verified the practical applicability of the classic 4Ps Marketing-Mix Theory for analysing cross-border localised operations of Chinese new-style tea beverage brands. It offered fresh empirical case material for academic discussions surrounding Chinese catering enterprises' international expansion into Southeast Asian consumer markets.

5.2 Recommendation

Based on the empirical findings generated by this study, actionable targeted optimisation recommendations emerge for Cha Baidao to advance its sustained, long-term localized marketing performance within the Thai marketplace. Analytical outputs from consumer questionnaires and regression modelling demonstrate that although Cha Baidao establishes a functional 4Ps marketing framework adapted to local market conditions, tangible improvement potential persists across product, price, place and promotion dimensions. Each recommendation draws direct implications from the study's key statistical observations, translating quantitative consumer insights into implementable business practice.

First, Cha Baidao consolidates its core market competitiveness by deepening the depth and breadth of localized product innovation. The study identifies localized product development as the strongest driver of market performance in Thailand; therefore, sustaining product-level differentiation carries vital managerial implication for maintaining market superiority against both domestic Thai milk-tea competitors and competing Chinese new-tea chains. Building upon its existing portfolio of tropical-flavoured limited-edition beverages, the brand introduces additional season-specific custom-formulated drink lines that align with local Thai dietary preferences and seasonal consumption patterns. Beyond beverage recipes, the brand upgrades visual packaging aesthetics and develops culturally relevant peripheral merchandise. These product-oriented adjustments strengthen affective consumer identification with the brand, reinforce perceived local relevance among Thai young customers, and further widen the product-based competitive gap within a crowded beverage market.

Second, rooted in the logic of host-market-centred operations, Cha Baidao constructs a more agile and context-sensitive differentiated pricing system. The empirical result that price strategy yields moderate consumer evaluation delivers a clear managerial implication: baseline tiered pricing matching average purchasing power proves insufficient, and rigid pricing across heterogeneous consumption scenarios undermines overall marketing effectiveness. The brand formulates context-driven dynamic tiered prices that distinguish scenic tourist zones, central business districts and residential neighbourhoods. Such price differentiation corresponds to distinct spending power, consumer profiles and situational consumption motives in each setting. Meanwhile, the brand rolls out diversified long-term discount bundles and formalised membership reward mechanisms. This integrated pricing framework strikes a deliberate balance between corporate profitability and consumer stickiness: it safeguards revenue generated from

tourist-heavy locations while fostering repeat-purchase loyalty among local resident consumers.

With respect to the place element of the marketing mix, Cha Baidao refines its existing omni-channel distribution architecture. This research confirms that multi-channel accessibility positively supports stable business outcomes, which implies that rational channel expansion and service upgrading serve as essential foundations for sustained customer acquisition. The brand pursues measured offline store expansion across second-tier tourist-rich provinces outside Bangkok, where young consumer bases and tourist foot traffic remain under-served by current retail networks. Concurrently, it iterates and optimises online delivery service systems, including delivery efficiency, order accuracy and digital user interfaces on local third-party delivery platforms. Improved offline geographic coverage and enhanced digital delivery experience shorten the perceived consumption distance for Thai end-users, broaden the brand's reach to untapped consumer segments and secure continuous, stable customer inflow across both offline store visits and online delivery orders.

Finally, Cha Baidao enriches its portfolio of localized marketing initiatives that embed authentic Thai folk traditions and cultural conventions. The significant positive effect of culturally adapted promotion carries the practical implication that cross-border brands cannot rely on promotional content transplanted directly from their home market. Close collaboration with well-recognised local social-media influencers enables the brand to roll out culturally themed marketing campaigns tailored to Thai social values. The brand also custom-designs dedicated promotional schedules for major traditional festivals and local cultural events. These culturally embedded promotional activities reduce cross-cultural communication frictions between the foreign-origin brand and local audiences, deepen emotional connection with the primary youth consumer group, and progressively solidify Cha Baidao's authentic localized brand identity in the minds of Thai consumers.

Collectively, the above-mentioned optimisation measures enhance Cha Baidao's overall market competitiveness and support durable commercial growth within Thailand. More broadly, this study delivers industry-wide implications for other Chinese new-style tea beverage brands pursuing overseas internationalisation. Localized marketing is not a one-off tactical adjustment but represents an ongoing long-term strategic undertaking. Each brand must conduct granular assessment of host-market cultural traits, consumer demands and competitive dynamics. Enterprises align their marketing transformation with their own global strategic positioning and resource endowments, instead of copying ready-made marketing models applied by other brands. Thoughtful localised adaptation helps Chinese new-tea brands mitigate cross-border operational risks and build sustainable competitive advantages in Southeast Asian consumer markets.

5.3 Further Study

Drawing upon the empirical limitations identified in the present research, several promising avenues are available for future scholarly inquiry into the cross-border localized marketing of Chinese new-style tea beverage brands. Subsequent researchers may adopt diversified research designs, expand sampling coverage, integrate multi-source data and extend analytical boundaries to compensate for the constraints of this study and generate deeper, more generalisable insights.

First, future investigations should expand sampling scope and improve sample representativeness. This study mainly collects feedback from young urban Thai consumers aged 18-35 across four core tourist and commercial cities. Researchers may include respondents from rural provinces, older age cohorts and low-income demographic groups within their sampling frame. They may also employ multi-stage random sampling rather than convenience-oriented questionnaire distribution, which could mitigate self-selection bias inherent in store-intercept and online surveys. Such adjusted sampling strategies may yield more comprehensive perspectives reflecting the full spectrum of Thai consumer groups, instead of only capturing perceptions of Cha Baidao's primary young-urban target market.

Second, scholars should consider adopting longitudinal research designs to capture dynamic marketing effects. This paper applies a cross-sectional approach that only observes consumer attitudes within a single stable operational period. Follow-up studies may conduct repeated data collection over multiple years, so that they can track how iterative adjustments to product portfolios, pricing rules, promotional events and channel layouts may reshape brand market performance over time. Longitudinal evidence may reveal causal evolutionary patterns that static cross-sectional data cannot detect.

Third, future research may combine subjective perceptual questionnaire data with objective archival business indicators for triangulation. The dependent variable in this research relies entirely on consumers' self-reported subjective evaluation of market performance. Researchers may seek access to internal operational metrics such as store-level sales volume, profit margins and real repurchase rates. They may also conduct semi-structured in-depth interviews with brand managers, local store supervisors and industry practitioners. Mixed-methods designs may unpack implicit decision-making logic and practical operational obstacles behind localised marketing strategies, which purely quantitative questionnaire research may fail to fully uncover.

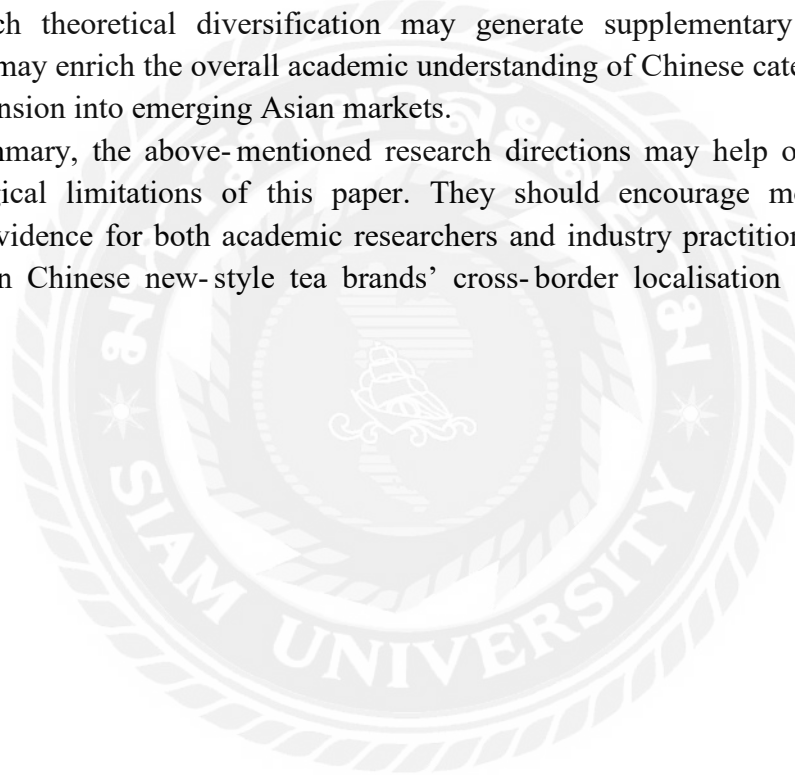
Fourth, subsequent studies should broaden the contextual and comparative scope of analysis. This work focuses exclusively on Cha Baidao's business within the Thai market. Researchers may carry out cross-national comparative analysis covering multiple Southeast-Asian jurisdictions such as Malaysia, Indonesia and Vietnam. They may also conduct inter-brand comparisons between Cha Baidao and competing Chinese new-tea chains with different overseas development philosophies. Such comparative work may identify which marketing adaptation strategies are

context-specific for Thailand and which best practices may be transferable across diverse Southeast Asian markets.

Fifth, scholars may incorporate additional exogenous variables into future analytical frameworks. The current regression model is built strictly upon the 4Ps theoretical lens, while it omits external influential factors including cross-border supply-chain risks, local human-resource constraints, regulatory policies and competitive pressure from rival beverage enterprises. Further research may integrate these contextual variables into empirical models, which may help explain what boundary conditions may strengthen or weaken the effectiveness of 4Ps-based localised marketing for overseas tea brands.

Finally, future researchers may explore new theoretical perspectives beyond 4Ps Marketing-Mix Theory. They may apply alternative frameworks such as 4C, cross-cultural consumer behaviour theory or institution-based internationalisation theory. Such theoretical diversification may generate supplementary interpretive angles and may enrich the overall academic understanding of Chinese catering brands' global expansion into emerging Asian markets.

In summary, the above-mentioned research directions may help overcome the methodological limitations of this paper. They should encourage more nuanced empirical evidence for both academic researchers and industry practitioners who are interested in Chinese new-style tea brands' cross-border localisation in Southeast Asia.



References

- Borden, N. H. (1964). The concept of the marketing mix. *Journal of Advertising Research*, 4(2), 2-7. <https://doi.org/10.1002/j.0021-8423.1964.tb00232.x>
- Chen, H. (2024). Application of the 4Ps marketing-mix theory in cross-border localization for catering brands. *International Business Research*, 17(2), 112-125. (In Chinese).
- Chen, J. (2024). Research on application of 4Ps marketing-mix theory in localized operation of cross-border new-style tea brands. *Journal of Commercial Economics*, (12), 78-81. (In Chinese).
- Chen, Y., & Liu, H. (2024). Localized marketing strategies of Chinese new-style tea beverage brands in Southeast Asian markets. *Journal of Cross-Border Business Research*, 8(1), 45-62. (In Chinese).
- Constantinides, E. (2006). The marketing mix revisited: Towards the 21st-century marketing. *Journal of Marketing Management*, 22(3-4), 407-438. <https://doi.org/10.1362/026725706776861190>
- Ettenberg, A. (1999). Next economy: Convergence of consumer and business markets. Free Press.
- Grönroos, C. (1994). From marketing mix to relationship marketing: Towards a paradigm shift in marketing. *Management Decision*, 32(2), 4-20. <https://doi.org/10.1108/00251749410054774>
- Huang, X. T. (2022). Practical application of reliability- validity test and multiple linear regression in questionnaire research. *Statistics & Decision*, (18), 172-176. (In Chinese).
- Kotler, P. (2019). *Marketing management* (16th ed.). Pearson Education.
- Kotler, P., & Keller, K. L. (2021). *Marketing management* (17th ed.). Pearson Education.
- Lauterborn, R. F. (1990). New marketing litany: Four P's passe; C- words take over. *Advertising Age*, 61(41), 26.
- Li, M. Y. (2023). Research on overseas marketing strategies of Chinese new-style tea brands in Southeast Asia: Taking Mixue and Bawang Cha Ji as examples. *Enterprise Economy*, (9), 112-120. (In Chinese).
- Li, W. (2023). Comparative analysis on overseas expansion models of mainstream Chinese new-style tea brands. *China Business Studies*, 11(2), 33-47. (In Chinese).
- Lin, S. (2024). Pricing adaptation and market performance of Chinese beverage brands in Southeast Asian emerging markets. *Journal of Global Marketing*, 38(1), 29-44. <https://doi.org/10.1080/08911762.2024.2311271>
- Lin, X. Y. (2024). Matching between new-style tea pricing strategy and local market purchasing power in Thailand. *Market Research*, (2), 27-31. (In Chinese).
- Liu, J. (2024). Cultural adaptation of promotion strategies for Chinese FMCG brands in Thailand. *Cross-Cultural Management Journal*, 16(3), 76-91. (In Chinese).

- Liu, M. Q. (2024). Research on optimization path for overseas localized marketing of catering enterprises based on 4Ps theory. *Practice in Foreign Economic Relations and Trade*, (5), 45-49. (In Chinese).
- McCarthy, E. J. (1960). *Basic marketing: A managerial approach*. Richard D. Irwin.
- Nagle, T. T., & Holden, R. K. (2020). *The strategy and tactics of pricing: A guide to profitable decision-making* (7th ed.). Routledge.
- Nguyen, T. T., Pham, H. H., & Tran, T. T. (2020). Cross-border marketing adaptation for F&B brands in Southeast Asia. *Asia Pacific Journal of Marketing and Logistics*, 32(5), 1121-1140. <https://doi.org/10.1108/apjml-03-2019-0148>
- Stern, L. W., El-Ansary, A. I., & Coughlan, A. T. (2014). *Marketing channels* (8th ed.). Pearson.
- Sukhu, A., Sricharoen, T., & Chompu-Udom, K. (2021). Consumer beverage preferences and bubble-tea consumption behaviour in urban Thailand. *ASEAN Journal of Management & Innovation*, 8(2), 1-18.
- Wang, J. N. (2024). Research on overseas expansion paths of new-style tea brands under industrial stock competition. *Prices Monthly*, (3), 56-63. (In Chinese).
- Wang, Y., Zhang, L., & Zhou, H. (2022). Localisation strategies for Chinese new-style tea brands entering Southeast Asian markets. *Journal of Food Products Marketing*, 28(8), 623-642. <https://doi.org/10.1080/10454446.2022.2096145>
- Zhang, S. Y. (2023). Thai tea-drinking culture and local adaptation of foreign chain milk-tea brands. *Crossroads of Southeast Asian Studies*, (6), 89-96. (In Chinese).
- Zhang, Y. (2023). Product localization strategies of Chinese new-style tea brands in the Thai consumer market. *Asian Journal of Marketing*, 9(4), 58-73.
- Zhang, Y., & Li, S. (2023). 4Ps marketing-mix application for Chinese new-style tea brands in Southeast Asia. *Chinese Journal of International Business Studies*, 15(3), 287-306.
- Zhao, X. (2023). Cross-cultural marketing logic and practical paths for internationalisation of domestic new-style tea brands. *International Trade*, (11), 34-41. (In Chinese).
- Zhou, K. (2023). Omni-channel placement strategy for Chinese new-style tea-beverage internationalisation in Southeast Asia. *Journal of Retailing and Consumer Services*, 65, 102987. <https://doi.org/10.1016/j.jretconser.2023.102987>
- Zhou, Y. (2023). Comparative study on channel-layout strategies of Chinese new-style tea brands in Southeast Asia. *Commercial Research*, (8), 33-40. (In Chinese).

Appendix

Questionnaire on "Marketing Strategies of ChaBaiDao in Thailand".

Dear Respondents,

This questionnaire is for academic research, aiming to investigate the current 4Ps marketing strategies and market performance of ChaBaiDao in the Thai market. All responses are anonymous. There are no right or wrong answers, and the collected data will only be used for thesis analysis. Please answer based on your real-life experience. Thank you for your support!

Part 1: Basic Information

Your gender

A. Female

B. Male

Your age

A. Under 18 years old

B. 18-25 years old

C. 26-35 years old

D. Above 36 years old

Your highest education level

A. High school or below

B. College diploma

C. Bachelor's degree

D. Master's degree or above

How often do you purchase drinks from ChaBaiDao?

A. Multiple times per week

B. 2-3 times per month

C. Occasionally

D. Rarely

Part 2: Main Questionnaire (Likert 5-point Scale)

Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly

Agree

Dimension	Survey Item	1	2	3	4	
Product Strategy	1. I believe the flavours of ChaBaiDao drinks fit local Thai consumers' eating and drinking habits.	☐	☐	☐	☐	☐
	2. Localized products such as tropical- fruit- flavoured and lightly- sweet drinks launched by ChaBaiDao match my preferences.	☐	☐	☐	☐	☐
	3. ChaBaiDao provides a rich product portfolio, and the pace of new- product launches is reasonable.	☐	☐	☐	☐	☐
	4. ChaBaiDao delivers consistent	☐	☐	☐	☐	☐

Dimension	Survey Item	1	2	3	4
	drink quality and uniform taste across outlets.				
	5. ChaBaiDao's packaging design is aesthetically pleasing and suits the aesthetic preferences of young Thai consumers.	☐	☐	☐	☐
Price Strategy	1. I think ChaBaiDao's overall pricing matches the consumption level of the general public in Thailand.	☐	☐	☐	☐
	2. Compared with other bubble- tea brands at the same tier, ChaBaiDao offers better cost- performance.	☐	☐	☐	☐
	3. ChaBaiDao's tiered pricing (small cup / large cup / extra toppings) is reasonably set.	☐	☐	☐	☐
	4. ChaBaiDao's discounts and set- meal promotions are attractive to me.	☐	☐	☐	☐
	5. I believe ChaBaiDao's price is commensurate with its product quality.	☐	☐	☐	☐
Place Strategy	1. ChaBaiDao physical stores are well- distributed and easy to access.	☐	☐	☐	☐
	2. ChaBaiDao's store formats in shopping malls, street- side locations and tourist attractions fit different consumption scenarios.	☐	☐	☐	☐
	3. ChaBaiDao's food- delivery channels are convenient with well- developed delivery services.	☐	☐	☐	☐
	4. Customer flow in ChaBaiDao stores is reasonable, and the in- store queuing experience is satisfactory.	☐	☐	☐	☐
	5. Overall, purchasing ChaBaiDao products is very convenient across available channels.	☐	☐	☐	☐
Promotion Strategy	1. I frequently see ChaBaiDao promotions on Thai social- media platforms (Facebook, Instagram, TikTok).	☐	☐	☐	☐
	2. Influencer collaborations and short- video marketing by ChaBaiDao	☐	☐	☐	☐

Dimension	Survey Item	1	2	3	4	
	motivate me to make purchases.					
	3. ChaBaiDao's Thai- festival- themed campaigns and special- event marketing are attractive.	☐	☐	☐	☐	☐
	4. Membership benefits and limited- time offers from ChaBaiDao effectively drive me to make repeat purchases.	☐	☐	☐	☐	☐
	5. ChaBaiDao's localized promotional content is culturally appropriate for Thailand.	☐	☐	☐	☐	☐
Market Performance(Dependent Variable)	1. I am satisfied with my overall consumption experience at ChaBaiDao in Thailand.	☐	☐	☐	☐	☐
	2. I am willing to keep buying ChaBaiDao products in the future.	☐	☐	☐	☐	☐
	3. I would recommend the ChaBaiDao brand to my friends.	☐	☐	☐	☐	☐
	4. I believe ChaBaiDao has strong competitiveness in the Thai market.	☐	☐	☐	☐	☐
	5. In general, ChaBaiDao's marketing strategies encourage my continuous consumption.	☐	☐	☐	☐	☐

Part 3: Open-ended Questions (Optional)

In your opinion, what are the biggest strengths of ChaBaiDao operating in the Thai market?

What shortcomings do you think ChaBaiDao currently has in terms of products, pricing, stores or promotions?

What suggestions do you have for ChaBaiDao's future development in Thailand?

Thank you for your cooperation !